

FEDERAL MINISTRY OF EDUCATION

Nigeria Arabic Language Village,
Ngala, Borno State.

Presidential Visitation Panel Report
(2011 - 2015)

Main
Report

Volume 1

June, 2021

FEDERAL MINISTRY OF EDUCATION.

VISITATION PANEL TO THE
NIGERIA ARABIC LANGUAGE VILLAGE, NGALA, BORNO STATE.

June 2021.

The Honourable Minister of Education,
Federal Ministry of Education
Abuja.

Dear Honourable Minister,

**RE: SUBMISSION OF THE 2011 - 2015 VISITATION PANEL REPORT ON THE
NIGERIA ARABIC LANGUAGE VILLAGE, NGALA, BORNO STATE.**

The Honourable Minister may recall that on Tuesday April 13, 2021, the Permanent Secretary, Federal Ministry of Education, representing the Honourable Minister of Education, inaugurated Visitation Panels to the thirty-nine (39) Federal Universities, and four (4) Inter-University Centers, one of which is the Nigeria Arabic Language Village (NALV), Ngala, Borno State.

2. The Panel was given **sixty (60) days** to review the activities of the NALV on ten (10) Terms of Reference (ToR's), and to submit **two (2) reports covering 2011 – 2015 and 2016 – 2020** periods.

3. On behalf of the Panel, I am happy to report the completion of the assignment and submission of the report at the end of the approved sixty-day (60) period. The report covering each period is contained in two (2) volumes, namely the **summary of findings/observations and recommendation therefrom, and the Annexures.**

4. Members of the Panel hereby express deep appreciation, through the Honorable Minister, to the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, His Excellency, Alhaji Muhammadu Buhari, GCFR, Visitor, Nigeria Arabic Language Village, Ngala, for the opportunity to serve the nation on this assignment.

5. Thank you, sir.

Professor Bawa Hassan Gusau,
Chairman.

Acknowledgements

We, the Panel members, acknowledge with gratitude, the confidence and trust reposed in us by Mr. President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, Alhaji Muhammadu Buhari, GCFR, the Honorable Minister of Education, Malam Adamu Adamu, the Honorable Minister of State for Education, Dr. Chukwuemeka Nwajuiba, the Permanent Secretary, Ministry of Education, Arc. Sonny O. Ochonno, FNIA, and the Director, Tertiary Education, Hajiya Rakiya Iliyasu.

The Panel equally sincerely thanks the Executive Secretary, National Universities Commission, Professor Abubakar Adamu Rashid, for his confidence, support and encouragement.

The Panel also wishes to acknowledge the encouragement and support of his Excellency, the Executive Governor of Borno State, Professor Babagana Umara Zulum, His Royal Highness, the Shehu of Borno, Alhaji Abubakar Ibn Umar Garbai El-Kanemi, CFR; His Royal Highness, the Shehu of Dikwa, Alhaji Ibrahim Ibn Umar Ibrahim Al-Amin El-Kanemi, being hosts of the Nigeria Arabic language Village at Maiduguri and Ngala, both of whom enthusiastically supported, and prayed for the success of the Panel on its assignment. Mention must also be made of Alhaji Sani Idris El-Bulatore the Chairman of the Governing Council of the Village between 2013 and 2015 as well as the current Acting Chairman, Chief Okechukwu Christian Omeche, Dr. Muhammad Usman and Dr. Muhammad Abba Umar who at various times acted as Directors/CEO of the NALV, past substantive Director/CEO, Professor Muhammad Mua'zu Nguru, as well as the current Director of the Village, Professor Ibrahim Muhammad, all of whom inter-acted with the Panel and threw more light on a number of issues. Finally, the Principal Officers of the Village, Tahir Musa, the Registrar and Usman Yakuba Garba, the Bursar, both of whom served during the two periods covered by the Panel's assignment, individuals and groups who responded to the Panel's calls by presenting written memoranda, either on their own behalf, or representing communities, Mr. Augustine Ndulim, a very hard-working, punctual, alert and patient secretary/typist who meticulously and enthusiastically assisted in the secretarial component of the Panel's report.

Members of the Presidential Visitation Panel

1. Professor Bawa Hassan Gusau,
Professor of Political Science, Bayero University, Kano; Former Chairman Governing Council, Abdu Gusau Polytechnic, Talata Mafara, Zamfara State; Former Chief of Staff to H.E. The Executive Governor of Zamfara State, Alhaji Ahmad Sani, Yariman Bakura.
2. Professor Bagoni Alhaji Bukar,
Professor and Dean, Faculty of Law, University of Maiduguri, Chairman, Tax Appeal Tribunal, North- East Zone, Former Member, Governing Council, Federal Polytechnic, Bauchi, Member, Presidential Legal Team (PLT 2019) to the All-Progressives' Congress (APC)'s Presidential Candidate in the 2019 Presidential Elections, Alhaji Muhammadu Buhari;
3. Professor Umar Dahiru,
Professor of Arabic, University of Maiduguri.
4. Tpl. Attahiru, Edmund Sule
Retired Director of Town Planning, Jos Metropolitan Development Board, Jos, Plateau State.
5. Mr. Johnson O Ogbeche,
Retired Assistant Chief Finance Officer, National Universities Commission (NUC), Abuja (Died in the course of the assignment).
6. Professor Abdulfatah Awoyinwola,
Professor of Arabic Language,
University of Maiduguri – (Died in 2015)
7. Alhaji Shehu Ahmad Rufa'i,
Deputy Director, Students' Support, National Universities Commission, Abuja.

Signature Page

S./ N.	Name	Status	Signature
1.	Professor Bawa Hassan Gusau.	Chairman	
2.	Professor Bagoni Alhaji Bukar.	Member	
3.	Professor Umar Dahiru.	Member	
4.	Tpl. Attahiru, Edmund Sule.	Member	
5.	Mr. Johnson O. Ogboche. (Deceased)	Member	
6.	Professor Abdulfatah Awoyinwola (Deceased since 2015)	Member	
7.	Alhaji Shehu Ahmad Rufa'í.	Secretary	

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ACHRONYMS AND TERMS

A&PC	-	Appointments and Promotions Committee
BPSR	-	Bureau for Public Service
CBN	-	Central Bank of Nigeria
CEO	-	Chief Executive Officer
CMS	-	Coordinator of Municipal Services
DTA	-	Duty Tour Allowance
ETF	-	Education Trust Fund
FCC	-	Federal Character Commission
F&GPC	-	Finance and General Purposes Committee
FME	-	Federal Ministry of Education
FMI	-	Federal Ministry of Finance
IGR	-	Internally Generated Revenue
NALV	-	Nigeria Arabic Language Village
NASU	-	Non-Academic Staff Union
NCCE	-	National Commission for Colleges of Education
NCE	-	National Certificate of Education
NHIS	-	National Health Insurance Scheme
NUC	-	National universities Commission
TETFFUND	-	Tertiary Education Trust Fund
TOR	-	Term of Reference
TSA	-	Treasury Single Account
VAT	-	Value Added Tax

EXECUTIVE SUMMARY

On Tuesday April 13, 2021, the Hon. Minister of Education, Malam Adamu Adamu, represented by the Permanent Secretary of the Ministry, Arc. Sonny O. Ochonno, FNIA, inaugurated the Presidential Visitation Panels to the Thirty-Nine (39) Federal Universities, and the Four (4) Inter-University Centres (IUC's), at the Idris Abdulkadir Auditorium, National Universities Commission, Abuja.

The Panels were given **sixty (60) days** from the day of the inauguration to review the activities of the Universities and the centers during the 2011 – 2015 and 2016 – 2020 periods, under ten (10) Terms of Reference (ToR's). This Panel arrived Maiduguri on April 24, 2021, for its assignment at one of the IUC's, the Nigeria Arabic Language Village, Ngala, Borno State, now domiciled in the liaison office, Lagos Street, Maiduguri.

In carrying out its assignment, the Panel interacted briefed the Management and staff of the Village on its assignment and solicited for their understanding and cooperation, as well as requested for memoranda. Courtesy calls were made to HRH the Shehu of Borno, and HRH the Shehu of Dikwa, the host to the Village.

The Panel received sixteen (16) memoranda in all, including petitions. The memoranda mostly were from staff of the Village, while a few consisted of 'petitions' or 'appeals'. Those appeals found by the Panel to be inconsistent with its ToR's were referred to the Village management for consideration and necessary action.

Terms of reference 1

Implementation of 2004 – 2010 White Paper:

On ToR 1 regarding the Implementation of 2004 – 2010 White Paper, it was discovered that the 2004-2010 Panel made Sixty-One (61) recommendations in all. Out of this number, the Visitor directed, both explicitly and implicitly, the implementation of forty-three (43) of the recommendations by the Village. The Panel found that eleven (11) or 25.60%, were fully complied with, ten (10), or 23.26%, were partially complied with. Eighteen (18), or 41.86%, were not complied with, while the Panel was unable to determine the extent of implementation of four (4), or 9.30%, for reasons already stated in the full report

(2011 – 2015)

Term of Reference II

On Leadership Quality of Governing Councils, Directors/CEO's and other Principal Officers, the Panel notes that the quality of leadership of the Principal Officers' left much to be desired. They lacked the requisite qualifications and necessary cognate experience in financial and human resource management, while all the acting Directors/CEO's, though Ph. D. holders, they nonetheless, lacked university, and indeed any, administrative experience.

Although the Governing Council served only from late 2013 to May 2015, all the same, it performed fairly well, particularly in addressing some financial improprieties which came to their knowledge upon assumption of office. These were evident from investigations of misuse/mismanagement of sums running to nearly one hundred and fifty million naira (N150,000,000).

Term of Reference III

The sources of revenue for the Village during this period included Statutory Allocations and Internally Generated Revenue. A total sum of Seven Hundred and Twenty-Six Million, Three Hundred and Sixty-Two Thousand, One Hundred and Seventy-Three (**₦726,362,173.00**) was appropriated from the statutory allocations. Out of this amount, Three Eighty-Nine million, Sixty-Seven thousand, Three hundred and Seventy-Four (**₦389,067,374.00**) was released and utilized for 44 capital projects. On the other hand, IGR realized for the same period was Twenty-Six Million, Fifty-Four Thousand, Two Hundred and Seventy-Two (**₦26,054,272.00**) Naira. The IGR was mainly from students' registration fees.

Term of Reference IV

Application of funds was dealt with in ToR III above. There was no special grant received by the Village during the period under review.

Term of Reference V

The total number of academic staff employed by the Village was Thirty-Three (33) for the entire period. Among them were holders of Masters and Doctorate degrees, and all of them acquired the higher degrees through self-efforts. The village lacked any Staff development programme that would have financially assisted them to pursue the higher qualifications.

Term of Reference VI

During the period under review, the Village interacted with all the relevant regulatory bodies such as NUC, FME, NCCE, and the FMF for the purposes of planning, preparation of Master Plan and Academic Brief, guidance and finance.

Term of Reference VII

There was, and still there is no law establishing the Village. Its internal and external relationships are guided by policy directions set up by Council, guidance from the FME and NCCE, adoption of regulations from universities and Civil Service Rules.

Term of Reference VIII

The Village was established in 1992, and started academic activities at the then Government Secondary School, Ngala, in 1995. During the period under review, the Village experienced serious setbacks due to the activities of insurgents. This necessitated its relocation to the Liaison office, Lagos Street, Maiduguri where it has continued to operate.

Term of Reference IX

The level of security of the Village was adequate before the insurgency. There were no serious threats to lives and property of the staff or their families up until 2013 when insurgents forced the Village's relocation to Maiduguri.

Term of Reference X

During the 2011 2015 period, management did not establish any structure for students' discipline in the Village. Issues of discipline that occurred were treated on reactive and ad-hoc manner without recourse to any laid down process.

CHAPTER ONE

INTRODUCTION

The 2021 Presidential Visitation Panel to the Nigerian Arabic Language Village (Village) was inaugurated on Tuesday, April 13th 2021 at the Idris Abdulkadir Auditorium, National Universities Commission (NUC), by the Hon. Minister of Education, Mallam Adamu Adamu, represented by the Permanent Secretary in the Ministry, Arch. Sonny O. Ochonno, FNIA. The main objective of the visitation, as presented by the Hon. Minister, is to appraise the performance of the institutions being visited in terms of leadership qualities of Vice-Chancellors, Directors/CEO's, Principal Officers and Governing Councils to ascertain the level of accomplishment of the mandates of the institutions. The Minister informed members of the Panels that the visitations cover 2011-2015 and 2016-2020 periods. This Report covers the level of implementation of the White Paper on the 2004-2010 Presidential Visitation Panel Term of Reference (ToR 1), ToR's II-X for the 2011-2015 period.

In carrying out its assignment, this Panel received Memoranda, petitions and interacted with past Chairmen of Governing Councils, Directors/CEO's, including Principal Officers of the Village, among others. Issues raised and allegations made in the various memoranda/petitions which fall within the Panel's ToR's were referred to officers directly affected for their responses. Other submissions which are outside the Panels ToR's were referred to management of the Village for consideration. The Panel wishes to draw the attention of the Hon. Minister to the fact that the management of the Village failed to cooperate with the Panel on the need to submit memoranda within two weeks from the 25th May 2021. Unfortunately, management only deemed it fit to respond on the 25th June 2021, a day before the Panel ended its sittings and assignment. Therefore, the Panel was unable to consider the submissions from management due to the fact stated above.

CHAPTER TWO

METHODOLOGY

The chapter deals with the method adopted by the Panel in carrying out its assignment. The Panel adopted a number of techniques of collecting data and other information, some of which include;

- (i) Maiden meeting by members of the Panel at the Nigeria Arabic Language Village liaison office along Lagos Street on the 24th April, 2021 to work out operational modalities
- (ii) Interaction with the management of the Village
- (iii) Courtesy calls on their Royal Highnesses, the Shehu of Borno and Shehu of Dikwa
- (iv) Contact with the Information unit of the Village for the purposes of publicizing the arrival of the Panel to members of the Village and public at large.
- (v) Outline ground rules of engagement of the Panel with:
 - (a) Management
 - (b) Former and Current Governing Council Chairmen
 - (c) Former Directors/CEO's
 - (d) Staff Unions
 - (e) Interest groups
 - (f) Host communities
 - (g) Members of general public
- (vi) Inspections of projects sites in Maiduguri
- (vii) Examination of relevant documents
 - (a) Accounting records
 - (b) Contractual agreements
 - (c) Records from the Registry
 - (d) Records from Works Department
- (viii) Strategic session by the Panel:
 - (a) Reviewed and appraised working modalities

(b) Examined our time-line

(c) Review and accommodated short-comings and consolidated our new timelines

**PRESIDENTIAL VISITATION PANEL TO THE NIGERIA ARABIC
LANGUAGE VILLAGE, NGALA, BORNO STATE, 2021.
WEEKLY ACTIVITIES OF THE PANEL DURING THE EXERCISE**

WEEK	WEEKLY ACTIVITIES OF THE PANEL
1. 13 – 16 April 2021	Meeting with Chairman, Secretary and one member immediately after the inauguration at Abuja to strategize on the Panel's plan of activities: establishing contacts with other Panel members, dispatch of their appointment letters and fixed the departure date to Maiduguri.
2. 24 th April 2021	Arrival of Panel members to the Nigeria Arabic Language Village Liaison Office, Maiduguri; first maiden meeting with Director and other Principal officers of the Village. Meeting with staff of the Centre (introductory meeting).
3. 26 April to May 1 2021.	The Committee commenced sitting, began writing publicity letters announcing it's sitting in which public and other relevant stakeholders were invited to submit memoranda as well as the staff of the Centre; letters of request for courtesy call to the Shehu of Borno, and Shehu of Dikwa and the host community in whose domain the Village is domiciled drafted and sent; Panel paid a courtesy call on these respected leaders, where their prayers, guidance and blessing were sought. Also, a letter was drafted requesting for relevant documents required for the exercise to the Village (see attached)
4. 3 rd – 6 th May 2021	Checking the documents, that is the records, files, and collecting memos submitted by various interest groups and other relevant stakeholders.
7 – 21 MAY	SALLAH BREAK
5. 22 – 29 th May, 2021	Drafted letters to the former Directors, Communities on the allegation emanating from the memos submitted to the Panel – to three (3) past Directors for their responses. Letters were also drafted inviting the Congress, stakeholders and the general public for interactions. Similarly, letters were drafted and sent to all principal officers over the allegations emanating from the memos so far received, where the responses were sought. Letters inviting all head of Units to submit their memos on the activities covering the period under review. Letters to the Council Chairmen inviting them for interaction in order to harvest firsthand information on the affairs of the Centre during their tenures.
6 31 May – 5 th June	Project inspection were undertaken to the annex and within the liaison office to ascertain the progress made. Receiving responses from, and interactions with, 2 former Directors and some Principal Officers.
7. 6 th June -	Drafting the report of the Panel findings for the period under review – 2011 – 2015 and 2016 – 2020 .

CHAPTER III

Implementation of the recommendations of the 2004 – 2010 White Paper.

The findings/observations and recommendations of the Panel with respect to the 2011-2015 period are presented in the chapters that follow.

TERM OF REFERENCE I

To inquire into the level of implementation of the White Paper of the last visitation report (2004 – 2010).

The level of implementation of the Visitor's directives on the recommendations of the White Paper that arose from the report is presented below, beginning with TOR II.

TERM OF REFERENCE II

II (a) *The Governing Council should, without prejudice to its statutory functions, seek to interact more closely with the management, especially in giving policy direction and ensure that all rules and regulations are adhered to by the Management.*

Findings/Observations

- a) There were no records of any Governing Council activity between 2011 and 2013. However, a Governing Council was constituted for the Village on August 18, 2013 under the Chairmanship of Alh. Sani Idris El-Bulature. Although the Governing Council served for about one and a half years only, the Panel observed from minutes of meetings that the Council worked closely with the management and gave it policy direction with a view to ensuring that all rules and regulations are adhered to;
- b) Pursuant to paragraph (a) above, the Governing Council at its 31st meeting held between 5th to 7th February, 2013, proposed an Action Plan for the implementation of the White Paper including so many other issues.

Comments

The Visitor's directive was substantially complied with.

II (b). The Director should pay greater attention to issues of financial management, regulations and control. It is also important that in spite of the Village's specialized nature, all recruitments and promotions should be carried out in accordance with extant rules and regulations.

Findings/Observations.

(1). Regarding the Visitor's directive on expenditure management, regulations and control, the Panel found as follows:

- a) bank reconciliation statements were not prepared for all accounts in all the banks, Treasuring Single Account (TSA), Central Bank of Nigeria (CBN) Revenue Account for 2014 (see Management Letter for the year ended Dec. 2014, Annexure A p.3);
- b) for 2015, there is no evidence that deductions and remittances of Value Added Tax (VAT) with respect to TETFund contracts were made; also no evidence of 1% Stamp Duty was deducted;
- c) the Village accounting process still remains manual-based, despite the common availability of accounting software packages and the daily increase in the volumes of activities of the Village;
- d) the two Directors/CEO's who led the Village from 2013 to 2015 did not seem to have exercised any control over financial matters. They paid little attention to financial management and control. For example,
 - (i) they failed to cause the accounts of the Village to be audited as and when due,
 - (ii) financial statements for 2013 were not prepared until 2018. Also, the accounts for 2014 and 2015 were audited in 2018.
 - (iii) there was no evidence that the 2011 – 2013 accounts were audited at all, as required by extant rules and regulations governing financial matters.
 - (iv) the Bursar reported that all the payment vouchers and related documents for 2011 – September 2014 were available in Ngala. He, however, recanted and said that they were destroyed by insurgents, without tendering any extracts

of Police Report and verifying affidavit containing the lists of the items destroyed.

Comment

The Visitor's directives were not substantially complied with.

(2). The second leg of recommendation II (b) requires implementation of the Visitor's directive on recruitment and promotion, having regards to the extant rules and regulations.

Findings/Observations

The Panel found that;

- a) recruitment of forty-seven (47) persons into various positions was undertaken by the village in 2014, in line with extant rules and regulations;
- b) appointments and Promotions of three (3) senior academic staff, twenty-four (24) senior non-academic and thirty-six (36) junior non-academic staff, were carried out by an Ad-hoc Committee of the A & PC, allegedly based on the existing guidelines of the University of Maiduguri at the time.

Comments

The Visitor's directives on recruitment were complied with. However, the directives on promotion were not complied with.

II (c) (1) On the Visitor's directive to address low students' intakes, the Registrar presented statistics of participating institutions, for all programmes during the 2011 – 2015 period, in the table below:

SN.	Institution Type	2011	2012	2013	2014	2015
1	University	32	33	0	32	65
2	Colleges of Education (Summer Course)	0	0	0	2218	3218
3	Diploma Colleges	0	0	0	0	110
4	Summer (MOGCOLIS)	0	0	0	700	625
5	TOTALS	32	33	0	2950	4018

(Figures Culled from Students' Admission Data, 2011 – 2015 Annexure B.)

Findings/Observations

a) There were no record of admission for Acculturation, diploma and summer programmes between 2011 and 2013.

b) The Registrar claimed that all records relating to students' admissions for this period were lost or destroyed following the invasion of Ngala campus by insurgents in 2013. The Panel requested for evidence, but it was not availed with any.

Comment

The Panel is unable to confirm the implementation of the Visitor's directive in II (c) (i) above.

II (c) (ii) Regarding the Visitor's acceptance of White Paper recommendation on the need to enhance the quantity and quality of academic staff of the Village, the table below is instructive:

Year	2011	2012	2013	2014	2015
SN. Rank					
1. Prof.	0	0	0	1 Ph. D.	1 Ph. D.
2. S/Lec.	1 Ph. D.	1 Ph. D.	6 Ph.D.	6 M. A.	9 Ph. D.
3. Lec. I	8 M.A.	8 M. A.	3 M. A.	4 M. A.	2 M. A.
4. Lec. II	2 M. A.	2 M. A.	2 M. A.	1 M. A.	1 M. A.
5. A. Lec.	6 M. A.	6 M. A.	6 M. A.	6 M. A.	11 M. A.
6. G. A.	<u>4 B. A.</u>	<u>4 B. A.</u>	<u>4 B. A.</u>	<u>3 B. A.</u>	<u>8 B. A.</u>
Total	21	21	21	21	33

(Computed from Data on Academic Staff 2011 -2015 Annexure C).

Findings/Observations

It should be noted from the table above, that eighteen (18) out of the 22 academic staff possess Masters degrees, and six (6) possess Ph. D.'s, all in Arabic. Both qualifications are adequate for the teaching of B. A. 300-level students in terms of quantity and quality.

Comments

There is substantial compliance with the Visitor's directives.

II (c) (iii) The Visitor accepted the recommendation of the White Paper on the need to address the problem of inadequate publicity about the activities of the Village.

Findings/Observations

- a) The Panel's interaction with the management revealed that management failed to sufficiently and effectively embark on publicity drive for the Village activities;
- b) The efforts of the leadership of the Village were limited to visits, and contacts with only three NCE-awarding institutions, namely, College of Education Azare, and Ahmed Rufa'i College of Legal and Islamic Studies, both in Bauchi State, and College of Education, Gumel, Jigawa State. There were no corresponding efforts to reach out to critical end users, for example universities, military and para-military agencies, Ministry of Foreign Affairs, etc.

Comments

The Visitor's recommendation, as contained in the White Paper, was poorly implemented.

II (d) The Visitor directed Governing Council to examine the current persons occupying the Principal Officers' posts, and appoint substantive officers in line with extant provisions.

Findings/Observations

As at 2011, the Principal Officers of the Village were:

- i. Eng. Muhammad Abubakar Muhammad - (Substantive Registrar, 2011 - 2012);
 - ii. Muhammad Ibrahim (Ag. Bursar - died in 2010 before the redeployment).
 - iii. Muhammad Zanna Bukar Badia – (Ag. Librarian – Lacks qualifications for the post of substantive Librarian by University standards)
- a) In accordance with the Visitor's directives in the White Paper, Eng. Muhammad A. Muhammad was redeployed to the Department of Works and Physical Planning. However, the position of substantive Registrar and Bursar remained vacant until 2015, and a substantive Librarian is yet to be appointed.

- b) The Governing Council had earlier on in 2013 advertised vacancies for the two posts of Registrar and Bursar in the "Daily Trust" Newspaper of September 25, 2013 (See Annexure D).
- c) The advert in paragraph b) above, outlined the requirements for the two posts. Consequently, interviews for the offices took place on May 06 and 07, 2015, one and a half years after the advert. The Chairman attributed the delay to the need to await responses from applicants from outside which, he said, did not come due to the prevailing security concerns at the time.
- d) The Panel requested, but was not availed with the list, of applicants that responded to the advertisement for the two posts in 2013.
- e) The Panel was also not availed with evidence of subsequent re-advertisements for the two posts, eighteen months after the first in accordance with the relevant law requiring such.
- f) Also, no evidence was produced to show that the criteria for the two positions, as earlier advertised, had changed.
- g) All the same, a Governing Council Committee made up of the Governing Council Chairman and six other members, including two (2) representatives from the Federal Character Commission (FCC), conducted the interviews for the post of Registrar on May 06, 2015 and Bursar on the 7th May 2015 at the Governing Council Chamber, Liaison Office, Maiduguri.
- h) Out of the eleven (11) shortlisted candidates for the post of Registrar, eight attended the interview while the remaining three did not reportedly show up.
- i) Similarly, the same number of the Governing Council Committee members held interviews for nine (9) candidates for the post of Bursar.
- j) At the end of the exercises, the candidates with the highest score were recommended to the Governing Council for appointment.

Comment

Visitor's directive on redeployment was implemented, while the directive on the appointment of substantive Registrar, Bursar and Librarian with the requisite qualifications was not implemented.

TERM OF REFERENCE III

To look into the financial management of the Nigeria Arabic Language Village, including statutory allocations and internally generated revenue (IGR) over the recommended period and determine whether it was in compliance with appropriate regulations.

The Panel interacted with the management of the Village with a view to ascertaining the level of compliance with the Visitor's directives. According to a submission by the Bursar, Mal. Usman Yakubu Garba, the Village had two principal sources of funds during the period under review. These are statutory allocations from the federal government and Internally Generated Revenue (IGR). The statutory allocations consist of the following:

- Capital Grants - (for capital projects)
- Personnel Cost - (for salaries and other emoluments)
- Overhead Cost - (for goods and services)
- NHIS - (for staff health insurance scheme)
- Special Intervention

On the other hand, internally generated revenue is derived from registration fees paid by students.

III (a). The Visitor directed that the Village should diversify its revenue base by maximizing the capacity of its Consultancy unit.

Findings/Observations

- a) The management claimed to have established a Consultancy Unit, however, the Panel did not find evidence of its physical existence, even though it appears on the Village's Organogram.

Comments

The Visitor's directive in the White Paper was not complied with.

III (b) The Visitor directed the Governing Council and Management to consider the pursuit of research and funding for research activities as an important aspect of their work.

Findings/Observations

(a). The Governing Council noted the importance of research in the overall interest and activities of the Village. Consequently, it directed management to take steps to establish a research outfit and programme for the Village, in line with the Visitor's directive in the White Paper.

Comment

The Visitor's directive was not complied with.

III (c) The Visitor directed that an Audit Unit be established and headed by a qualified and experienced Accountant.

Findings/Observations

(a). An Internal Audit Unit was first set up in 2014, and a holder of B.Sc. Accounting degree without any experience was appointed to head the unit as an Internal Auditor in 2015, contrary to the Visitor's directive

Comments

There is partial compliance with the Visitor's directive by creating an Audit Unit in 2014, but an untrained and inexperienced accountant was posted to head the Unit.

III (d). The Visitor directed that a qualified Store officer should be appointed to head the office.

Findings/Observations

(a). During the 2011 – 2015 period, two persons were appointed to serve as Store Officers. The first, Ali Mustapha (2011 – 2014), has B.Sc. Economics, while Hassan

Ibrahim, a holder of HND in Business Administration was appointed to head the office from 2014 to date.

Comments

Neither of the two officers possesses the requisite qualifications in accordance with the extant rules regulating the appointment of store officer as directed by the Visitor.

III (e). The Visitor directed that the Governing Council should ensure that the Audited Accounts and the Management Reports should be prepared and forwarded to the relevant government organs.

Findings/Observations

Regarding the Visitor's directive to audit the accounts of the Village

- (a) there is no evidence to show that the accounts of the Village were audited as and when due during the period under review;
- (b) neither were the audited accounts and management reports sent to relevant government organs as required by law.

Comments

The Visitor's directive was not complied with.

III (f). The Visitor directed that a new External Audit firm should be appointed for the Village in accordance with the relevant law.

Findings/Observations

(a). The External Audit firm of Solanke and Sulaimonu (Chartered Accountants) had served as External Auditors for the Village for more than five (5) years. Consequently, the Governing Council directed management to present names of auditing firms for approval.

Comments

The Visitor's directive was not complied with.

III (g). The Visitor directed that the Bursary Department should immediately commence the process of acquiring and maintaining a Fixed Assets Register to safeguard the assets of the Village.

Findings/Observations

(a). The Panel found that management did not create and maintain a Fixed Assets Register for safeguarding the assets for the Village during the period under review.

Comment

The Visitor's directive was not complied with.

III (h). The Visitor directed that the beneficiaries' names should be indicated on the payment vouchers instead of the Village's.

Findings/Observations

(a). The Panel could not lay its hands on PVCs from 2011 – 2014. However, a few covering 2015 were made available to the Panel, some of which still bear the Village as payee (See Annexure E (1). & (2).

Comments

There was partial compliance with the Visitor's directive.

III (i). The Visitor directed that the Bursary Department should be expanded to include cash office, fund control unit, advance unit and salary section so as to enhance separation of responsibilities and accountability.

Findings/Observations

The Bursary Department was not expanded and no new offices were created.

Comments

The Visitor's directive was not complied with.

TERMS OF REFERENCE IV

To determine the application of funds, particularly special grants, loans meant for specific projects, in order to determine the status of such projects and their relevance for further funding.

The management informed the Panel that there were no special grants, or loans, made to the village for any projects during the period under review. With respect to the application of other funds, the Panel found that ETF and its successor, TETFund, had discontinued funding projects in the Village.

IV (a). The Visitor directed that the Annual Accounts of the Village should henceforth be audited promptly and all observations in the Management report should be implemented.

Findings/Observations

(a). The Visitor's directive was not implemented. In fact, it was completely ignored (refer Panel's findings/observations and comments in II (b) above).

Comments

The Visitor's directive was not complied with.

IV (b). The Visitor directed that the contractor for the abandoned students' hostel project should return to site, failing which legal action should be taken against him to recover the excess sum.

Findings/Observations

(a). The Village had relocated to its Liaison Office in Maiduguri since 2014. All Students' hostel projects constructed during the period under review are sited in Ngala. The Panel was informed by management that the hostel projects, including all other structures, were destroyed by insurgents.

Comments

The Panel is not in a position to ascertain the level of implementation of the Visitor's directive on this issue.

IV (c) The Visitor directed management to dialogue with students on the need to increase school fees.

Findings/Observations

(a). The Panel found what seemed to be a unilateral increase in the fees for 300-level B.A. Arabic students from N10,000.00 to N20,000.00 and N.C.E. from N5,000 to N10,000.00.

Comments

The Visitor's directive was partially complied with.

IV (d) The Visitor directed the management to inscribe the Education Trust Fund (ETF) logo on all ETF projects

Findings/Observations

(a). There were no projects executed by the Education Trust Fund (ETF), later TETFund, during the period under review.

Comments

The Panel could not determine compliance with the Visitor's directive due the fact stated in (a) above.

1V (e). Concerning the issuance of Certificate of Completion of projects, the Visitor directed Governing Council to comply with the Procurement Act.

Findings/Observations

(a). The Procurement Unit awards Certificates of Completion for completed projects in the Village. According to the Procurement Officer, Magaji A. Datti, between 2011 and

2015, the unit issued fifteen (15) Certificates of Completion in respect of various projects of the Village (See Annexure F1-15).

Comments

The Visitor's directive was complied with.

IV (f). The Visitor directed that the end of year stocktaking exercises should be conducted and proper records maintained at all times.

Findings/Observations

(a). There is no scintilla of evidence at the disposal of the Panel to show that end of year stock takings were conducted. The Governing Council requested the Village's External Auditors to assist the management to set up yearly stock taking processes. However, in a Management Letter dated 2nd August 2018, (for the Year ended 31st December, 2016), the External Auditors report showed that stocktaking was not carried out during the period under review (See Annexure G p.3).

Comments

The Visitor's directive was not complied with.

IV (g). The Visitor directed that all uncompleted projects should be completed without delay.

Findings/Observations

(a). There were no ongoing projects for the period under review.

Comments

In view of the finding in (a) above, the Panel is not in a position to determine the level of compliance.

IV (h). The Visitor directed Governing Council to prioritize its needs by rehabilitating all inherited structures in line with budgetary provisions and IGR, in order to cut costs.

Findings/Observations

On the Visitor's directive to Governing Council to prioritize its needs, the Registrar confirmed that Governing Council had directed management to comply, in view of budgetary and IGR constraints.

Comment

The Visitor's directive was complied with.

TERM OF REFERENCE V

To examine the Adequacy of Staff and Staff Development Programmes of the Village.

V (a). The Visitor directed Governing Council to review promotion cases of eight (8) staff of the Village who were promoted without following due process.

Findings/Observations

The cases of the eight (8) staff were reviewed by Governing Council at its 38th meeting of 8th January, 2014.

Comment

There was full compliance with the Visitor's directive.

V (c). The Visitor directed that the Registry should be headed by a Registrar, with a Deputy and two Principal Assistant Registrars.

(a). Registrar and Deputy Registrar were appointed by the Governing Council for the Village in 2015. However, the two Principal Assistant Registrars were not appointed during the period under review.

Comments

The Visitor's directive in respect of Registrar and Deputy Registrar was complied with, but the directive in respect the two Principal Assistant Registrars was not.

V (e). The Visitor directed that the Registrar being an Engineer by training should be redeployed as head of Department of Physical planning.

Findings/Observations

(a). The Registrar was duly redeployed as directed by the Visitor

Comments

The Visitor's directive was complied with (see ToR II (d)).

V (g). The Visitor directed that the position of the Registrar should be advertised and filled by an educationally qualified and experienced candidate, preferably with a background in university administration.

Findings/Observations

a) As in II (d) sub-paras. (b – f) above

Comments

The Visitor's directive was not complied with.

V (h) The Visitor directed that a substantive Bursar be appointment immediately, he/she should be a professional Accountant with cognate experience of not less than fifteen (15) years, preferably from an institution of higher learning.

Findings/Observations

a) Same as in II (d), paras. (b – f, g & i) above.

Comments

Same as in II (d) above.

(i). The Visitor directed that the management of the Village should strive at all times to adhere to due process in matters of appointments and promotions.

Findings/Observations

(a). the Principal Officers of the Village were appointed without due regard to their qualifications and experiences, contrary to extant laws, rules, practices and guidelines regulating appointments;

(b). other appointments and promotions of academic and non-academic staff, in both senior and junior categories, were carried out without adhering to any approved guidelines regulating staff promotions.

Comments

There was partial compliance with the Visitor's directive.

V (j). The Visitor directed the Governing Council to recruit more senior academic staff in line with NUC ratio of academic to non-teaching staff.

Findings/Observations

(a). Currently, there is no NUC-based academic to non-academic staff ratio system. The Village did not employ senior academic staff during the period under review. However, there is evidence that in 2014, forty-seven (47) junior and senior non-academic staff were employed, thereby adding to the already existing number.

Comments

The Visitor's directive on the employment of senior academic staff was not complied with.

V (k). The Visitor directed that the practice of sending several academic staff on study leave at the same time should be discouraged, because it depletes the acceptable number of academic staff and quality teaching.

Findings/Observations

(a). The Panel found that the Village academic staff enjoyed ETF/TETFund sponsorship to Masters and Doctoral levels in the universities. The Panel was informed by the Registrar, that by 2010, the Village was excluded from the TETFund sponsorship. Therefore, from 2011 to 2015, some academic sponsored themselves and at the same continued with their teaching and administrative activities.

Comments:

During the period under review, it was observed that there were no cases of any staff on study fellowship.

TERM of REFERENCE VI

To determine the relationship between the Nigeria Arabic Language Village and the various statutory bodies it interacts with according the law for the purpose of supervision, planning, finance, discipline, guidance and any other relationship the Village may have in dealing with said bodies, including the Village Governing Council, the National Universities Commission (NUC) and the Federal Ministry of Education (FME) as well as the Visitor.

VI (a) The Visitor directed that the interactive relationships between the Governing Council and management should be strengthened to achieve the goals, vision and mission of the Village.

Findings/Observations

(a). From the available evidence, Governing Council and the management regularly interacted where issues bordering on policy directives were formulated for execution by the Management.

Comments

There was compliance with the directive of the Visitor.

VI (b). The Visitor directed that the meetings of the NUC and the Village should be held more regularly to ensure the immersion, acculturation and summer programmes of the Village are run properly.

Findings/Observations

(a). The activities of the Village bordering on immersion and summer programmes from 2011 to 2013 were abysmally low, due to the following:

(i). low patronage from the target institutions that were required to participate in the activities of the Village. Out of about thirty Universities and about fifty-five (55) Colleges of Education in the country that offer B. A. Degree in Arabic and NCE, only the University of Maiduguri and College of Education, Azare, Bauchi State, patronized the programme.

(ii). the meeting between the Village and the National Universities Commission was very limited. The only evidence of Village-NUC contact was in the provision of guidelines in the preparation of Physical Master Plan and Academic Brief.

Comments:

The directive of the Visitor was partially complied with.

VI (d). The Visitor directed the Village to, as a matter of urgency, liaise with NUC and ensure that proper physical Master Plan and appropriate Academic Brief were prepared for the Village.

Findings/Observations

(a). The Physical Master Plan and Academic Brief were prepared and forwarded to the National Universities Commission for their input/critique.

Comments:

The Village has complied with the Visitor's directive.

TERM OF REFERENCE VII

To examine the "Law" establishing the Nigeria Arabic Language Village including the relationship between the various Internal Organs, Units and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law considered necessary or desirable to enable the Village to better achieve its objectives.

VII (b). The Visitor directed management to visit all relevant Nigerian universities and sensitize them on the need to send their 300-level Arabic students for the compulsory one-year immersion programme.

Findings/Observations

(a). There was no evidence that the Village by itself, or in collaboration with the NUC, made attempt to persuade any Nigerian University to send their 300-level Arabic students for the one-year compulsory immersion programme.

Comments

The Visitor's directive not complied with.

VII (c) The Visitor directed that the Executive Programme of the Village should be properly designed and promoted across all public and private segments of the Nigerian society, so as to enlist their interest in the programme.

Findings/Observations

(a). There is no evidence that any Executive Programme was designed or promoted by the Village during the period under review.

Comments

The Visitor's directive was not complied with.

VII (e). The Visitor directed that, as a matter of urgency, the Village should engage in the recruitment of qualitative academic staff, and build a better image that will attract such staff in its employ and students to its courses.

Findings/Observations

(a). There was no recruitment of staff during the period under review.

Comments

The Visitor's directive was not complied with.

VII (g). The Visitor directed that the Village should embark on self-awareness, public campaigns and media promotion.

Findings/Observations

(a). The Panel found as follows:

(i). absence of initiative or encouragement from management to "sell" the Village to the public;

(ii). The public relations unit of the Village was, and is still, ill-equipped to handle modern public relations activities for the Village.

Comments

The Visitor's directive not complied with.

TERM OF REFERENCE VIII

To trace the historical evolution of the Nigeria Arabic Language Village, take stock of its net achievements and problems, as well as its style and sense of direction, and to advise on what fundamental or expedient corrections are needed to enable the Village to better achieve the objectives set for it.

VIII (c) While the Visitor noted (a), (b), (e) and (f), of the recommendations, he directed that steps should be taken to build a formidable wall around the campus in order to allay all security concerns and threats.

Findings/Observations

(a). The Panel found from its interaction with the Head of Procurement Unit, Magaji A. Datti, that:

- i. there was already an existing wall fencing covering one-quarter of the Village in 2013;
- ii. provision for extension of the wall was made in 2013, to be captured in the 2014 budget appropriation;
- iii. insurgents invaded the Village in the same year 2013, forcing the Village to relocate to Liaison office, Lagos Street, Maiduguri.

Comments

The Visitor's directive was not complied with.

VIII (d). The Visitor accepted the White paper recommendation that pressure should be brought to bear on the Power Holding Company of Nigeria (PHCN) to link Ngala to the National Grid, while at the same time ensuring that the solar power/energy system already installed is operating at its optimum.

Findings/Observations

(a). The head of Procurement Unit, Magaji A. Datti, claimed that the Village attempted to approach PHCN on the matter but was discouraged by the leaders of the local community.

Comments

The Visitor's directive not complied with.

TERM OF REFERENCE IX

To examine the general security of the Village; how the Village has dealt with it and recommend appropriate measures to deal with it.

IX (a). The Visitor directed the establishment of a Students' Affairs Division in the Registry.

Findings/Observations

(a). The Panel was informed that there was already in existence a Students' Affairs Division in the Registry Department of the Village.

Comments

The Students' Affairs Division was already in existence prior to the Visitor's directive.

IX (b). The Visitor directed the establishment of Security Division in the Registry.

Findings/Observations

(a). there was a Security Unit in existence then, headed by one Sergeant Modu Mustapha (Police) Rtd. He was disengaged in 2005 and the Security Unit was headed by Babagana Ali Mala (B.Sc. Sociology), Principal Assistant Registrar during the period under review.

Comments

The Unit exists but has no qualified person as Chief Security Officer (CSO) to head it.

IX (d). The Visitor directed the Security Unit of the Village to keep close contact with all government outfits in order to ensure absolute effectiveness.

Findings/Observations

(a). The head of Security Unit of the Village informed the Panel that between 2011 and 2015, there was close contact and rapport between the Village Security Unit and Nigeria Police and State Security Services. Also, there was close working relationship with the Chief Security Officer of Ngala Local Government.

Comments

The Village complied with the Visitor's directive.

TERM OF REFERENCE X

To examine the processes and structures of the mechanism for the discipline of students in the Village in order to ascertain compliance with due process of the Rule of Law.

X (a). The Visitor directed that a Disciplinary Committee should be established to handle all cases of student's examination malpractices, Cultism and other vices.

X (b). Management should print the normal student handbook to provide appropriate guidance for the students in the Village.

Findings/Observations

(a). Interaction with management revealed that no disciplinary committee was established during the period under review. Equally, there was no students' handbook printed for guidance of the students.

Comments

Both Visitor's directives (a) and (b) were not complied with.

CHAPTER IV (2011 – 2015)

Term of Reference II

To look into the leadership quality of Nigeria Arabic Language Village in terms of the roles of the Governing Council, the Director/CEO and other Principal officers

The leadership quality of any organization determines its products and services. In a specialized academic institution, such as the Village, the role of the Governing Council in engendering qualitative and purposeful leadership cannot be overstated. Consequently, this Panel examined the quality of leadership of Directors and Principal officers in terms of their ability to carry out the mandates of the Village for the period under review vis a vis their qualifications and experience.

The first phase of this Panel's assignment covers the period 2011 – 2015. Ordinarily, a Governing Council would have served out its single term of 4 years during this period. Although a Governing Council was said to have been in place from 2011 to mid-2013, with Professor Dauda Bagari as Chairman, there was no record of Governing Council activity during the said period.

In 2013, the Federal Government constituted a new Governing Council for the Village with Alhaji Sani Idris Al-Bulature as Chairman and the following three as external members:

1. Alhaji Adamu Mohammed
2. Alhaji Wali Abdullahi Idris
3. Mr. Moses Nurhie

While the Visitor appoints the Chairman, members of Governing Council and the Director/CEO, the Council on the other hand appoints the Registrar, Bursar and Librarian. In making these appointments, the Council is expected to be guided by extant rules and regulations. These rules and regulations are meant to ensure that those to be appointed into leadership positions in the Village are academically and professionally qualified and possess other requisite qualities befitting their offices. The

Governing Council equally has the power to investigate allegations of misconduct against staff and take appropriate action.

THE DIRECTOR

The Director is appointed by the President of the Federal Republic of Nigeria. The late Professor Tijjani El-Miskin whose second term of five years ended in 2013 was among the Directors of the Village who served during the period under review.

The first Visitation Panel interacted and adjudged him qualified to head the institution. In addition, the Panel observed that he gave purposeful leadership and direction to the Village especially in terms of physical development. At the end of his tenure in 2013, two Acting Directors were appointed back-to-back, Dr. Mohammed Usman Abubakar 14th March 2013 - 20th June 2013 and Dr. Muhammed Abba Umar, 20th June 2013- 18th April 2014.

In April 2014, a substantive Director/CEO in the person of Professor Muhammed Muazu Nguru was appointed. During his first year in office (2014/2015), Professor Muazu listed the appointment of substantive Registrar and Bursar for the Village as well as other sundry appointments as part of his achievements. At about the same period, the Governing Council received petitions alleging acts of impropriety against some officers of the Village. The Governing Council investigated the allegations and at its 42nd Governing Council Meeting held from 17th -24th March 2015 directed as follows:

- a) That the sum of N42,425,691 improperly shared to some staff in 2013 when Dr. Muhammed Abba Umar was acting Director be refunded to the Village.

****Note:** The Panel requested Dr. Abba Umar to confirm whether or not he complied with the Council's directive in a) above (see Annexure 1). He has not however responded to the Panel's request up to the time of writing this report.

- b) That Dr. Muhammed Abba Umar and Emad Elnour, then Acting Bursar should refund the sum of N9,830,000.00(Nine Million eight hundred and thirty thousand) Naira being the unaccounted balance for campus clearance. In addition, Governing Council directed that the officers should be barred from

- holding office for three (3) years. ** Note Dr Abba Umar has not responded as in a) above, while Emad Elnour has not confirmed that he refunded the money as directed. He, however, submitted documents which the Panel is not in any position to look at because it is not out to investigate. (Annexure 2 and 2A)
- c) Dr. Muhammed Abba Umar was further directed by Governing Council to recover undisclosed amount of money paid to all Village staff as welfare without authorization.
 - d) Dr. Muhammed Abba Umar, Emad Elnour and Ali Abdulla Ali were barred from holding office for two (2) years because of their involvement in irregular payment of Hazard allowance. The Bursar was directed to recover all monies irregularly paid to staff as hazard allowance. *Note, No evidence that this directive was complied with.
 - e) The Acting Bursar was directed to inquire from the accountant- General's office receipt of N60,677,834.12 allegedly mopped up in 2013.* Note: No evidence of compliance with the Council's directive was made available to the Panel.
 - a) The then acting Registrar, Tahir Musa, should refund the sum of N92,000.00(ninety-two thousand) Naira only. *Note: The then Acting-Registrar, Tahir Musa (now Registrar) tendered evidence of refund of N92,000.00 as directed by the Council at the time of writing this report. (Annexure H1)
 - f) Mohammed Aji was cautioned for being used as conduit to syphon public funds while Abubakar Mustapha had his part time appointment terminated for the same reason.
 - g) Mohammed Yusuf Mohammed was directed to refund N2,293,709.00 being sums released for official engagements, repairs and refurbishment of official vehicles.**Note: he did confirm that he refunded these sums as directed by the Council. He has submitted documents which the Panel is not in any position to look at because it is not out to investigate. (Annexure 3 and 3A)
 - h) Usman Jibrin Kaira was also directed to refund N4,445,000.00 for purposes listed in the Governing Council's minutes of 42nd meeting of 2015. **Note: There is no confirmation of refund. He has however submitted documents which

the Panel is not in any position to look at because it is not out to investigate. (Annexure 4 &4A)

- i) Usman Ngaurima Monguno was directed to refund N2,110,800.00 being sum advanced to him for official trip to Sudan which was not undertaken. **Note. There is no confirmation of refund. He, however, submitted documents which the Panel is not in any position to look at because it is not out to investigate (Annexure 5 &5A).
- j) Engr. Muhammed Abubakar Muhammed was similarly directed to refund the sum of N663,506.00 being sum received for official trip but not undertaken. **Note:There is no confirmation of refund. He has however submitted documents which the Panel is not in any position to look at because it is not out to investigate (Annexure 6 & 6A).
- k) Umar Mohammed refund N85,000. 00 being amount received as special impress for fueling official vehicles which was not utilized (see Annexure H) There is no confirmation of refund.

Findings/Observations

- b) All the acting Directors during the period under review had no university or other administrative experience nor exposure to enable them perform as Directors in absence of the substantive Director.
- c) The Governing Council flagrantly violated and surreptitiously conducted interviews and recommended the appointment of less qualified officers, namely, the Bursar and Registrar in year 2014/15 as discussed below.
- d) The Governing Council that served up to 2013 failed to properly supervise finances of the Village as a result, the acting Bursar disregarded financial regulations with reckless abandon.
- e) That the directive of Governing Council as contained in its 42nd Governing Council Meeting held from 17th -24th March 2015 were not carried out.

Recommendations

- a) Whenever the post of Director becomes vacant, a Reader or Professor of Arabic with a proven track record of university administration should be appointed in acting capacity.
- b) Recommendation (a) above as well as (a), (b) and (c) below are without prejudice to the provision of any law regulating the appointment of principal officers of the Village.
- c) All the officers directed by Governing Council to refund sums collected for official purposes but were not utilized or properly accounted for should be made to comply with the directives without further delay.

PRINCIPAL OFFICERS

The Registrar and Bursar were both in acting capacities before their appointments to the substantive posts by Governing Council on 27 May 2015 following an interview that took place on the 6th and 7th May 2015. The Advertisement for the posts of Registrar and Bursar required prospective candidates to hold a good university degree and at least 15 years post qualification experience with a minimum of five years as Deputy Registrar in the University System (see Annexure B referred to earlier)

The Bursar, Usman Y. Garba first joined the Village in 1999 with a Diploma Certificate (OND). He obtained a Higher National Diploma (HND) Lower Credit from Ramat Polytechnic Maiduguri in 2013 and was appointed Acting Internal Auditor on the 7th of April 2014, Acting Bursar with effect from 11th August 2014. During all these acting appointments, the Bursar was undergoing his mandatory National Youth Service in Kano State from 11th March 2014- 10th March 2015 (see (Annexures I(i-vii)).

The requirement for the appointment of a Registrar is the same with that of a Bursar to the extent that the Registrar must hold a good University degree and at least 15 years post qualification experience with a minimum of five years as Deputy Registrar in the University System. The Registrar graduated with a B.A degree in Arabic in 1994,

and an MPA, but lacks University or indeed other relevant administrative experience prior to his appointment.

LIBRARIAN

The Village had a library in Ngala headed by Muhammad Zannah-Bukar Badia with a BLS degree from the University of Maiduguri in acting capacity since 2008. The library had over ten thousand volumes of books before and up to the period of this review. However, because of the insurgency, which affected the Ngala Campus, a substantial number of books were destroyed/ stolen. About 7000 volumes were recovered and salvaged.

Findings/observations

- a) The Registrar and Bursar do not have the requisite competence, qualification and experience to occupy their respective positions.
- b) The Bursar was at all material times an employee of the Village. He was appointed acting Internal Auditor and Bursar between 2014 and 2015 while still undergoing his one-year compulsory National Service in Kano State.
- c) A person cannot be eligible for appointment to any position in the public service while undergoing the compulsory National Youth Service.
- d) The fact stated in the preceding paragraph was obvious to the then Acting Director and subsequently, the Director, Professor Muhammad Muazu Nguru. Nonetheless, they entrusted him with sensitive administrative positions.
- e) The administrative and financial affairs of the Village were thus poorly managed. The situation was exacerbated by the appointment of Acting Directors, Dr Usman Mohammed Abubakar and Dr Muhammed Abba Umar both of whom lacked competence and experience to enforce compliance with regulations.
- f) The post of a substantive librarian was not advertised and the qualifications for that post has not been determined.

- g) Consequently, owing to the above, the Village suffered administrative and financial mal- administration as evidenced by:
- i) Lack of auditing the 2011 and 2012 accounts of the Village.
 - ii) in other cases, accounts of the Village were not audited as and when due.
 - iii) financial statements for 2013 were not prepared until 2018. Also, the accounts of 2014 and 2015 were only audited in 2018, causing External Auditors to complain in their report of lack of adequate information and documents to enable them carry out the excise satisfactorily (see the attached 2013 Management letter for the year ended December 2013, prepared in 2018 annexure J).
 - iv) the Bursar reported that all the payment vouchers and related documents for 2011 – September 2014 were available in Ngala. But he later recanted and said that they were destroyed by insurgents, without tendering any police report and affidavit of lists of documents destroyed.

Recommendations

- a) Henceforth, Governing Councils should ensure that the qualifications for appointment as Bursar and Registrar of the Village should be the same with that of the Bursar and Registrar of federal universities since they enjoy the same financial benefits.
- b) The Governing Council must ensure that only applicants that satisfy the requirements for the post of Registrar and Bursar or indeed for any post advertised are shortlisted, interviewed and appointed.
- c) Since the Village is an inter -University Centre, admitting 300 -Level university students for the Immersion and NCE acculturation programmes, and owing to the specialized nature of the Village, the qualification for the post of substantive Librarian should be the same with those of the Bursar and Registrar, without prejudice to additional requirements that will suit the circumstances of the Village.

- d) The Governing Councils should ensure that terms of office of all principal officers are not extended a day beyond the five -year term limit.
- e) The Governing Council should endeavour to advertise and fill vacancies of principal officers before expiration of their terms of office so as to avoid the syndrome of acting capacity or extension of tenure which has retarded the progress of the Village over the years.
- f) The Supervisory agencies should monitor and ensure that due process is followed in strict compliance with extant laws and regulations.

CHAPTER V

Term of Reference III

To look into the financial management of the Village including statutory allocations including internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations.

In inquiring into this ToR, it should be noted that the income of the Village is mainly from statutory allocations and internally generated revenue and in exceptional cases special grants.

The releases and utilization during the 2011 – 2015 period are presented below:

Statutory Allocation for 2011:

The sum of One hundred and Twenty-Four Million, Thirty-Eight Thousand, Five Hundred and Forty Naira (**₦124,038,540.00**) only was appropriated for the village for the year 2011. One hundred and Twelve Million, five Hundred and Seventy-three Thousand, nine hundred- and Forty-one-naira (**₦112,573,941.00**) only was actually released, and the same amount was utilized for thirteen (13) capital projects, which were almost entirely a roll-over from 2008 and 2010. (See Annexure K(i)).

Findings/Observations

The Panel found that

- a) all the procurement processes leading to the award of the contracts were complied with by management.
- b) Management reported that all thirteen (13) contracts awarded in 2011 were roll-over from 2008 and 2010 contracts;
- c) no documents pertaining to the processes of execution of the contracts and payments made to the contractors were tendered by the Bursar, claiming that all documents were destroyed/lost in the insurgency in 2013;

Recommendations

- a) management should ensure that at all times, it creates a back-up system for storing information and documents to avoid a repeat of the Ngala or similar episodes;

Statutory Allocation for 2012:

The sum of One hundred and Ninety-Eight Million, Four Hundred and Fifty-Eight Thousand, One Hundred and Ninety-Three Naira (**₦198,450,193.00**) only was appropriated for capital projects for the village for 2012. One hundred and Ten Million, Two Hundred and Forty-Six Thousand, two hundred and Sixty-Three naira (**₦110,246,263.00**) only was actually released, and the same amount was utilized for twelve (12) capital projects (See Annexure K (ii)).

Findings/Observations

The Panel found that

- a) all the procurement processes leading to the award of 12 contracts were complied with by management.
- b) the Panel confirmed the purchase of the three Toyota Hilux vehicles procured under the capital projects appropriation. These vehicles are still in use up the time of writing this report;
- c) The Panel could not however confirm the execution of the remaining eleven (11) projects, because documents relating to their execution were allegedly lost or destroyed in Ngala in 2013.

Recommendations

- a) As in 2011 (a) above.

Statutory Allocation for 2013.

The sum of Two hundred Million, Four Hundred and Fifty-Eight Thousand, One Hundred and Ninety-Three Naira (**₦200,458,193.00**) only was appropriated for the village for the year 2013. Eighty-Two Million, Seven Hundred and Twenty-Eight Thousand, four hundred- and Forty-Nine-naira (**₦82,728,449.00**) only was actually released, and the same amount was utilized for eleven (11) capital projects, which were almost entirely a roll-over from 2012 appropriation. (See Annexure K(iii)).

Findings/Observations

The Panel found as follows:

- a. The level of implementation of the capital projects as at 31st December, 2013 shows that **₦82,728,320.00** only was actually utilized, leaving a balance of **₦129.00**
- b. The provisions of the Procurement Act were substantially complied with in the award of the thirteen projects in the 2013 appropriation. Out of these, ten (10) were roll-over from 2012;
- c. No documents pertaining to the processes of execution of the contracts and payments made to the contractors were tendered by Bursar. He claimed that all the documents were destroyed/lost in the wake of insurgents' destruction of Ngala;
- d. The External Auditors observed in a Management Letter dated 2nd August, 2018 for the year ended 31st December, 2013 that insurgents destroyed the Village and carted away documents and other financial records.
- e. No Cash books or payment vouchers for 2013 to enable the Panel determine the execution of the contracts and, therefore, the level of the Village's compliance with extant regulations could not be established.

Recommendations

- a) As in 2011 (a) above.

Statutory Allocation for 2014.

The sum of One hundred and Forty-Nine Million, Seven Hundred and Fourteen Thousand, Ninety-eight Naira (**₦149,714,098.00**) only was appropriated for the village for the year 2014. Fifty-Six Million, Six Hundred and Seventy-Two Thousand, One hundred and Forty-seven naira (**₦56,672,147.00**) only was actually released, and the same amount was expended for Five (5) capital projects.

Findings/Observations

The Panel found that

- a) 5 No. contracts for capital projects appropriated in 2014 were awarded in October of the same year (See Annexure K(iv) after the Village had relocated to Maiduguri;
- b) One of the contracts was for the procurement and installation of Accounting Software and Accessories, which was awarded to Gobby Communication Ltd., and payment fully made to the contractor;
- c) The External Auditors (Solanke & Sulaimanu) in their Management Letter for the year ended 31st December, 2015, observed that the Accounting System of the Village still remained manually-based. It therefore, recommended that management should ensure computerization of its accounting transactions;
- d) The management's response was that it faced some financial constraints in acquiring accounting software but would budget for its acquisition in the 2016 budget;
- e) The same contract awarded in para. b) to Gobby Communications Ltd above appears to be a duplication of the same contract the management indicated it would input into 2016 budget.

Recommendations

- a) The Governing Council should strengthen the Internal Audit Unit in order to avoid duplication of contracts.

- b) The Governing Council should exercise stricter financial oversight functions to avoid duplications and wastages of scarce resources.

Statutory Allocation for 2015.

The sum of Fifty-Three Million, Six Hundred and Ninety-Three Thousand, one hundred and Forty-Nine Naira (**₦53,693,149.00**) only was appropriated for the village for the year 2015. Twenty-Six Million, Eight Hundred and Forty-Six Thousand, five hundred-and Seventy-Four-naira (**₦26,846,574.00**) only was actually released, and the same amount, was utilized for three (3) capital projects, (See Annexure K(v)).

Findings/Observations

- a) The Panel found that the capital appropriation to the Village was utilized fully.

Internally Generated Revenue. –

IGR generated in 2014

During the year 2014, the Village generated a total sum of Fifteen Million, Two Hundred and Eighty-Two Thousand, Four Hundred and Seventy-Three Naira only (**₦15,282,473.00**). Out of this amount, the Village expended Eleven Million, Seven Hundred and Seventy-One Thousand, Seven Hundred and Ninety-Nine naira only (**₦11,771,799.00**). This figure includes the remittance of Twenty-Five percent (25%) to the federation account, now Treasury Single Account (TSA).

Findings/Observations

The Panel observed that:

- a) the expenditure was mostly incurred on wasteful and unnecessary expenses as a result of payments made to the staff of the Village, both academic and non-academic, as feeding allowances and hotel accommodation, others include;
- i. allowances for security of the facilities used as outreach centers;
 - ii. payment of percentage to the schools hosting the outreach programme;
 - iii. Duty Tour Allowance (DTA) to visiting supervisors and staff.

- b) The expenditure as in above rendered the programme somewhat costly and unprofitable to the Village;
- c) few outreach centers were operated by the Village, in the face of huge number of potential students yearning to study Arabic language.

Recommendations

- a) The Governing Council should ensure that management makes serious efforts to negotiate more favorable terms with the host institutions to reduce cost;
- b) The size of staff involved in supervising the programmes should be limited to academic staff who teach the programmes only;
- c) Governing Council should direct management to step up efforts to increase the numbers of students' intake and explore other avenues for the outreach programmes.

IGR generated in 2015

In 2015, the Village generated Seventeen Million, Thirteen Thousand Two Hundred and Fifty Naira Only **(N17,013,250.00)**. Out of the amount, the sum of Five Million One Hundred and Forty-Four Thousand, Eight Hundred and Thirty-Two Naira Only **(N5,144,832.00)** was expended, this time to a much lesser extent, in the same areas.

Findings/Observations

The Panel found that

- a) the Village had tightened up some loose ends 2015 in the way the scarce IGR was expended, leading to the realization of greater returns;
- b) however, the bulk of the revenue during this period was still from sub-degree registration.

Recommendations

- a) management should endeavor to expand the sources of internally generated revenue beyond registration fees for sub-degree courses.

CHAPTER VI

Term of reference IV

To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of each project and their relevance for further funding.

From available records, the Village had two principal sources of funds during the 2011 to 2015 period. These are statutory allocations and internally generated revenue (IGR).

The statutory allocations consist of the following:

- Capital Grants - (for capital projects)
- Personnel Cost - (for salaries and other emoluments)
- Overhead Cost - (for goods and services)
- NHIS - (for staff health insurance scheme)
- Special Intervention

On the other hand, internally generated revenue is derived mainly from tuition fees paid by students.

Findings/Observations

a) during the period, the Village did not receive any special grants or loans for any project. Therefore, there was nothing to inquire into.

Recommendations

- a) Governing Council should encourage management to source for funds in forms of loans with soft payment terms and grants from both local and international bodies and agencies;
- b) Governing Council should encourage management to explore sources of funding of projects from intervening agencies such as North East Development Commission (NEDC) Central Bank of Nigeria, LNG, NNPC, etc.
- c) Governing Council should not rely entirely on government. In addition to IGR, Council should look for other avenues of funding projects and programmes from

well-meaning individuals and corporate bodies, both local communities and national.

CHAPTER VII

Term of Reference V

To examine the adequacy of staff and staff development programmes of the Nigeria Arabic Language Village, Ngala.

The Nigeria Arabic Language Village, Ngala, Borno State, was established in 1992, to provide a home-based environment to students specializing in Arabic Language from Nigerian Universities to acquire proficiency in the language, in place of the one-year abroad study programme. In the absence of an enabling law specifying the scope of academic programmes, the Village introduced an Academic Brief (n. d.), indicating the scope of its academic activities. These activities include the following:

- a) an immersion programme for 300- level students of Nigerian Universities studying towards B. A. Arabic, B. A. ed. Arabic and B. Ed. Arabic;
- b) acculturation programme for Nigerian Certificate in Education (NCE) students specializing in Arabic language;
- c) students from secondary schools as potential B.A. Arabic and NCE students;
- d) personnel in certain public and private institutions to acquire proficiency in Arabic language in order to enhance their performance. These include the Nigerian Custom Services (NCS), Nigeria Immigration Service, Staff of the Ministry of Foreign Affairs, Police, Armed Forces, Para military officers and a host of others.

Students' Admissions

The number of students admitted for all the programmes for the 2011 – 2015 period is presented in the table below:

SN.	Institution Type	2011	2012	2013	2014	2015
1	Universities	32	33	0	32	65
2	Colleges of Education (Summer Course)	0	0	0	2218	3218
3	Diploma Colleges	0	0	0	0	110
4	Summer (MOGCOLIS)	0	0	0	700	625
5	Proficiency (Beg., Int., Adv.)	0	0	0	793	825
6	TOTALS	32	33	0	3743	4843

(Table computed from Data on Students Admissions for 2011-2015 see Annexure L(i))

It is apparent from the figures above that the number of participating institutions were at its lowest ebb during this period due, largely, to the insurgency which culminated into the relocation of the Village from Ngala to Maiduguri in 2014.

Adequacy of Academic Staff

In order to gauge the adequacy of the number academic staff for the purposes of programmes of the Village during the 2011-2015 period, it is necessary to calculate the staff-student ratios. Below is the staff /student ratio for the period under review.

Category	Years				
	2011	2012	2013	2014	2015
Academic Staff	22	22	22	33	33
Students	303	157	474	3743	4843
Staff-Student Ratios 1:2	1:2	1:21	1:113	1:113	1:147

Computed from data in Annexures L (i) & (ii)

During the 2011 – 2012 period, eighteen (18) academic staff with minimum of Masters degree, and four (4) graduate assistants, were actively involved in teaching the programmes of the Village. In the years 2014 and 2015, the number of students admitted rose to 3743 and subsequently to 4843 respectively. Similarly, the number of students admitted into the proficiency programme in the same period shows a steady increase. Overall, the average staff/student ratio for the period under review stood at 1:72 which is above the recommended NUC BMAS for Arts (Languages) of 1:50.

Staff Development Programmes

As a matter of policy, the Village is required to adopt and follow some operating guidelines from universities in delivering their mandates. Staff development programme being an integral part of teaching and research is one of the guidelines the Village is expected to adopt for its staff. Unfortunately, the Village which operates along similar lines with universities lacked any such programme for staff development during the period under review. The Panel was informed that academic staff are not sponsored to attend conferences, not encouraged to belong to learned societies, and most importantly not encouraged to pursue higher degree, which is a *sin qua non* for a successful teaching career.

Career progression is an integral part of staff development. To this end, the two Acting Directors/CEOs who led the Village from 2013 – 2014, namely Dr. Muhammad Usman Abubakar (April 2013 – June 2013), Dr. Muhammad Abba Umar (June 2013 – 2014),

promoted staff within the 2011-2015 period. Similarly, the substantive Director/CEO Professor Muhammad Mu'azu Nguru (April 2014 – 2019), disturbed by prolonged stagnation of staff, both academic and non-academic, treated promotion cases with the assistance of High-Powered Committees, purportedly relying on guidelines from the University of Maiduguri.

In addition to the academic staff, the Village possessed a large reservoir of non-academics as supporting staff, in administrative, technical, financial, library and other departments/divisions.

Findings/Observations

- a) In spite of the existence of the Executive Programme as an integral part of the Village's mandate, the Village has not publicized it well to the intended target audience;
- b) The Village has failed to create a strong quality assurance unit to monitor the effectiveness of its programmes.
- c) Relocation of the Village to Liaison office, Maiduguri, resulted in a fall in students' admissions, particularly from Nigerian universities, due to space and staffing reasons;
- d) The Village consistently lacked a well-defined and articulate academic staff development programme, aside from promotion, that can guarantee retention and stability of quality academic staff;
- e) Absence of an enabling law for the Village led the management to utilize unapproved guidelines from the University of Maiduguri for the purposes of promotions;
- f) The ratio between the academic and non-academic staff is wide. There is a high number of non-academic staff to one academic staff.

Recommendations

- a) Governing Council should speed up the work on the Bill for the establishment of the Village currently pending before the National Assembly;

- b) The Governing Council should urgently cause the Village management to create Quality Assurance Unit in order to appraise its programmes;
- c) The Governing Council should design an effective strategy, and mount rigorous campaigns, to attract appropriate personnel in the Public and Private sector institutions for the Executive Programme;
- d) Pending the passing into law of the Bill for an Act establish the Nigeria Arabic Language Village, Governing Council should, as a matter of urgency, adopt and implement the University of Maiduguri guidelines for promotions,
- e) Efforts should be made by Governing Council to recruit more academic staff in order to narrow the wide gap between academic and non-academic staff so as to ensure effective delivery of the Village's mandate.

CHAPTER VIII

Terms of Reference VI

To determine the relationship between Nigeria Arabic Language Village and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship the Village may have in dealing with the said bodies including the Village Governing Council, the National Universities Commission and the Federal Ministry of Education as well As the Visitor.

The Village was established by the Federal government as an Inter-University Centre. As a Federally funded institution, it is expected to liaise with Ministries, Departments and Agencies of Government (MDAs) for planning, finance, discipline, guidance etc., although it has no enabling law guiding or regulating its relationship with these bodies. Consequently, in its day to day and other activities, the Village follows and is bound to apply the Civil Service Rules, government Circulars and relevant laws that affect its operations. It also adopts policies and practices of similar institutions in regulating its activities where necessary.

Governing Council.

Between 2011 -2013, there were no records of Governing Council activities carried out on behalf of the Village within this period. As a result, the management directly interacted with Federal Ministry of Education, National Universities Commission and the Federal Ministry of Finance among others for guidance, policy direction, execution and implementation of policies pertaining to its management. With the constitution and subsequent inauguration, of the Governing Council in 2014, the Village experienced changes in policy direction.

National Universities Commission

The Village interacts with the National Universities Commission albeit not regularly. In the only instance when such interaction took place, it was limited to :

- a) Provision of guideline for the preparation of Physical Master Plan and Academic Brief.

Federal Ministry of Education.

Federal Ministry of Education is the supervisory body that provided guidance and directions to the Village. In this regard, the Village interacted with the Ministry in the appointment of Acting Director/CEO in the absence of a Governing Council, inauguration of Governing Council, and other related activities. The Village also cooperated with the Ministries of Finance and Education in monitoring and evaluation of Capital projects. In the area of discipline, the Governing Council through the Federal Ministry of Education recommended to the Visitor, disciplinary measures to be taken in case misconduct by the Director/CEO.

Federal Ministry of Finance

All monies appropriated for the Village including loans and grants where applicable were routed through the Federal Ministry of Finance. The Village also liaised with the Ministry on issues bordering personnel and other costs.

The National Commission for Colleges of Education (NCCE)

The Village also interacted with NCCE in carrying out the mandatory acculturation programme for 200 level NCE students in Nigerian Colleges of Education and other Arabic oriented Diploma awarding institutions.

Findings/Observation

a) During the period under review, that is 2011 – 2015, the Village interacted with various statutory bodies in accordance with the laws establishing those bodies for the purposes of its activities.

Recommendations

- a) Governing Council should interact more closely with management to ensure efficient execution of policy directions emanating from supervisory Ministries and other relevant agencies.
- b) the Governing Council should step up efforts at enforcing the Federal Government's mandatory policy of immersion and acculturation programs.
- c) Certificate of attendance for the immersion and acculturation programmes of the Village should be a pre-requisite for mobilization for the National Youth Service Scheme as well as employment by government agencies.

CHAPTER IX

Term of Reference VII

To examine the "Law" establishing the Nigeria Arabic Language Village including the relationship between the various Internal Organs, Units and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law considered necessary or desirable to enable the Village to better achieve its objectives.

The Nigeria Arabic Language Village was established in 1992 as an Inter-University Centre for the study of Arabic. The Centre commenced academic activities in 1995 and has since then been admitting students, recruiting staff and entering into sundry contracts and other relationships including relationships between the various units and internal organs without legal backing. As an Inter-University Center, the Governing Council and management are to some extent guided by extant laws applicable to the University of Maiduguri, Civil Service Rules, policy directions and guidance from the National Universities Commission, Federal Ministry of Education and sometimes at the pleasure of the Director/CEO.

Records from the Village reveal that the Bill for an Act to establish the Nigeria Arabic Language Village, Borno State was initiated and sent to the National Assembly as (SB.386) during the period under review. The Bill went through first reading on Wednesday 30th November 2016, Second reading on Thursday 11th April 2017 and third reading and passage on 19th December 2017. Unfortunately, it did not receive the assent of the President of the Federal Republic of Nigeria before the expiration of term of the 8th Assembly.

Currently, the Village is still operating without an enabling law, consequently, the Panel found it difficult to gauge the relationship between the various organs, units and indeed the general public, in particular, the Village's legal personality vis a vis its employment and contractual relationships among others. Although there were few court cases involving the Village, the issue of its capacity to sue and be sued, own and dispose of property has not been raised so far. Thus, the Village is considered a legal person albeit wrongly.

Findings/observations

- a) In the absence of an enabling law, the Village claimed to be guided by the Civil Service Rules, University of Maiduguri Act, rules and regulations.
- b) In view of paragraph a) above, the Village was unable to coordinate its activities and properly relate with private and public bodies and organisations with a view to realizing the objectives for which it was established,

Recommendations

- a) The Governing Council should step up efforts at ensuring that the Bill for an Act to establish the Nigerian Arabic Language Village currently before the National Assembly is passed into law.
- b) In the interim, the Governing Council should adopt and apply *mutatis mutandis* relevant provisions of the University of Maiduguri Act and regulations, especially in matters of staff appointments, promotion and discipline.

CHAPTER X

Term of Reference VIII

To trace the historical evolution of the Nigeria Arabic Language Village and take stock of its net achievements and problems as well as its style and direction.

The economic downturn of the mid- 80's and early 90's and the corresponding depreciation of the Naira made it difficult for 300 -level students of Arabic in Nigerian Universities and governments to continue sponsorship of the study abroad overseas immersion programmes. Hitherto, students in Nigerian Universities offering B.A Arabic were required to spend a year in an Arabic speaking country for the immersion programme.

It is against this background that, the Federal Military Government under the leadership of President Ibrahim B. Babangida set up a Ministerial Planning Committee in the late 1980's to look into the possibility of establishing Arabic and French Languages Villages in Nigeria. At the end of the Committees sittings, Ngala in Borno State was recommended as the permanent site for the Village. The choice of Ngala as an Arabic Language Village was informed by a number of factors, the major one being that, the town is a confluence centre of Shuwa-Arab and other Arabic speaking communities of Chad, South-Eastern part of Niger Republic and Sudan. Thus, Ngala provided the perfect setting for the one-year immersion and other programmes in Arabic Language.

NET ACHIEVEMENTS

During the period under review, the Village recorded a modest achievement in the following areas:

i) Admission:

The mandate of the Village is for immersion, acculturation, Proficiency, Diploma and Executive programmes. The immersion programme is for 300 -Level Arabic students from Nigerian universities, while the acculturation programme is for 200- Level College

of Education and Arabic oriented Diploma awarding institutions. The proficiency programme on the other hand is meant for:

- a) officers from the Foreign Affairs Ministry;
- b) officers from Customs, aviation and Immigration services;
- c) NIPOST and telecommunication companies and service providers.
- c) members of the Armed forces, Police, Nigerian Civil Defence.

Over the years, the Village admitted a number of students for all except the Executive programme. Thus, in the area of training 300-Level Arabic students, the Village has succeeded in conserving foreign exchange for the country. In addition, the Village provided comfortable accommodation for all category of students admitted during 2011-2013 period.

In the area of staffing, the Village maintained a good number of academic staff, both in quantity and quality for all programmes. However, in 2014, the Village relocated to Maiduguri due to the insurgency. At Maiduguri, the Village was accommodated at the liaison office without hostels and classrooms. In an attempt to continue providing services, the management established outreach centres in Kano, Bauchi, Jigawa and Katsina States where acculturation students continued to receive lectures.

PROBLEMS

- i.) Lack of access road

The road linking Maiduguri to Ngala is about 135 kilometers North-East of Maiduguri and it is a trunk A road. Under normal circumstances, it would take one and half hours to reach Ngala from Maiduguri. However, with the current state of the road, it takes more than three hours to reach Ngala. This will discourage students of the non-mandatory programmes from enrolling into the programmes .

ii) Lack of Power

Ngala, though a local government headquarters is not linked to the National Grid, the Village was partly solar powered and generator driven both of which are not convenient for teaching, learning and recreation.

iii) Absence of an enabling law

The Village has no enabling law, consequently, Governing Council and management are guided by policies and to some extent, practices of the University of Maiduguri.

iv) Academic staff/non-academic staff ratio

The ratio of academic to non-academic staff is 1:8, thus, there are far more non-academic staff in the system.

v) STYLE AND DIRECTION

The style and direction of the Village was non-participatory, the Director/CEO together with few principal officers conduct the affairs of the Village without regard to extant rules. In many cases, senior officers who are supposed to be in the know are left in the dark even in regard to matters that affect their schedules.

Findings/Observations

- a) The Village is not connected to the national grid; hence, it relies on generators and solar for its power needs.
- b) The poor road network linking Maiduguri to Ngala was a disincentive for prospective students of the non-Mandatory programmes.
- c) decision making process revolve around the Director/CEO and a few officers.

Recommendations

- (a) The Village Governing Council and Management should liaise with relevant authorities to facilitate the passage of the Bill for an Act establish the Village and subsequent signing it into law by the President.

- (b) The leadership of the Village should be open and everyone should be carried along in running and managing its affairs.
- (c) Though the Village has relocated to the liaison office in Maiduguri, effort should be made to link up Ngala with National grid.
- (d) The Village should collaborate with relevant government agencies to facilitate the construction of the access road from the State capital to Ngala.
- (e) The Village should come up with a comprehensive strategy that will enhance the enrollment drives for all its programmes.

CHAPTER XI

Terms of Reference IX

To examine the general security in the Nigeria Arabic Language Village Ngala and how it has dealt with it and recommend appropriate measures.

The reason for the choice of Ngala as the location for the Village was discussed in chapter VIII above. The Village took over the facilities of the then Government Secondary school. During the period under review, the Village had a total number of 83 security personnel, fifty were hired from private security organization (five Organs) while thirty-two (32) were employed by the Village to enhance the security of life and properties.

The Village did not have issues of insecurity, except for petty crimes which were effectively handled by the Security Unit. In 2013, the peaceful and serene atmosphere of the Village was violently disturbed by the Boko Haram invasion which resulted into the Village being turned into an Internally Displaced Agency (IDA).

Functions of the Security Unit

The Security Unit performs the following functions:

- (i) Maintenance of peace, law and order in the Village
- (ii) Making adequate report on security lapses
- (iii) Checking the movement of vehicles and materials in and out of the Villager,
- (iv) Protection of life and properties
- (v) Providing intelligence and situational report on security matters to the Director and Chief Executive Officer;
- (vi) issuance of security alerts to the Village community or the management.
- (vii) Crowd control during the Village social activities.

Challenges

- (i) One of the challenges of the Village was that of lack of perimeter fence. In or about 2012, Fulani Herdsmen trespassed into the Village premises but the security unit effectively dealt with the situation.

(ii) Lack of training of the Security personnel of the Village.

Findings/Observations

(a) the current number of security personnel are adequate for the Village

(b) personnel in the Security Unit have no military or paramilitary training that will enhance their ability to effectively manage the crime.

(c) Most of the Security operatives lacked basic qualification

Recommendations

(a) Head of Security Unit should be a retired military or police officer not below the rank of Major or DCP

(b) Security Unit should be directly under the Director/CEO,

(c) A special refresher training programme should be introduced for the Security personnel in order to enhance their capacities to perform their duties efficiently and effectively.

CHAPTER XII

Term of Reference X

To examine the processes and structures of discipline of students in each university in line with due process

The Village was established as an Inter-University Centre for teaching and learning Arabic Language with core objective of providing 300 Level Arabic Language students from Nigerian universities with compulsory immersion course and also acculturation programmes for Arabic language students of Nigerian Colleges of Education. This is in addition to the Diploma and proficiency certificate courses organized by the Village from time to time. The number of students admitted for all the courses between 2011-2015 was over three thousand (refer to table in ToR 5). Notwithstanding this number, the Village did not establish any structure for the discipline of students. The Panel was informed by the Registrar that there were few cases of disrespect/ indiscipline by students during the period under review, however, those cases were resolved amicably.

Findings/Observations

- a) The Village did not establish any structure for student discipline
- b) The few cases that came up were settled at the lower level.

Recommendation

- a) The Governing Council should ensure that a Student Disciplinary Committee is established under the office of the Director and all records of the activities of the committee be kept securely for record purposes.

