



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the  
Federal Republic of Nigeria  
on the  
Visitation Report into the Affairs of the  
Obafemi Awolowo University, Ile-Ife  
(2011 - 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE OBAFEMIAWOLOWO UNIVERSITY, ILE-IFE  
(2011-2015)**



**ARRANGEMENT OF PARAGRAPHS**

*Paragraph:*

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the Obafemi Awolowo University, Ile-Ife (2011-2015).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE OBAFEMI AWOLOWO UNIVERSITY, ILE-IFE  
(2011-2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the ObafemiAwolowo University, Ile-Ife (2011-2015) as provided in the schedule into this Notice is hereby published in the Federal Government Gazette.

Publication  
of Federal  
Government  
White Paper  
on the  
Report of  
the  
Visitation  
Panel into  
the affairs of  
the Obafemi  
Awolowo  
University,  
Ile-Ife (2011-  
2015)

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the ObafemiAwolowo University, Ile-Ife (2011-2015)“.

Citation.

## 1.0. INTRODUCTION

On 13th April, 2021, a Visitation Panel was inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu, ably represented by the Permanent Secretary, Arc. Sonny Echono, on behalf of the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, and Visitor to Obafemi Awolowo University, Ile-Ife, President Muhammadu Buhari, GCFR. The Panel was mandated to undertake a comprehensive review of the activities of the University for two periods: 2011-2015 and 2016-2020. The following report covers the period 2011 -2015.

## 1.1. Members of the Panel were :

- |       |                              |    |    |    |    |                  |
|-------|------------------------------|----|----|----|----|------------------|
| (i)   | Barrister N. B. Nwachukwu..  | .. | .. | .. | .. | <i>Chairman</i>  |
| (ii)  | Professor Offiong E. Offiong | .. | .. | .. | .. | <i>Member</i>    |
| (iii) | Professor Mustapha H. Bichi  | .. | .. | .. | .. | <i>Member</i>    |
| (iv)  | Barrister Yakubu Maikasuwa   | .. | .. | .. | .. | <i>Member</i>    |
| (v)   | Dr. Chris Tamuno             | .. | .. | .. | .. | <i>Member</i>    |
| (vi)  | Mrs. Ayi Ifere               | .. | .. | .. | .. | <i>Member</i>    |
| (vii) | Mr. Kabiru Abdullahi         | .. | .. | .. | .. | <i>Secretary</i> |

## 1.2. TERMS OF REFERENCE (ToR)

The Panel's Terms of Reference were to :

- (i) inquire into the level of implementation of the white paper on the last visitation report ;
- (ii) look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice Chancellors and other Principal Officers;
- (iii) look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations ;
- (iv) investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- (v) examine the adequacy of the staff and staff development programmes of each university ;
- (vi) determine the relationship between the University 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 (i.e. Governing Council, National Universities Commission (NUC), and the Federal Ministry of Education (FME));
- (vii) examine the law establishing the University including the relationship between the various internal organs, units and offices, and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law ;

(viii) trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;

(ix) examine the general security in the University and how the University has dealt with it and recommend appropriate measures ; and

(x) examine the processes and structures of discipline of students in each university in line with the due process of the rule of law.

1.3. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the Comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2-11 of this gazette. The highlights of the Visitor's directives include:

(i) the University Council and Management should ensure the completion of directives of the Visitor in the previous visitation panel's report;

(ii) the University should keep up its pace in the medical research and Centres of Excellence ;

(iii) the University should obtain the accreditation of the seven programmes awaiting Resource Verification by the NUC ;

(iv) Council should always prioritise allocation of resources and use the Budget Performance Comparative Report for such ;

(v) Council should explore alternative sources of power generation;

(vi) Council should expand its Internally Generated Revenue base;

(vii) the University should complete the long-overdue computerization of Bursary and Internal Audit Departments ;

(viii) Council should implement the External Auditor's recommendation in its management report of 2014 and repeated in 2015 ;

(ix) Management should ensure the recovery of all outstanding indebtedness of its commercial ventures to the University without further delay;

(x) the University Management should ensure effective implementation of the 'Gift and Donation Policy';

(xi) the Council should ensure judicious application of funds including completing projects as stipulated ;

(xii) the University Management should put in place a maintenance policy;

(xiii) the University should ensure that new projects should not be pursued in detriment to completing and maintaining old ones ;

(xiv) the University should complete the full computerization of Registry, Bursary and Audit Departments ;

(xv) the University should deploy contemporary security measures;

(xvi) the University Management should ensure the provision of adequate municipal services for both staff and students ;

(xvii) Council and Management should explore more avenues for infrastructure development including PPP arrangements ;

(xviii) Management should review its staff development policy ;

(xix) the Visitor should ensure that the White-Paper is made available to the Council of the University for implementation ;

(xx) FME should strengthen its mechanism for monitoring the implementation of the White Paper;

(xxi) the NUC should continue to enforce the carrying capacity of the University ;

(xxii) the University to ensure that the Senate is appropriately constituted and alive to its responsibilities ;

(xxiii) Management should ensure the full restoration of Student Union activities ;

(xxiv) the University should address the issues of recruitment of more staff and poor funding ;

(xxv) Management must ensure that all conducts which violate University regulations are properly investigated and appropriate disciplinary measures taken;

(xxvi) the Governing Council should review its crisis management strategy;

(xxvii) University to deploy contemporary security measures ;

(xxviii) Governing Council should constitute an inclusive high-pôwered Standing Committee made up of the University and the Representatives of the two neighboring communities (Ife and Modakeke) to deliberate constantly on matters affecting the University ;

(xxix) Management should properly constitute the Staff welfare Committee ; and

(xxx) Management should ensure regular interactions with students.

## TERM OF REFERENCE ONE

*"Inquire into the level of implementation of the white paper on the last visitation report."*

S/No.	Item	Observations/Findings	Recommendations	Comments
21.	TO INQUIRE INTO THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT	<p>(i) The University implemented over 95% of the directives of the Visitor.</p> <p>(ii) The few directives not implemented are policy-based directives such as "no work no pay" policy.</p>	The University should be commended for the level of implementation of the Visitor's directives.	<i>Visitor notes this recommendation.</i>

## TERM OF REFERENCE TWO

*"To look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice-Chancellors and other principal officers"*

S/No.	Item	Observations/Findings	Recommendations	Comments
3.1.	PRO-CHANCELLOR		(i) The tenure for the appointment should be adhered to as stipulated in the extant Statute. Any exception should be cleared by the Council and the reason for extension of tenure should be so stated.	<i>Visitor accepts these recommendations.</i>
3.1.1.	VICE-CHANCELLOR	Two persons served as Pro-Chancellors.		
3.1.2.	THE DEPUTY VICE-CHANCELLORS	Two Vice-Chancellors served.		
3.1.3	THE APPOINTMENT/ SELECTION PROCESS OF KEY/PRINCIPAL OFFICERS.	There were four Deputy Vice-Chancellors. One of the Deputy Vice-Chancellors served for three years instead of two which is inconsistent with the extant Statute.	(ii) Anything that will cause distrust, instability, crisis and violence should be avoided.	
	THE REGISTRAR, THE LIBRARIAN AND THE BURSAR	Two Registrars, one Librarian, and three Bursars/Acting Bursars served.  The duration the Principal Officers served varied in accordance with the enabling Law that prevailed at the time of their appointment.		
3.1.4.	ESTABLISHMENT AND FUNCTIONS OF THE COUNCIL	(i) The Council was properly constituted, performed its functions as prescribed by the Law and maintained a harmonious relationship with Management.  (ii) It developed a policy on Sexual Harassment in 2012.	(i) Council should maintain its statutory functions without blemish.  (ii) Cordial relationship with Management should be maintained.  (iii) Council should continue to make policies that will be beneficial to all, attract funds, donations, endowment of academic chairs.  (iv) Cordial relationship among Principal Officers should be sustained.	<i>Visitor accepts these recommendations.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
32	LEADERSHIP QUALITY, CAMPUS UNIONISM AND DISCIPLINARY MEASURES	<p>(i) Inadequate funding is/was a constraint to the provision of adequate social amenities, for staff and students.</p> <p>(ii) Incessant student unrests and industrial actions destabilized the academic calendar.</p>	Only leaders that have vision and integrity should be appointed for the post of Vice-Chancellor.	<i>Visitor notes this recommendation.</i>
33	RECENT ACHIEVEMENTS AND ADVANCEMENT OF THE UNIVERSITY AND CONSTRAINTS	The University has made commendable efforts to advance considerably academically, in its research endeavors and in infra-structural development.	The University should continue to excel in its areas of excellence.	<i>Visitor notes this recommendation, and implores Council and Management to ensure the sustenance of excellence.</i>
34	THE HOST COMMUNITY (ILE-IFE)	The relationship between the University and the host Community had been very cordial. However, continuous land encroachment strained the relationship.	<p>(i) The pace in medical research should be maintained.</p> <p>(ii) The Centres of Excellence, especially the Science centres should sustain their feats and be strengthened.</p> <p>(iii) The University should obtain the accreditation of the seven programmes awaiting Resource Verification by the NUC.</p> <p>(iv) There should be vigorous and sustained follow-up of the Linkages/MOU, Agreements with various institutions.</p> <p>(v) Council should support the University to interface with the appropriate Federal Government agencies to fill staff vacancies.</p>	<p>(i) <i>Visitor accepts recommendations (i), (ii), (iii), (iv), (v), (vi) and (vii).</i></p> <p>(ii) <i>Visitor notes recommendation (vi).</i></p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			<p>(vi) Research funds should be pursued vigorously.</p> <p>(vii) Academically productive staff should be highly commended by the University.</p> <p>(viii) The University should continue to maintain cordial relationship with its host community, protect its land by erecting the perimeter fence, reconstitute and fund the Town/Gown Committee.</p>	

## TERM OF REFERENCE THREE

*"Look into the financial management of the institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with the appropriate regulations."*

S/No.	Item	Observations/Findings	Recommendations	Comments
4.1.	OPTIMAL USE OF RESOURCES	The Bursary Department has three Directorates, seven Divisions, thirty-three Sections, and three units.		
4.2.	BUDGET PROCEDURES	Available funds are : Federal Government Subvention - Personnel, Capital, Overhead, and Internally Generated Revenue (IGR) which is internally sourced. Special Intervention funds such as TETFUND, NEEDS Assessment, External Grants, Donations from Alumni and other individuals/bodies.	<p>(i) Council should ensure that more funds are allocated to critical areas such as Student Affairs and Research programmes.</p> <p>(ii) The Budget Performance Comparative Report produced quarterly by Bursary Department should be effectively used in funds administration.</p> <p>(iii) Efforts should be made to expand the Internally Generated Revenue base from available sources.</p> <p>(iv) A unit created to attract international grants should be made to be more proactive.</p>	<p>(i) Visitor accepts recommendations (i) and (iii).</p> <p>(ii) Visitor notes recommendations (ii) and (iv).</p>
4.3.	EFFICIENT ALLOCATION OF RESOURCES	All contract documents examined show evidence that due process is usually observed before contracts are awarded. Procurement laws are duly adhered to and funds are released only after all necessary procedures have been undertaken.		Visitor notes these observations/findings.

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S/No.	Item	Observations/Findings	Recommendations	Comments
4.4.	COMPUTERIZATION OF BURSARY AND INTERNAL AUDIT DEPARTMENT	<p>(i) The computerization of both Bursary and Internal Audit is still ongoing and about 75% completed.</p> <p>(ii) The Internal Auditors are not fully involved in the External Audit process. All payment vouchers including payrolls are pre-audited by the Internal Auditor before payments, thereby reducing fraudulent practices to the barest minimum.</p>	<p>(i) The computerization of Bursary and Internal Audit Departments should be concluded.</p> <p>(ii) There should be proper interactions between the Internal Audit and External Auditors. This will help the External Auditors evaluate the adequacy of internal controls in place.</p> <p>(iii) The External Auditor's recommendations (2014 and 2015) should be implemented without further delay. For control purposes, expenditure units should not be responsible for the reconciliation of their cash books.</p>	<p><i>Visitor accepts these recommendations.</i></p>
4.5.	STUDENTS' WELFARE/ STUDENT LOAN	<p>There is a need to improve on the students' welfare.</p>	<p>(i) The Students' Loans Board should be revived. A committee should be set up to draw up a watertight loan agreement that will make it impossible for any loan beneficiary to default in repaying the loan.</p> <p>(ii) Part-time work-study opportunities for indigent students should be expanded.</p> <p>(iii) Adequate transport should be provided to convey students returning to their hostels in town, especially towards late evenings.</p>	<p><i>Visitor notes these recommendations.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
4.6.	INTERNALLY GENERATED REVENUE	There are various sources of Internally Generated Revenue (IGR).		<i>Visitor notes this findings.</i>
4.7.	EFFORTS AT IMPROVING INTERNALLY GENERATED REVENUE	<p>(i) The Alumni have been of great assistance by contributing generously to specific projects and in cash donations.</p> <p>(i) Surplus funds in fixed deposits and Dividends from Investments yielded good returns.</p> <p>(iii) Not much effort is being made at developing other economic profit-making ventures to boost IGR.</p>	<p>(i) The University should make efforts towards expanding its sources of Internally Generated Revenue. They can explore the opportunity of using part of their expansive land for Agricultural ventures.</p> <p>(ii) Existing companies should be assisted to be more profitable.</p> <p>(iii) Enabling environment should be created for the generation of IGR.</p>	<p>(i) <i>Visitor notes recommendations (i) and (iii).</i></p> <p>(ii) <i>Visitor rejects recommendation (ii) and frowns at the non-profitability of these companies.</i></p>
4.8.	REGULARITY OF EXTERNAL AUDITING OF THE UNIVERSITY'S ACCOUNTING RECORDS	Two External Auditors were appointed.	<p>(i) Management should be commended for ensuring that all accounts for the years under review were all audited.</p> <p>(ii) External Auditors' Management Control Report should be promptly acted upon by Management.</p> <p>(iii) Management should ensure the recovery of all outstanding indebtedness (N13.5m) of its commercial ventures.</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p> <p>(ii) <i>Visitor accepts recommendations (ii) and (iii).</i></p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
49.	ENDOWMENTS AND DONATIONS	There are generous donations from Companies, Organizations, OAU Alumni, and highly placed individuals.	<p>(i) Management should be commended for its drive in sourcing donations and the donors for their immense contributions. The momentum should be sustained.</p> <p>(ii) Consultancy Services Unit should be more proactive and productive.</p> <p>(iii) The Landed Properties owned by the University within and outside the country should be put to economic use.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendations (ii) and (iii).</p>

## TERM OF REFERENCE FOUR

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

S/No.	Item	Observations/Findings	Recommendations	Comments
5.1.	SOURCES OF FUNDING FOR CAPITAL/SPECIFIC PROJECTS AND ADHERENCE TO STANDARD NORMS IN FUNDS ALLOCATION	Funds were received from Federal Government (FGN) appropriation, Tertiary Education TrustFund(TETFUND), NEEDS Assessment, and Internally Generated Revenue (IGR), Alumni, and External Bodies. Funds appropriately utilized.		Visitor notes these observations/findings.
5.2.	ADHERENCE TO STANDARD NORMS IN FUNDS ALLOCATION	<p>(i) Standard norms and procedures in the allocation and utilization of funds from the Federal Government allocations and the TETFUND were fairly followed.</p> <p>(ii) Non-performance by contractors made it difficult to access further funds from TETFUND for the library project.</p>	<p>(i) Management should ensure that all approved funds for the library are sourced at all costs and released promptly.</p> <p>(ii) TETFUND projects should be monitored closely to ensure prompt accounting.</p> <p>(iii) Management should ensure that the 'Gift and Donation Policy' is in place and that donations and contributions are efficiently used and properly accounted for.</p>	<p>(i) Visitor accepts recommendation (i)</p> <p>(ii) Visitor accepts recommendations (ii) and (iii).</p>
5.3.	STATE OF FUND UTILIZATION OF CAPITAL FUNDS	<p>There were completed, ongoing and abandoned projects.</p> <p><i>Release of FGN Capital Grants</i></p> <p>There were shortfalls in the release of funds viz-a-viz the approved budgetary allocation.</p>	<p>(i) All the abandoned projects are those funded directly from the FGN Appropriations. Government should improve both the budget allocation and mode of release to the University in order to ensure the completion of, particularly, the abandoned projects.</p> <p>(ii) Considering the significance and importance of the</p>	Visitor notes recommendations (i) and (ii).

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>Senate and Council Building, the Council should find all avenues to complete the project.</p> <p>(iii) Management should ensure that projects that are on-going and at various stages of completion are completed within stipulated time.</p>	<p><i>Visitor accepts recommendation (iii).</i></p>
<p>5.4.</p> <p>5.4.1.</p>	<p>APPLICATION OF FUNDS IN TETFUND PROJECTS</p> <p>STATE OF EXECUTION OF TETFUND INTERVENTION PROJECTS</p>	<p>Fund were released for Normal and Special Intervention Projects.</p>	<p>(i) Management should be commended for setting up committees which should be sustained to ensure successful execution, timely completion and prompt rendering of accounts to TETFund.</p> <p>(ii) TETFUND should consider spreading the deduction of the advance payment over more subsequent payments in order to allow the contractors more liquidity to make more meaningful progress in the works.</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p> <p>(ii) <i>Visitor notes recommendation (ii).</i></p>
<p>5.5.</p>	<p>STATE OF DEVELOPMENT AND MANAGEMENT OF PHYSICAL FACILITIES</p>	<p>(i) Many new projects are being executed with little work on the rehabilitation/maintenance of the existing ones, giving room for further deterioration of the old structures.</p> <p>(ii) The Division of Works and Maintenance Services (DWMS) is facing the problem of inadequate</p>	<p>(i) The University Management should put in place a documented maintenance policy to guide the University in the maintenance of its structures.</p> <p>(ii) Maintenance of old structures should be done side by side with the construction of new projects.</p>	<p>(i) <i>Visitor accepts recommendations (i), (ii), (iii).</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>and qualified staff to address the multiple maintenance issues.</p> <p>(iii) FGN grant received by the University for the rehabilitation of existing buildings was very minimal.</p> <p>(iv) There is no documented maintenance policy in place.</p> <p>Universities with many facilities, The Panel observed that the last visitation report recommended the constitution of a Project Another area of concern was gross inadequacy of spaces. Class rooms, offices, toilet facilities, and students' accommodation have been stretched far beyond their carrying capacities. Many senior staff are sharing offices where available, and there are a number of Professors without offices, especially in the College of Health Sciences where 10 such Professors were reported. This leads to loss of morale and productivity.</p>	<p>(iii) Qualified staff should be recruited to replace experienced staff that have either retired or are about to in very strategic offices.</p> <p>(iv) More facilities should be provided to avoid overstretching the few existing ones.</p> <p>(v) The use of Public Private Partnership in provision of building facilities should be explored.</p>	<p>(ii) Visitor notes recommendations (iv) and (v).</p>
5.6.	EXAMINE ADHERENCE TO MASTER PLAN AND PROJECTS EXECUTED FROM 2011 TO 2015	<p>(i) The University had at various times reviewed its Physical Development plan. The 2011 -2015 Master Plan captured the re-appraisal of the University Master Plan.</p>	<p>(i) Council and Management should work out a plan on the provision of services infrastructure, such as roads and drainage networks, water and power supply exten-</p>	<p>Visitor notes these recommendations and directs Council to ensure that the Master</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(ii) Implementation of Physical Development Plans had always been based on the approved planned project, subject to availability of funds and consistent with the University Plan.</p>	<p>sions, in order to ease the implementation of the Master Plan.</p> <p>(ii) The Council and Management should consider the employment of Public Private Partnership arrangement in the development of its physical infrastructure in order to ease the development of the Master Plan and spread development within the vast University Estate.</p> <p>(iii) The University should be committed towards implementation of strategy contained in the Revised Master Plan to recover and delineate perimeter of the University estate.</p> <p>(iv) The University must stick to the revised Master plan in all its future planned projects.</p>	<p><i>Plan is properly implemented.</i></p>
5.7.	<p>EXAMINE THE UNIVERSITY'S STRATEGIC PLAN AND IMPLEMENTATION THEREOF:</p>	<p>The Governing Council put up a strategic plan 2011- 2015 to further give the University a sense of direction. A monitoring instrument was also put in place to ensure compliance on schedule and the overall success of the plan.</p>	<p>(i) The University should take the advantage of new Partnerships and linkages with foreign Institutions to generate opportunities for post-doctoral training/ experience for her middle level academics.</p> <p>(ii) The appointment of a third Deputy Vice Chancellor should be considered in view of increasing responsibilities occasioned by the envisaged expan-</p>	<p>(i) Visitor notes recommendations (i), (ii).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>sion in academic programme and increased student enrolment.</p> <p>(iii) There should be full computerization of Registry, Bursary and Audit Departments.</p> <p>(iv) Modern technologies should be deployed in the security of the University and expansion of (recreational) facilities.</p>	<p>(ii) Visitor accepts recommendations (iii) and (iv).</p>
58.	LIBRARY FUNDING	<p>The library has faced various challenges. However, it has also recorded a number of successes.</p>	<p>(i) Management should make efforts to increase the sitting capacity in the Library to satisfy the NUC minimum of at least one-third of the total students' population, and ensure adequate maintenance of the existing facilities.</p> <p>(ii) Management should continue to establish more Faculty and Departmental Libraries and deploy ICT in providing databases fore-library.</p> <p>(iii) Inadequate staffing in the library should be given immediate attention by Council and Management.</p>	<p>Visitor notes recommendations (i) (ii) and (iii).</p>
59.	PROCEDURE AND MONITORING OF THE AWARD OF CONTRACT	<p>(i) Due process was followed for the contracts awarded.</p> <p>(ii) Project Implementation Committee was set up to monitor execution.</p>	<p>Management should be commended and continue to observe all relevant regulations.</p>	<p>Visitor notes this recommendation.</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
5.10.	QUALITY OF PROJECTS	<p>(i) Structural quality of the executed projects was fair and satisfactory. However, the finishing was in some cases poorly done.</p> <p>(ii) The inadequacy in the quality and number of staff in the Capital Projects Implementation Task Force (CPIT).</p> <p>(iii) Delay in project execution and completion has led to cost overruns and reduced quality, and sometimes necessitates the downward review of the scope so as to accommodate rising prices.</p> <p>(iv) Lack of prompt payment to performing contractors often led to project delays and loss of morale of the part on the contractors.</p>	<p>(i) Council and Management should ensure the immediate recruitment of qualified staff in the CPIT.</p> <p>(ii) The Management should ensure that Performing contractors are promptly paid in order to encourage them to deliver good quality projects.</p> <p>(iii) Government and funding agencies should ensure adequate allocation and timely releases of funds for capital projects in order to ensure timely completion.</p>	<p>(i) Visitor notes recommendations (i) and (iii).</p> <p>(ii) Visitor accepts recommendation (ii).</p>
5.11.  5.11.1.	<p>STATUS OF SOME INFRASTRUCTURAL FACILITIES</p> <p>SERVICES AND WELFARE FACILITIES FOR STAFF AND STUDENTS.</p>		<p>(i) Management should ensure the provision of adequate and affordable municipal services.</p> <p>(ii) Management should ensure the employment of relevant and qualified staff in the provision of services and facilities.</p> <p>(iii) Management and Council should explore more avenues for the provision of hostel facilities for students through PPP to ease the students' accommodation problems.</p>	<p>(i) Visitor notes recommendations (i)</p> <p>(ii) Visitor accepts recommendations (ii) and (iii).</p>























































