



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Panel's Report into the Affairs of the
Obafemi Awolowo University, Ile-Ife**

(2016 - 2020)

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE OBAFEMIAWOLOWO UNIVERSITY, ILE-IFE
(2016-2020)**



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 (2016-2020).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE OBAFEMI AWOLOWO UNIVERSITY, ILE-IFE
(2016-2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Obafemi Awolowo University, Ile-Ife (2016-2020) 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 (2016-
2020).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Obafemi Awolowo University, Ile-Ife (2016-2020)”.

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 2016-2020.

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 Maikasawa	<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) acting appointments should be discouraged, vacant positions should be filled as and when due, for smooth running of the Administration ;

(ii) Council to ensure that only leaders that have vision, some, charisma, integrity, patience, honesty, forthrightness and degree of empathy should be appointed for the post of the Vice-Chancellor ;

(iii) Council and Management should ensure that the University keep up its pace in medical research and the Centres of Excellence;

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

(v) Management should reconstitute the University's Town/Gown Committee;

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

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

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

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

(x) the University should adhere to extant financial regulations and circulars ;

(xi) the Federal Government should revive the National Education Bank ;

(xii) Management should implement the recommendations of the External Auditor;

(xiii) Management should renegotiate all outstanding loans with its subsidiaries ;

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

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

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

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

(xviii) Management should explore PPP arrangements ;

(xix) Management should put the Petrol Station taken from the Investment Company to profitable use ;

(xx) the University should be very serious in monitoring its Strategic Plan;

(xxi) the University should develop a policy on staff development and training;

(xxii) the University needs to do all it can to improve its relationship with the Host Community ;

(xxiii) University should ensure that it develops its fallow lands;

(xxiv) the University should adhere to the Teacher/Students ratio;

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

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

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

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

(xxix) Governing Council should constitute an inclusive high-powered 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 ;

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

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

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

(xxxiii) University to deploy contemporary security measures ; and

(xxxiv) Management should properly constitute the Staff welfare Committee;

TERM OF REFERENCE ONE

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
2.1.		The 2011-2015 Visitation Exercise was conducted alongside 2016-2020. Hence no White Paper to implement.		<i>Visitor notes this observation.</i>

TERM OF REFERENCE TWO

"Look into the leadership quality of each University in terms of the roles of the Governing Council, the Vice-Chancellors and other principal officers".

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
3.1.	THE APPOINTMENT/ SELECTION PROCESS OF PRINCIPAL OFFICERS			
3.1.1.	CHANCELLOR	There was one Chancellor for the period under report.		
3.1.2.	PRO-CHANCELLORS	Two pro-Chancellors served.		
3.1.3.	VICE-CHANCELLOR	Two Vice-Chancellors served.		
3.1.4.	THE DEPUTY VICE- CHANCELLORS.	Two Deputy Vice-Chancellors served.		
3.1.5.	THE REGISTRAR, THE LIBRARIAN AND THE BURSAR	<p>(i) Two Registrars, three Librarians and two Bursar/Acting Bursar served.</p> <p>(ii) There were five representatives of the Federal Government, including one Representative of the Federal Ministry of Education in the Governing Council.</p> <p>(iii) All the Principal Officers mentioned above were in adherence to the Statutes.</p>	<p>(i) Acting Appointments should be discouraged, vacant positions should be filled as and when due, for smooth running of the Administration.</p> <p>(ii) Anything that will cause distrust, instability, crisis and violence should be avoided.</p>	<p>(i) Visitor accepts recommendation (i) and directs Council to ensure that appointments are made as and when due.</p> <p>(ii) Visitor accepts recommendation (ii).</p>
3.2.	UNIVERSITY COUNCIL	Council was properly constituted, maintained a harmonious relationship with the Management, handled the appointment/selection process of the current Principal Officers creditably, supported the Administration of the University in settlement meetings with the Host Community,	<p><i>Council should :</i></p> <p>(i) continue to carry out its statutory functions without blemish.</p> <p>(ii) maintain its cordial relationship with Management; and</p> <p>(iii) continue to make policies that will be beneficial to all, attract funds, donations, endowment of academic chairs.</p>	<p>Visitor accepts recommendations (i), (ii), (iii) and</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		successfully reviewed the Sexual Harassment Policy of the University approved in 2012 and attracted funding for the ongoing Rural Electrification Project.	(iv) The cordial relationship between the Principal Officers should be maintained.	
33.	LEADERSHIP QUALITY, CAMPUS UNIONISM AND DISCIPLINARY MEASURES	<p>(i) Inadequate funding had been a constraint for providing adequate social amenities.</p> <p>(ii) The incessant student unrests and industrial actions have made the academic calendar unstable.</p>	<p>(i) Only leaders that have vision, charisma, integrity, patience, honesty, forthrightness and some degree of empathy should be appointed for the post of the Vice-Chancellor.</p> <p>(ii) The University should keep up its programmes to help its indigent students.</p>	<p>(iv).</p> <p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii).</p>
3.4.	RECENT ACHIEVEMENTS AND ADVANCEMENT OF THE UNIVERSITY	<p>(i) The University has advanced considerably academically, in research endeavors and infrastructural development.</p> <p>(ii) Full NUC accreditation was obtained for virtually all its academic programmes as at 2019 NUC Accreditation exercise.</p>	The University should continue to excel in its areas of excellence.	Visitor notes this recommendation.
3.5	THE HOST COMMUNITY (ILE-IFE)	The relationship between the University and the host Community has been very cordial with the exception of the individuals and groups involved in the continuous encroachment of the University Land.	<p>(i) The University should maintain its pace in medical research.</p> <p>(ii) All the OAU Centres of Excellence should keep up their strides and strengthen the feats of the Science centres.</p>	Visitor accepts recommendations (i), (ii), (iii), (iv), (v),(vi), (vii), (viii) and (ix).

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			<p>(iii) The Central Science Laboratory should be strengthened.</p> <p>(iv) Accreditation of the seven programmes awaiting Resource Verification by the NUC should be obtained.</p> <p>(v) There should be vigorous and sustained follow-up of the Linkages / MOU, Agreements with various institutions.</p> <p>(vi) Council should support the University in filling staff vacancies.</p> <p>(vii) Research funds should be vigorously pursued.</p> <p>(viii) Academically productive staff should be highly commended.</p> <p>(ix) Cordial relationship with host community should be maintained. The University at the same time should take steps to protect its land by erecting the perimeter fencing for which a donation has been made.</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	<p>(i) The Bursary Department is headed by a very experienced Chartered Accountant who coordinates all the financial activities of the Department.</p> <p>(ii) The Department has three Directorates, seven Divisions, thirty-three Sections and three Units.</p> <p>(iii) The Bursary department is seriously understaffed.</p>		Visitor notes these observations.
4.2	BUDGET PROCEDURES	<p>The funds available to the University are in the following categories :</p> <p>(i) Federal Government Subvention-Personnel, Capital, and Overhead ; and Internally Generated Revenue. Other sources of fund are Special Intervention Funds such as TETFUND, NEEDS Assessment, External Grants, Donations from Alumni and other individuals/bodies.</p> <p>(ii) The Audited Financial Accounts for 2020 was not ready.</p>	<p>(i) Just as recommended in the (2011-2015) Visitation Report, the University Council should ensure that attention is paid to areas of importance during allocation of scarce resources to various expenditure heads such as Students' Affairs and Research Programs.</p> <p>(ii) The Budget Performance Comparative Report produced quarterly by Bursary Department for Council should be effectively used.</p> <p>(iii) Management should seek alternative sources of power supply.</p> <p>(iv) The Internally Generated Revenue</p>	Visitor accepts recommendations (i), (ii), (iii) (iv) and (v).

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S/No.	Item.	Observations/Findings	Recommendations	Comments
			<p>base should be expanded.</p> <p>(v) The unit created for attracting International Grants should be more efficient.</p>	
<p>4.3.</p> <p>4.3.1.</p>	<p>EFFICIENT ALLOCATION OF RESOURCES</p> <p>COMPUTERIZATION OF BURSARY AND INTERNAL AUDIT DEPARTMENT</p>	<p>(i) Due process and Procurement laws were duly adhered to.</p> <p>(ii) There is a need to complete the computerization process of both the Bursary and Internal Audit Departments.</p> <p>(iii) There were internal controls put in place by Council to safeguard monetary assets.</p>	<p>(i) All recommendations of the External Auditors' Management Control Report should be implemented as soon as they are brought to the notice of Management.</p> <p>(ii) Ongoing computerization of Bursary and Internal Audit Departments should be concluded.</p> <p>(iii) Bank Reconciliation Statements in arrears should be done without further delay.</p> <p>(iv) The issue of inadequate staffing in Bursary and Audit Departments should be addressed urgently.</p>	<p><i>Visitor accepts recommendations (i), (ii), (iii) and (iv).</i></p>
<p>4.4</p>	<p>STUDENTS' WELFARE/ STUDENT LOAN</p>	<p>There are many indigent students.</p>	<p>(i) Loans bodies should be put in place/ revived such as the Education Bank by the Federal Government.</p> <p>(ii) Kind-hearted philanthropists can be approached by Management to help set up a revolving loan scheme for indigent students.</p> <p>(iii) Part-time work-study opportunities for indigent students should be expanded to</p>	<p>(i) <i>Visitor accepts recommendation (i) and direct FMEto implement.</i></p> <p>(ii) <i>Visitor notes recommendation (ii).</i></p> <p>(iii) <i>Visitor notes this recommendation, but should be carried out within the limits of its budgetary allocation and IGR.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>accommodate more students and the stipend being paid increased.</p> <p>(iv) Adequate transport should be provided to convey students returning to their hostels in town, especially towards late evenings.</p>	<p>(iv) Visitor notes recommendation (iv) and directs Management to explore its implementation as this is expected to enhance students' welfare.</p>
4.5.	INTERNALLY GENERATED REVENUE	<p>No returns were made from any of the OAU businesses during the period under review, hence no contributions to the IGR. All the commercial ventures are still indebted to the University to the tune of ₦13, 578,941 in loans.</p>		<p>Visitor notes this observation/ finding and directs Council to investigate and deal as appropriate.</p>
4.6.	EFFORTS IN IMPROVING INTERNALLY GENERATED REVENUE	<p>(i) There have been generous contributions by the Alumni and some kind individuals in society.</p> <p>(ii) Efforts are not being made at developing other economic profit making ventures to boost IGR or towards making the University's companies more profitable.</p>	<p>(i) Efforts should be made towards expanding sources of Internally Generated Revenue.</p> <p>(ii) Existing companies should be financially assisted to be more profitable and skilled workers employed in appropriate positions.</p> <p>(iii) In line with the External Auditors' recommendation, Management should consider restructuring the companies' management, change the operational policies, make them semi-autonomous with full</p>	<p>(i) Visitor notes recommendation (i) and directs Council to look into this in the face of dwindling resources.</p> <p>(ii) Visitor rejects recommendation (ii) and frowns at the non-profitability of these companies.</p> <p>(iii) Visitor accepts recommendation (iii).</p>

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S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>responsibility accounting system and controlled through the establishment of a budgetary process, whereby each company will be required to prepare and operate annual budgets with performances rewarded.</p> <p>(iv) Terms of the outstanding loans against each company should be renegotiated where repayment can be spread over a reasonable period of time that is acceptable to both parties.</p> <p>(v) Enabling environment should be created for generation of IGR with reduction of conflicts between the University Administration and staff members as well as unions and Federal Government by encouraging dialogue rather than resorting to strike action most of the time.</p> <p>(vi) Management should explore the possibility of entering into PPP to make use of the expansive land of the University for economic purpose to increase the university's IGR.</p>	<p>(iv) Visitor accepts recommendation (iv) and directs Council to ensure recovery of loans already granted.</p> <p>(v) Visitor notes recommendation (v).</p> <p>(vi) Visitor accepts recommendation (vi).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
4.7	REGULARITY OF EXTERNAL AUDITING OF THE UNIVERSITY'S ACCOUNTING RECORDS	Two different External Auditors were appointed and accounts duly audited.	<p>(i) Management is commended for ensuring that all accounts for the period under review - except year 2020 account, were audited. Management should bring the Audit up-to-date and endeavor to begin preparation for subsequent Annual Audit as soon as the New Fiscal Year begins.</p> <p>(ii) External Auditors' Management Control Reports should be promptly acted upon by Management.</p> <p>(iii) External Auditors should have adequate interactions with Internal Audit Department during the course of processing the accounting report as the present.</p> <p>(iv) The value of the University's landed properties that have remained stagnant over the years should be properly valued and current values should reflect in the subsequent Audited Accounts of the University.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii) .</p> <p>(iii) Visitor accepts recommendation (iii), as this will improve the entire process of auditing.</p> <p>(iv) Visitor accepts recommendation (iv).</p>

