



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
Federal University, Birnin-Kebbi
(2016 - 2020)**

DECEMBER, 2022

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**WHITEPAPERONTHEREPORTOFTHEVISITATIONPANELINTOTHEAFFAIRS
OF THE FEDERAL UNIVERSITY, BIRNIN-KEBBI
(2016–2020)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. White Paper on the Report of the Presidential Visitation Panel into the Affairs of Federal University, Birnin-Kebbi (2016–2020).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE FEDERAL UNIVERSITY, BIRNIN-KEBBI
(2016–2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Federal University, Birnin-Kebbi (2016–2020) as provided in the schedule to 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
Federal
University,
Birnin-Kebbi
(2016–
2020).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Federal University, Birnin-Kebbi (2016–2020)”.

Citation.

INTRODUCTION

1.0. The President and Commander-in-Chief of the Armed Forces of Nigeria, H.E. Muhammadu Buhari, GCFR, in his capacity as Visitor set up Visitation Panels to Universities and Inter-University Centres, inclusive of the Federal University, Birnin-Kebbi. The Honourable Minister of Education, Mallam Adamu Adamu on behalf of the President inaugurated the Panels on Tuesday 13th April, 2021, at the Idris Abdulkadir Auditorium, National Universities Commission (NUC), Abuja.

The Visitation Report presented herein is for the period 2011 to 2015. The Panel observed, however that since the University was established in 2013 the effective period covered in the report is 2013 - 2015.

1.1. COMPOSITION OF THE VISITATION PANEL

Members of the panel were :

(i)	Professor Segun Awonusi, FNAL	<i>Chairman</i>
(ii)	Professor Richard Idubor	<i>Member</i>
(iii)	Professor Yushau Ango	<i>Member</i>
(iv)	Professor Stephen Odoemena	<i>Member</i>
(v)	Abdullahi Suleiman, mni	<i>Member</i>
(vi)	Adamu Aliyu Sarma	<i>Member</i>
(vii)	Daniel Isaiah Ayegba	<i>Secretary</i>

1.2. TERMS OF REFERENCE

The Panel's Terms of Reference were to :

(i) inquire into the level of implementation of the White Paper on the last Visitation Report, covering 2006-2010 ;

(ii) look into the leadership quality of the University, in terms of the roles of the Governing Councils, the Vice-Chancellors and other Principal Officers ;

(iii) examine the financial management of the institution, including statutory allocations and internally generated revenue over the period, under investigation and determine its level of 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 staff and staff development programmes of the 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, NUC, and the Federal Ministry of Education (FME);

(vii) scrutinise the Law establishing the University, including the relationship between the various internal organs, units and offices, and indicate the way the laws have been observed by the competent authorities, offering suggestion of any necessary 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 showing how the University has dealt with it, and recommend appropriate measures ; and

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

1.4. 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 should set up a functional Procurement Unit;

(ii) Management to ensure the use of a more sophisticated accounting software;

(iii) the University should embark on vigorous IGR drive in the area of consultancy services, partnership with local, national and international donor agencies and the NNPC in investigating the Sokoto and Gwandu basins ;

(iv) the University should seek collaboration of the National and State Assembly members from the geo-political zone to utilize some of their constituency projects on skills acquisition training, e-learning Centre to conduct e-exam to generate additional revenue ;

(v) Council should prioritise enactment of the Federal University, Birnin Kebbi Act;

(vi) the University should establish a legal unit manned by senior legal personnel;

(vii) Council to ensure provision of additional hostels for the students and also explore PPP options for implementing this ;

(viii) Due process should always guide the removal of Vice Chancellors in accordance with extant rules and regulations ;

(ix) Council should ensure that appointment of Vice-Chancellors follow due process ;

(x) the University should respect the timeline of an acting Vice-Chancellor's appointment (six months);

(xi) Management should ensure involvement of students' representative in relevant committees ; and

(xii) Students' representative should be involved in committees pertaining to their welfare. This is also amplified by the Universities (Amendment) Act, 2003.

TERM OF REFERENCE ONE

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
2.1.	REPORT ON LAST VISITATION EXERCISE	Federal University, Birnin Kebbi was established in 2013. The University is exempted from Term of Reference one due to its year of establishment.		<i>Visitor notes that there was no Visitation Panel's report during this period as the University was established in 2013.</i>

TERMOFREFERENCE TWO

“Look into the leadership quality of the University in terms of the roles of the Governing Council, the Vice Chancellor and other Principal Officers.”

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
3.1.	THE GOVERNING COUNCIL	<p>(i) Council handled cases of promotions from senior lecturer to professorial cadre.</p> <p>(ii) The Council performed very well in spite of constraints such as COVID-19. This is in terms of regularities of meetings and directives given to Management.</p> <p>(iii) There are no frictions between the Council and the Vice Chancellor and other members of Management.</p> <p>(iv) The Council and the Senate adhered strictly to their mandates without usurping of powers and authorities.</p> <p>(v) The Council received reports of external assessors and ratified promotions recommended by A&PC.</p> <p>(vi) Council examined issues related but not limited to power supply, completion of project of 2015- 2016, road construction and procurement of laboratory equipment.</p> <p>(vii) The Council observed that appropriate tax deductions were made when necessary.</p> <p>(viii) The Council constituted committees and discussed the re-</p>	<p>(i) The University should urgently get a comprehensive University calendar.</p> <p>(ii) The leadership roles of the Principal Officers and the peaceful relationship among them should be commended and strengthened.</p> <p>(iii) The Principal Officers should continue to support the Vice-Chancellor for the effective management of the affairs of the University.</p> <p>(iv) Management should follow up releases to the University at least two (2) months before the expiration of the fiscal year in order to prevent mopping up of their capital balances.</p> <p>(v) While the planting of tree, nursery and botany programmes of the University are commendable, this should be done on green area and in tandem with the University's Master Plan.</p> <p>(vi) University trees with economic values such as guava, orange, and mango etc. should be planted</p>	<p>(i) Visitor notes recommendations (i), (ii) and (iii) and (viii).</p> <p>(ii) Visitor accepts recommendations (iv) and (vii).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>ports leading to the appointments of Bursar and Librarian of the University.</p> <p>(ix) The Council directed the University to write to the Federal Ministry of Education on the appointment of substantive Vice-Chancellor, since appointment of Acting VC was for a period of six (6) months.</p> <p>(x) The Council contacted the then CBN Governor, Sanusi Lamido for interventions promised.</p> <p>(xi) Due process was followed in the appointment of the substantive Vice-Chancellor. However, a member of convocation did not participate in the exercise. The University is yet to hold its first convocation ceremony.</p> <p>(xii) The Council has been proactive in soliciting for assistance from individuals to build female hostels, procuring school buses etc.</p>	<p>because they are significant components of urban infrastructure and have real calculable economic value which can contribute to IGR.</p> <p>(vii) Mentioning of names of the Assessors of the professorial candidates is unethical and should be discontinued.</p> <p>(viii) Donors to the University should be commended and Council, in collaboration with Management should sustain efforts to attract more donors.</p>	

TERM OF REFERENCE THREE

"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."

S/No.	Item	Observations/Findings	Recommendations	Comments
4.1.	THE STATE OF THE UNIVERSITY FINANCE/ SOURCES OF FUNDING	<p>(i) A comprehensive budget document is prepared annually with the personnel cost fully funded by subvention directly from the Federal Ministry of Finance. However, the release of funds for overhead cost is inadequate.</p> <p>(ii) There was very poor performance of 10% in four out of the five years.</p> <p>(iii) Accounting process, transactions, recording and posting have been improved.</p> <p>(iv) There was delay in retirement of purchase advances to staff.</p> <p>(v) The granting of new advance to staff that have not retired the previous advances fully.</p> <p>(vi) Increase was recorded in the amount of IGR which is ostensibly from students' registration fees as students population continue to increase over the years.</p> <p>(vii) Student fees 2016-2020 = ₦864,739,903.41</p> <p>(viii) Other Incomes 2016-2020 = ₦15,407,438.23</p>	<p>(i) The University should set up a functional Procurement Unit as required by law to ensure the University gets value for money.</p> <p>(ii) More sophisticated accounting software should be used to minimize fraud and ensure financial reportorial accuracy.</p> <p>(iii) Management should be commended for increase in Internally Generated Revenue (IGR) by 5.15 percent in 2018 and be advised to maintain the momentum by adding measures that will further boost and sustain the same trend in years ahead.</p> <p>(iv) The University should embark on vigorous IGR drive in the area of consultancy services, partnership with local, national and international donor agencies and the NNPC in investigating the Sokoto and Gwandu basins. Collaboration of the National and State Assembly</p>	<p>(i) Visitor accepts recommendations (i), (ii) and (iv).</p> <p>(ii) Visitor notes recommendations (iii), (v), (vi), (vii), (viii), (ix), (x) and (xi).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(ix) There is no control on the quantum of money from the Students' fees as it is determined by the number of students on admission. Other sources for generating funds include block making, plastic ID cards, transport service (bus shuttle) etc. The income is limited, especially from the bus service as the buses are inadequate to cater to the growing number of students.</p> <p>(x) The Tenders Board was in operation.</p> <p>(xi) There was a shortage of highly qualified professional Bursary staff.</p> <p>(xii) The Internal Audit also has a shortage of staff and has not been given the approval to recruit needed staff.</p> <p>(xiii) The External Auditors raised issues on the need to have certain account books and the need to train Bursary Staff for optimal performance.</p> <p>(xiv) Various cost-saving measures implemented by Management to have value for money spent.</p> <p>(xv) There was no functional procurement Unit as required by law.</p>	<p>members from the geo-political zone should be sought to utilize some of their constituency projects on skills acquisition/training, provision of e-learning Centre to conduct e-exam to generate additional revenue.</p> <p>(v) The tree nursery project should be strengthened as well as the block making industry of the University for increased revenue generation.</p> <p>(vi) A publication Unit should be established to generate revenue through printing and souvenirs such as T-shirts, badges, lapels etc.</p> <p>(vii) The University should utilise the yet-to-be-developed land on the permanent site for revenue generation through annual land rent from commercial farming.</p> <p>(viii) The University should establish a bookshop running on public private partnership (PPP) as Special Purpose Vehicle (SPV) and embark on economic projects like water production, bakery, borehole drilling etc using the PPP platform.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>(xv) Sources of IGR were very weak.</p> <p>(xvi) ICT was applied in payroll application, student registration and other accounting software were used by the Bursary Department.</p> <p>(xvii) Positive and timely response to advice by the External Auditor for improved service delivery and fraud detection and reduction through the use of proper accounting procedures and records.</p>	<p>(ix) Training and supervision programmes should be focused on transaction, posting from cash book to general ledger as well as bank reconciliations.</p> <p>(x) Management should put in place strict measures to compel defaulting staff to retire their outstanding advances. Deductions of advances from salary should be done within the stipulations of the law.</p> <p>(xi) Under no circumstance should any advance be given, if a previous advance has not been retired.</p>	

TERMOFREFERENCEFOUR

"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."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
5.1.	FUNDING	<p>(i) The University did not receive the initial take-off grants.</p> <p>(ii) The University Library is operating in a temporary building.</p> <p>(iii) The I.C.T Centre needs improvement given the challenges of virtual and e-learning.</p> <p>(iv) A substantial amount of money is spent on electricity and diesel.</p> <p>(v) There are inadequate student hostels, sports facilities and recreational centres.</p> <p>(w) There is no Fire-Fighting Station in the University.</p> <p>(vii) No staff quarters.</p> <p>(viii) There was operation of Tenders Board for the purpose of strict compliance to the Public Procurement Act.</p> <p>(ix) The projects executed were of high standard and in conformity with specifications.</p> <p>(x) Management exhibited commitment and dedication in compliance with financial regulation.</p> <p>(xi) No disputed or abandoned projects in the University.</p>	<p>(i) The funds at take-off should be provided and take-off projects made available to the University.</p> <p>(ii) There should be construction, furnishing and equipping of the Main Library.</p> <p>(iii) An ICT Prometric Centre should be constructed and equipped.</p> <p>(iv) Alternative and cheaper building materials such as burnt bricks and prefab should be used without compromising quality.</p> <p>(v) The University should explore accessing donations from corporate organizations like Sokoto Cement Company as corporate social responsibility to reduce construction cost.</p> <p>(vi) The University should use the expertise of its staff from the Faculty of Environmental Sciences as consultancy to reduce project costs.</p>	<i>Visitor notes these recommendations.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>(xii) No loan or advances secured from financial institutions.</p> <p>(xiii) All payments of contracts were backed by Valuation Certificates issued by either the consultant or Directorate of Physical Planning and Development.</p> <p>(xiv) The University had strictly adhered to the Master Plan approved by the National Universities Commission(NUC).</p>		

TERM OF REFERENCE FIVE

"To examine the adequacy of the staff and staff development programmes of the University."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
6.1.	STUDENT ENROLMENTS	<p>(i) Number of lecturers inadequate for available programmes.</p> <p>(ii) The academic staff workforce was bottom-heavy.</p> <p>(iii) Most of the academic staff were on visiting or sabbatical leave appointments.</p> <p>(iv) Most of the visiting lecturers, shuttle between Birnin-Kebbi and Sokoto.</p> <p>(v) Many of the lecturers went on study leave for higher degrees.</p> <p>(vi) Visiting lecturers as well as those on sabbatical have not been paid since the administration depends on the use of IPPIS for payment of University staff salaries.</p>	<p>(i) There is the need to engage more staff on permanent appointment.</p> <p>(ii) Academic staff on study leave should be encouraged to finish within record time and return to the University.</p> <p>(iii) Visiting academic or sabbatical staff should be paid promptly to encourage them to put in their best.</p> <p>(iv) The University should be given a waiver by the Office of the Head of Civil Service of the Federation (OHCSF) and other appropriate authorities to employ both academic and non-academic staff.</p>	<p>(i) Visitor notes recommendations (i), (iii) and (iv).</p> <p>(ii) Visitor accepts recommendation (ii).</p>

TERM OF REFERENCE SIX

"To 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, NUC and the Federal Ministry of Education]."

S/No.	Item	Observations/Findings	Recommendations	Comments
7.1.	GOVERNING COUNCIL'S RELATIONSHIP WITH STATUTORY BODIES	<p>(i) The University relates with statutory bodies in accordance with University (Miscellaneous Provisions) Act 2003.</p> <p>(ii) The University does not have records of friction or acts undermining the authority of any of the bodies namely: Governing Council, Senate, National Universities Commission and Federal Ministry of Education. All issues were handled by the appropriate authorities during the period under review.</p> <p>(iii) The Governing Council has resolved some Senior Staff disciplinary matters.</p> <p>(iv) Senate meetings are held regularly and Senate performs its role creditably.</p> <p>(v) The University is yet to have its own Act as a legal entity. It is being processed at the National Assembly, and has reached the stage of third reading.</p> <p>(vi) Programmes in the University have full or interim accreditation status as approved by NUC.</p> <p>(vii) The University has enjoyed funds from appropriation, TETFund and NEEDS Assessment.</p>	<p>(i) The University should maintain her relationship with the supervising statutory bodies.</p> <p>(ii) Senate should continue to act creditably to enhance the integrity of academic programmes and award of degrees as well as encouraging members to work hard on joint committees of Senate and Council for good internal governance in the University.</p> <p>(iii) The Council and Management should be commended for handling disciplinary matters promptly and appropriately.</p> <p>(iv) Necessary measures should be put in place to have Federal University, Birnin Kebbi Act.</p> <p>(v) The Programmes yet to have accreditation should be funded to achieve full accreditation.</p> <p>(vi) More funds should be given to the University through Appropriation, TETFund, and NEEDS Assessment to accelerate development in the University.</p>	<p>(i) Visitor notes recommendations (i), (ii), (iii), (v) and (vi).</p> <p>(ii) Visitor accepts recommendation (iv).</p>

TERMOFREFERENCESEVEN

"To 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."

S/No.	Item	Observations/Findings	Recommendations	Comments
8.0.	GOVERNANCE	<p>The University (Miscellaneous Provisions) Act, as amended, does not cover the many functions, organs and units of this University unlike what obtains in a Federal University with its Basic Law. It is therefore lacking in the following ways :</p> <p>(i) This University is not a body corporate having perpetual succession and Common Seal with power to sue and be sued, and the Council cannot determine the Seal of the University ;</p> <p>(ii) It has no legal direction as to the object of its existence ;</p> <p>(iii) It can only entertain a rebuttable presumption of the legal functions of the University;</p> <p>(iv) It has no legal authority for the functions of the Chancellor;</p> <p>(v) It does not have a legal authority for the functions of the Council of the University with regards to its Finance and General Purposes Committee;</p> <p>(vi) It cannot appreciate the detailed legal function of the Senate ;</p>	<p>(i) Need for the urgent enactment of the Basic Law of the University.</p> <p>(ii) The urgent need for the Basic Law of the University can also be appreciated when it is realized that the critical stakeholders have themselves identified that the University lacks any authority to issue Certificates. This Basic Law when enacted would operate to water down the anxiety which may result into unhealthy industrial relations.</p> <p>(iii) There is the need for a quick passage of the Law to establish the Federal University, Birnin Kebbi Act and also the need to consider the stakeholders' appeal that the University be named Abdullahi Danfodiyo University.</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes recommendations (ii) and (iii).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(vii) It has no legal authority for the recognition of the Visitor to a Federal University as the President because this is only defined in the Basic Law of each University ;</p> <p>(viii) Not being a creation of statute, it is unknown to this University, the rigid rule of fair hearing in the determination of the appointment of the Deputy Vice-Chancellors or any other person employed as a senior member of staff of the academic, administrative, technical professional staff of the University ;</p> <p>(ix) The grave implication is that these categories of staff are to be treated like the employees in the private sector who can be sacked for good or for bad reasons or for no reason at all;</p> <p>(x) The University lacks any legal authority to discipline any student by the Vice-Chancellor whenever it appears to the Vice-Chancellor that the said student has been guilty of misconduct;</p> <p>(xi) It lacks any legal authority for the appointment of the many Committees of the University, which constitute the bedrock for the University administration ; and</p>		

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		(xii) It lacks any legal authority for the organization of academic work of the University, amongst other areas.		

TERM OF REFERENCE EIGHT

"Trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction."

S/No.	Item	Observations/Findings	Recommendations	Comments
90.	ACHIEVEMENTS	<p>(i) The University has enjoyed special interventions and donations from Governments and individuals which allow her speedy growth.</p> <p>(ii) From inception to date, the growth and development of the University has been impressive in terms of structures and facilities through take-off grants and TETFund interventions.</p> <p>(iii) Most of the Faculty Deans and the Provost of College of Health Science are Visiting Staff.</p> <p>(iv) Good leadership roles exist between the Vice Chancellor and other Principal Officers which has accorded Management a smooth working relationship.</p> <p>(v) No permanent Library building at the Main Campus. A multipurpose hall is being used as the Library at present.</p> <p>(vi) Laboratory equipment are scattered around the three (3) Campuses.</p> <p>(vii) The cost of maintaining diesel Generators is too high as an alternative to the</p>	<p>(i) Council and Management should continue efforts to approach Governments and individuals for their support.</p> <p>(ii) The University should urgently put plans in place to hold its first Convocation.</p> <p>(iii) Special funds should be provided to the University to maintain the existing facilities/infrastructure.</p> <p>(iv) The Main Library should be constructed, inclusive of a robust e-library.</p> <p>(v) A central laboratory should be maintained to serve all Faculties, Departments and Units.</p> <p>(vi) The University should key into the Energise Education in Nigeria Solar by the Federal Government at the Ministry of Power.</p> <p>(vii) There should be a legal unit manned by senior legal personnel.</p> <p>(viii) Additional hostels for the students should be provided. In addition, the University should be</p>	<p>(i) Visitor notes recommendations (i), (ii), (iii), (iv), (v), (vi), (ix), (x), (xi), (xii) and (xiii).</p> <p>(ii) Visitor accepts recommendations (vii) and (viii).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>insufficient power supply from the National grid.</p> <p>(viii) The perimeter fencing of the University is not fully covered.</p> <p>(ix) The tenure of the first VC ended abruptly because he was removed by Government (for no reasons given) after serving three out of his five-year term, and an Ag. Vice-Chancellor appointed who has served in that capacity for 21 months.</p>	<p>encouraged to utilise Public Private Partnership arrangement on build, operate, and transfer so as to provide more hostels for students.</p> <p>(ix) The outstanding courses should be implemented in phase 1 and 2 of the academic brief including French, Fulfulde and Arabic languages to enhance communication with neighbouring countries in the sub-region.</p> <p>(x) There should be concrete complete perimeter fencing to deter intruders and criminals.</p> <p>(xi) Vice-Chancellors should not be removed abruptly unless they have committed acts of misconduct as specified by law. Such removal should be done by Council.</p> <p>(xii) Appointment of Vice-Chancellors should follow due process.</p> <p>(xiii) The timeline of an acting Vice-Chancellor's appointment, which legally is for a maximum of six months (see Universities (Miscellaneous Provisions) (Amendment) Act 2003) should be respected.</p>	

TERMOFREFERENCE NINE

"Examine the general security in the University and how the University has dealt with it, and recommend appropriate measures."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
10.0.	SECURITY	<p>(i) The Chief Security Officer (CSO) is an indigene of the State and is familiar with the terrain which has come to bear on the security architecture put in place. The University has 50 Security personnel, which is grossly inadequate for effective security control. The personnel, operates in two (2) shifts instead of the normal 3 shifts making the job cumbersome. The security officers are deployed to three (3) locations namely : University Take-Off Site, University Permanent Site, and Vice Chancellor's Lodge with two supervisors taking charge of each location.</p> <p>(ii) There are no reports of vandalization, kidnapping, rape, or any form of molestation.</p> <p>(iii) The major security issue is the persistent encroachment on University land.</p> <p>(iv) The permanent site perimeter fence is made of chain link, which does not guarantee adequate security.</p> <p>(v) The remaining 25 per cent of the University land is in contention due to non-pay-</p>	<p>(i) The University's perimeter fence should be made of concrete or cement blocks to ward off criminals' encroachment.</p> <p>(ii) The remaining 25 per cent of the permanent site of the University land that is in contention with the land owners because of non-payment of compensations should be sorted out amicably through the State Government and traditional rulers to enable the University take full possession. In this respect, the University Authority should constantly remind the State Governor of his promise to sort out land matters affecting the Institution.</p> <p>(iii) The University should engage more security officers to take care of the vast land of the University, protect the infra-structure, the students, and staff.</p> <p>(iv) Female Security personnel should be recruited and trained to man the female hostels.</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes the recommendations (ii), (iii), (iv), (v), (vi), (vii), (viii) and (xi).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>ment of compensation to the land owners.</p> <p>(vi) There are no female security personnel to take care of the female students in the hostels and there are not enough security officers to man the vast land of the University.</p>	<p>(v) There should be training for the security guards to understand the trending security threats in educational Institutions and how to combat the menace.</p> <p>(vi) The University should, in collaboration with the Police, organise security tips and drills for students and staff on measures to forestall cases of abduction and kidnapping by bandits and kidnapers. The University should leverage on the promise made to them by the State Commissioner of Police (CP) in this respect.</p> <p>(vii) There should be a security alarm system in the University to scare criminals should they invade the campuses of the University.</p> <p>(viii) The University should deploy Information Technology-based security measures to complement the existing security apparatus.</p> <p>(ix) There should be metal detectors to scan visitors and strangers before allowing them entrance into the campuses, particularly the sensi-</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			tive areas e.g. Administrative Block, Senate Chambers, laboratories, Students' hostels and lecture theatres.	

TERMOFREFERENCETEN

"To examine the processes and structure of discipline of students in the University in line with due process of the rule of law."

S/No.	Item	Observations/Findings	Recommendations	Comments
11.0.	DISCIPLINARY MECHANISM/PROCEDURE	<p>(i) The University provided comprehensive well publicized guidelines for students' discipline and published same in the Students' Handbook in the sub-section entitled General Conduct and Discipline (pages 84 to 97).</p> <p>(ii) The Students' Affairs Division is responsible for the welfare and discipline of students without prejudice to the functions of the Students' Disciplinary Committee (SDC), the Senate and the Vice Chancellor.</p> <p>(iii) There is a Students' Representative Council (SRC), but not a full-fledged Students' Union. Generally, the relationship between the students' body and the University Management was cordial.</p> <p>(iv) Students' discipline is handled by the Students' Affairs Division in the Vice-Chancellor's Office.</p> <p>(v) The Panel found that in reality, discipline is carried out through the Students' Disciplinary Committee (SDC) which handles general misconduct, other than examination misconduct issues.</p>	<p>(i) The University should sustain the use of SDC for handling students' disciplinary matters. In addition, the University should pay attention to ancillary issues or activities that could help promote peace and orderly behavior.</p> <p>(ii) In line with extant guidelines from the NUC as well as global best practices, student representatives should be involved in various committees pertaining to their welfare. This is also amplified by the Universities (Amendment) Act, 2003.</p> <p>(iii) Additional hostel facilities are highly required with a view to achieving a minimum of 25 per cent campus students' accommodation which is the NUC's minimum requirement.</p> <p>(iv) The University should consider soliciting for investors who may be desirous of building students' hostels on Build Operate and Transfer (BOT) basis.</p> <p>(v) Landlords that provide accommodation for students off-</p>	<p>(i) Visitor notes recommendations (i), (iii), (iv), (v), (vi), (vii), (viii), (ix), (x) and (xi).</p> <p>(ii) Visitor accepts recommendation (ii).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(vi) On issues of examination misconduct, the University has put in place Faculty Examination Misconduct Committee and University Examinations Misconduct Committee. The punishable offences, sanctions as well as procedure for investigating such misconduct are found in the Students' Handbook.</p> <p>(vii) The SDC rarely sits because there were not many cases requiring their attention.</p> <p>(viii) There are no female security officers. This is a limitation to prompt enforcement of security and misconduct-related matters as no male security could be posted to the female hostels.</p> <p>(ix) A large number of students stay in rented properties located in the neighboring communities of Anguwar Jeji and Kalgo. The University is yet to engage the Landlords and thereby maintain appropriate records on these arrangements.</p>	<p>campus should be engaged to provide up-to-date records of all students, prevent acts of indiscipline on the part of the students, prevent extortion of students and ensure minimal disciplinary standards are guaranteed.</p> <p>(v) There is the urgent need to hire additional security personnel and especially, female security personnel, to be posted at the female hostels.</p> <p>(vi) The culture of prompt repairs of buildings and facilities should be sustained by the University.</p> <p>(vii) NYSC mobilization process should continue to be given the prompt attention it deserves.</p> <p>(ix) The successful use of SRC in engendering cordial relationship between Management and the students should be sustained.</p> <p>(x) More buses are required to sustain the shuttle services being offered. The University should continue to get such support, especially from the other states in the</p>	

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			<p>catchment area (Sokoto, Kebbi, Katsina) as well as other donors, well-meaning individuals and private sector.</p> <p>(xi) There should be a standard mini stadium for both indoor and outdoor sporting activities.</p>	
11.2.	CONCLUSION		<p>(i) TETFund should release the take-off projects (in counter-distinction to take-off grants) that have been released to the majority of other Universities established at the same time.</p> <p>(ii) The enactment of the University Act or Basic Law which stakeholders have pleaded should be christened Abdullahi Danfodiyo Act should be fast-tracked and concluded.</p> <p>(iii) Release of funds for payment of various visiting and sabbatical staff who have contributed immensely to the growth of the University, but have not been paid for more than a year, should be permitted / authorized.</p> <p>(iv) The appropriate agencies of Government should</p>	<p><i>Visitor notes these recommendations.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			<p>approve the recruitment, on a tenure-track or permanent basis, of academic and senior administration staff.</p> <p>(v) The installation of the University Chancellor should be fast-tracked so that outstanding convocation ceremonies can be held.</p>	

DATED at Abuja this 20th day of December, 2022.

MUHAMMADU BUHARI, GCFR
President, Federal Republic of Nigeria