



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
Nigerian French Language Village,
Ajara, Badagry, Lagos State
(2011 - 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE NIGERIAN FRENCH LANGUAGE VILLAGE (NFLV),
AJARA-BADAGRY, LAGOS STATE
(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 Nigerian French Language Village (NFLV), Ajara-Badagry, Lagos State (2011-2015).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE NIGERIAN FRENCH LANGUAGE VILLAGE
(NFLV), AJARA-BADAGRY, LAGOS STATE
(2011-2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Nigerian French Language Village (NFLV), Ajara-Badagry, Lagos State (2011-2015) 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
the Nigerian
French
Language
Village
(NFLV),
Ajara-
Badagry,
Lagos State
(2011-2015).

2. This Notice may be cited as the "White Paper on the Report of the Visitation Panel into the affairs of the Nigerian French Language Village (NFLV), Ajara-Badagry, Lagos State (2011-2015)".

Citation.

1.0. INTRODUCTION

1.1. INAUGURATION OF THE VISITATION PANELS

The President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces, Muhammadu Buhari, GCFR, represented by the Honourable Minister of Education, Mallam Adamu Adamu, on Tuesday, 13th April 2021, inaugurated Presidential Visitation Panels to 38 Federal Universities and 4 Inter-University Centres, among them, the Nigerian French Language Village, Lagos. The Visitation Panels were mandated to undertake a comprehensive review of the activities of the Universities for two periods: 2011-2015 and 2016-2020. They were given 60 days, from the date of inauguration, to complete and submit their reports.

1.2. COMPOSITION OF THE PANEL

Members of the Visitation Panel to the Nigerian French Language Village, Lagos were:

- | | | | | | |
|-------|-----------------------------------|----|----|----|------------------|
| (i) | Prince Peters Adeniyi Adeyemi, JP | .. | .. | .. | <i>Chairman</i> |
| (ii) | Prof. Nora Ladi Daduut | .. | .. | .. | <i>Member</i> |
| (iii) | Prof. Busuyi Mekusi | .. | .. | .. | <i>Member</i> |
| (iv) | Prof. Kabiru Jabaka | .. | .. | .. | <i>Member</i> |
| (v) | Dr. Abdullateef Jokomba | .. | .. | .. | <i>Member</i> |
| (vi) | Alh. Umaru Mohammed Fagachi | .. | .. | .. | <i>Member</i> |
| (vii) | Dr. (Mrs.) Funmilayo Morebise | .. | .. | .. | <i>Secretary</i> |

1.3. TERMS OF REFERENCE

Members of the Visitation Panel to the Nigerian French Language Village, Lagos were:

- (i) inquire into the level of implementation of the white paper on the last visitation report ;
- (ii) look into the leadership quality of each Inter-University Centre in terms of the roles of the Governing Council, the Director/CEO 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 programs of each Inter-University Centre;

(v) determine the relationship between the Inter-University Centre 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));

(vi) examine the law establishing the Inter-University Centre 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 ;

(vii) trace the historical evolution of the Inter-University Centre and take stock of its net achievements and problems as well as its style and sense of direction;

(ix) examine the general security in the Inter-University Centre, how the University has dealt with it, and recommend appropriate measure; and

(x) examine the processes and structures of discipline of students in each Inter-University Centre 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) Management should ensure full implementation of the outstanding recommendations from the previous White Paper ;

(ii) Government to take into consideration requisite qualifications and experience in the appointment of members of the Council ;

(iii) the NFLV Council and Management must ensure that Internally Generated Revenue (IGR) is used majorly for the development of the NFLV and not to service allowances of staff;

(iv) Fixed Assets Register should be maintained and regularly updated Standard policies and procedures of assets management should be documented ;

(v) adequate insurance cover for all assets should be done;

(vi) the Bursary Department should ensure proper record and documentation is done for individual Contractors handling capital projects ;

(vii) the need for immediate design and emplacement of a robust standard finance accounting and operations manual is imperative ;

(viii) full implementation and update of software for the finance, accounting, operations and other activities of the NFLV should be effected without further delay ;

(ix) Recommendations of the External Auditors should be implemented ;

(x) Management should set up a standard Registry and regularize all staff matters ;

- (xi) EFCC to investigate financial management of the NFLV;**
- (xii) Council of the Village to exercise its oversight function over the Audit Unit;**
- (xiii) Management should adhere to extant fiduciary regulations and circulars;**
- (xiv) Management should prioritise the development of the permanent site and work with Lagos State Government for the issuance of C-of-O and payment of compensation to the land owners at Irosu Village ;**
- (xv) Management should appoint more academic staff and always apply the Federal Character Policy;**
- (xvi) Council should ensure strict application of rules and regulations governing acting appointments ;**
- (xvii) FME, NUC, Council and the Management should vigorously pursue the enactment of the Enabling Act for the NFLV ; and**
- (xviii) FME should develop a policy mandating Universities and Colleges of Education to send their students to the NFLV for the one-year immersion and acculturation programme in French Language.**

TERMOFREFERENCEONE

"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.	THE 2004–2010 VISITATION PANEL	(i) A total of eleven (11) directives was implemented while fourteen (14) are yet to be implemented.	The NFLV should put in place modalities to ensure the implementation of the remaining directives.	<i>Visitor notes with dismay the non-implementation of the Visitor's directives and directs Council and Management to ensure full implementation of the directives.</i>
2.2.	LEVEL OF IMPLEMENTATION OF LAST VISITATION WHITE PAPER			

TERMOFREFERENCE TWO

"Look into the leadership quality of the Nigeria French Language Village in terms of the roles of the Governing Council, the Directors/CEOs, and other Principal Officers."

S/No.	Item	Observations/Findings	Recommendations	Comments
32.	THE ROLES OF THE GOVERNING COUNCIL	<p>(i) The external membership of the 3rd and 4th Councils did not take into consideration requisite experience and qualifications that would have helped in making valuable and relevant contributions needed for the advancement of the Nigeria French Language Village (NFLV).</p> <p>(ii) There were arbitrary deployments of the funds that accrued into the Internally Generated Revenues (IGRs) accounts in favour of Principal Officers and disadvantage of staff, particularly members of NASU. This incongruity was largely responsible for the rancorous relationship between Management and leadership of NASU.</p> <p>(iii) The dual identity of the NFLV, as an Inter-University Centre supervised by the National Universities Commission (NUC), and as a parastatal of Federal Ministry of Education (FME), was disadvantageous to the NFLV, in terms of the perception of staff and Principal Officers, who ignited either of the identities to their advantage at will,</p>	<p>(i) Appointments of members of the Council by the Federal Government should always take into consideration requisite qualifications and experience for quality leadership.</p> <p>(ii) The NFLV Council and Management must ensure that Internally Generated Revenue (IGR) is used majorly for the development of the NFLV, and not to service allowances.</p> <p>(iii) An Enabling Act should be put in place.</p> <p>(iv) Council should be alive to its responsibilities, particularly in relation to policy formulation, direction and gate keeping, and should be guided by the clear mandates of its principal, which is the Visitor to the NFLV, or through any of the supervisory bodies.</p> <p>(v) Management of the NFLV must be made systematic, with patterned succession template emplaced for the purpose of guaranteed stability.</p>	<p>(i) Visitor notes these recommendations for update in subsequent visitation.</p> <p>(ii) Visitor observes with dismay the inability of this Panel to address this ToR appropriately.</p>
33.	LEADERSHIP QUALITIES OF GOVERNING COUNCILS			
34.	DIRECTORS/CEOs AND ACTING DIRECTORS/CEOs			

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>with the attendant tensions in finance and promotion matters.</p> <p>(iv) There was no Enabling Act.</p> <p>(v) There was acrimonious relationship between the former Director-General and the former Registrar.</p> <p>(vi) There was prevalence of tenure protraction and acting positions.</p> <p>(vii) Under the watch of the former Director General, there was disregard for due process, particularly in the initial running of the French Village Ventures which caused resentment among staff.</p> <p>(viii) It was observed that the former Registrar breached known procurement procedures in the Public Service, and personally handled the purchase of the official vehicle approved for his use by Council.</p> <p>(ix) There was externalisation of procedural internal movements of registry personnel.</p> <p>(x) There were complaints about indigenization and ethnic considerations and also the stagnation and immobility of academic staff which resulted in</p>	<p>(vi) The Council must be alive to its statutory responsibilities, while the Director/CEO must, at all times, abide by existing provisions of the Enabling Act, when in place, rules, procedures as well as extant regulations, in order to prevent arbitrariness.</p> <p>(vii) Council must follow-up on all approvals it gives at the level of implementation, while Principal Officers, particularly the Director/CEO, must ensure that government policies on procurements are complied with at all times.</p> <p>(viii) All forms of indiscipline among staff must be adequately sanctioned, following due process. NFLV staff must desist from externalising operations.</p> <p>(ix) The tripartite Agreement between the Nigeria French Language Village (NFLV), the Lagos State University (LASU) and the National Universities Commission (NUC), leading to an existing MoU that helped resolve the matter of</p>	

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>loss of quality academic staff.</p> <p>(xi) The Council failed to check the overbearing influence of the Director General and allowed acting dispensations which should have been discouraged, and remedied as appropriate.</p> <p>(xii) Successive Councils were unable to facilitate interactions with the Executive Governors of Lagos State, as part of the NFLV advocacy, that would have helped in resolving outstanding matters connected to occupation of the Irosu permanent site by the NFLV.</p> <p>(xiii) Councils were also unable to sustainably bring warring factions - NASU and Management together.</p>	<p>stagnation should be sustained, until there is an Enabling Act that shall empower the NFLV Council to appoint academic staff into the professional cadre.</p> <p>(x) Management, Council and staff of all categories in the NFLV must desist from popularising indigenisation and ethnicity.</p> <p>(xi) Council should prevent, as much as possible, acting dispensations which could trigger instability and suggest unnecessary privileging.</p> <p>(xii) Council should facilitate interactions with the Executive Governor of Lagos State, towards resolving outstanding matters connected to the occupation of the Irosu permanent site of the NFLV.</p>	

TERMOFREFERENCE THREE

"Look into the financial management of Nigeria French Language Village (NFLV), including the 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.	PROPERTY, PLANTS AND EQUIPMENT	<p>(i) There were no standard policies and procedures for the acquisition, maintenance and management of fixed and tangible assets.</p> <p>(ii) The Assets Register was not made available.</p> <p>(iii) Payment Vouchers for some procurements made on Property, Plants and Equipment (PPE) were not provided.</p> <p>(iv) Files were not properly opened for Contractors of Capital projects.</p> <p>(v) There was Poor asset management and controls.</p>	<p>(i) Fixed Assets Register should be maintained and regularly updated. Standard policies and procedures of assets management should be documented.</p> <p>(ii) Adequate insurance cover for all assets should be done.</p> <p>(iii) The Bursary Department should ensure proper record and documentation is done for individual Contractors handling capital projects.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>
4.1.1.	POSSIBLE CONSEQUENCES OF THE FINDINGS/ OBSERVATIONS ABOVE ARE AS FOLLOWS :	<p>(i) Unreliable financial reports and analysis, poor reconciliation process, data processing retrieval and back up issues.</p> <p>(ii) Understatement/Overstatement of income/revenue.</p> <p>(iii) Fraud, Errors, omissions, manipulations may go undetected.</p> <p>(iv) Slow decision making.</p> <p>(v) Misallocations and Misappropriations may easily be facilitated.</p>	<p>(i) The need for immediate design and emplacement of a robust standard finance accounting and operations manual is imperative.</p> <p>(ii) Full implementation and update of software for the finance, accounting, operations and other activities of the NFLV should be effected without further delay.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
4.2.	SALARIES AND ALLOWANCES	<p>(i) Payroll, was not made available, thereby making it difficult to do proper analysis of the personnel cost, which formed substantial part of the recurrent expenditure for the period under review.</p> <p>(ii) The Bursary Department was not keeping records of all staff, but only relied on the files kept in the Registry Department.</p> <p>(iii) There was no schedule to support the number of salaries and allowances approved by 'constituted authorities'.</p>	<p>(i) Update of staff files, with all relevant information, should be maintained, at both the Bursary and Registry departments respectively.</p> <p>(ii) A standard comprehensive payroll of all the staff, duly vetted, approved and authorised, should be maintained.</p> <p>(iii) Other anomalies, such as lack of approved schedules for payment of salaries, should be regularised.</p>	<p><i>Visitor accepts these recommendations and directs EFCC to investigate the financial management of the Village.</i></p>
4.3.	BUDGETING PROCESS AND MANAGEMENT	<p>(i) The Bursary Department coordinates the preparation of the budget proposals in respect of recurrent estimates. It is the duty of the department to provide a framework within which the NFLV can formulate, formalise, evaluate and execute short, medium and long term plans for the organization.</p> <p>(ii) The above process is bound to be a step in the right direction towards an effective budgeting process. However, budget summary at a glance and the framework for feedback to confirm the implementation and execu-</p>	<p>(i) The NFLV's budgeting process, from initiation to submission, was satisfactory, and should be sustained.</p> <p>(ii) To measure budget performance, a framework for feedback, such as preparation of quarterly and half-yearly reports, should be put in place.</p> <p>(iii) In view of the above, the Federal Government and Proprietor of NFLV should maintain and increase allocation for both Capital and Recurrent Allocations to the NFLV respectively.</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p> <p>(ii) <i>Visitor accepts recommendation (ii).</i></p> <p>(iii) <i>Visitor notes recommendation (iii).</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>tion of the budget were lacking.</p> <p>(iii) Corporate goals, vision, and mission may not be fully achieved.</p> <p>(iv) Inadequate funding, through government subvention, may result in budget deficit.</p>		
4.4.	INTERNAL AUDIT FUNCTIONS	<p>(i) Regular activity reports of the internal audit were not submitted.</p> <p>(ii) Quarterly and yearly reports on the review of activities of the Bursary Department and other units of the NFLV were not presented.</p>	<p>(i) Audit plan, programme and checklist should be emplaced for all activities of the NFLV.</p> <p>(ii) The Internal Audit reports should be structured, such that it has daily/weekly/monthly reports.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>
4.4.1.	POSSIBLE CONSEQUENCES OF THE FINDINGS/OBSERVATIONS ABOVE ARE AS FOLLOWS :	<p>(i) Inadequate coverage of activities.</p> <p>(ii) Control lapses may be prevalent.</p> <p>(iii) Errors and omission go undetected.</p> <p>(iv) Frauds.</p>	<p>(iii) In the long run, systems audit should be embraced.</p>	
4.5.	SOURCES OF FUNDS	<p>(i) There was a steady increase in the statutory allocation from the Federal Government from 2011 - 2015.</p> <p>(ii) In the years 2011, 2012, 2013, and 2015, total recurrent expenditure exceeded total income, which resulted in cash deficit.</p>	<p>(i) Government should maintain an increased allocation in both Recurrent and Capital to NFLV.</p> <p>(ii) The NFLV should make concerted efforts to increase its Internally Generated Revenue (IGR).</p>	<i>(i) Visitor notes recommendations (i — iii).</i>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>(iii) How the above cash deficit, over the years was financed, was neither provided in the Financial Statement nor could be explained by the Bursar.</p> <p>(iv) Capital projects (Property, Plant and Equipment) executed during the years under consideration had the largest impact on the Statement of Financial position. Substantial number of payment vouchers for those projects were not provided.</p> <p>(v) Specifically, a total sum of ₦23,825,000 was reported in the 2011 account for the procurement of motor vehicle, but there were two vouchers totaling the sum of ₦17,825,000.00 (₦11,325,000.00 and ₦6,500,000.00). Meanwhile the evidence of payment and payment vouchers for the balance of ₦6,000,000.00 could not be traced nor made available by the Bursary Department. The Bursary Department could not provide the files of the Contractors who supplied the vehicles.</p>	<p>(iii) Management should ensure judicious use of its income, through efficient and effective planning.</p> <p>(iv) Proper filing of documents, maintenance and control of assets should be improved upon for easy retrieval of records.</p>	<p>(ii) Visitor accepts recommendation (iv).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
4.6.	REPAIRS/MAINTENANCE COST OVER THE TOTAL RECURRENT EXPENDITURE	<p>(i) There was high percentage of repairs/maintenance cost over the total recurrent expenditure.</p> <p>(ii) Efforts to trace the above stated expenses to the bank statements for the years 2011-2014 proved abortive, since the Bursary Department refused to provide the necessary documents.</p>	<p>(i) Management should ensure that the procurement of all materials is monitored and scrutinized, to avoid frequent breakdown of equipment.</p> <p>(ii) Management should put control measures in place, to reduce cost, most especially on maintenance and repairs of equipment.</p> <p>(iii) The Bursary Department should ensure that all evidence of payments are kept safe at all times.</p>	<i>Visitor accepts these recommendations.</i>

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.	SPECIAL GRANTS AND LOANS MEANT FOR SPECIFIC PROJECTS	<p>(i) No special grant or loan for specific Projects was given.</p> <p>(ii) The non-disbursement of special grant or loans to the NFLV made it necessary for the Panel to investigate the expenditures incurred from other sources of grant, both under government Statutory and non-statutory funds.</p>	The NFLV's continued request for grants and loans for specific Projects should be considered, since capital receipts were grossly inadequate.	<i>Visitor notes this recommendation.</i>
5.2.	OTHER NON-STATUTORY FUNDS	<p>(i) Revenue was generated through: Students' charges, income from other Programmes, Interest, dividend income from Investments in shares, profit from the French Village Ventures, rentals and other income as well.</p>	The NFLV should be encouraged to explore more avenues of creating Investments.	<i>Visitor notes this recommendation.</i>
5.3.	MONITORING OF FUNDS	<p>(i) Over forty bank accounts were operated with seven banks before the introduction of the Treasury Single Account (TSA) by the government. Regular Bank Reconciliation Statements were not prepared.</p> <p>(ii) There were sundry accounting deficiencies, irregularities and errors in some of the accounting records.</p> <p>(iii) There was no Assets register.</p>	<p>(i) There should be regular preparation of Bank Reconciliation Statements of all accounts of the banks operated with, at end of every month.</p> <p>(ii) All outstanding entries from the reconciliation statements should be thoroughly checked.</p> <p>(iii) Summary and analysis of all revenues remitted to the NFLV, amount avail-</p>	<i>Visitor accepts these recommendations.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>able for Overhead, capital and recurrent expenditures, should be maintained.</p> <p>(iv) An Assets Register should be provided.</p> <p>(v) Regular checks of approvals for the awards of contracts and careful examination of memos directing purchases must be undertaken.</p>	
54.	PROJECT INSPECTION AND MONITORING	<p>(i) There was no effective committee to monitor and inspect ongoing projects.</p> <p>(ii) Many of the buildings require urgent renovation.</p> <p>(iii) The allocation of 16km² land at Irosu by the Lagos State Government was yet to be fully resolved. This is in relation to issuance of C-of-O and payment of compensation to the land owners, to allow the NFLV move to the permanent site.</p>	<p>(i) A Project Monitoring Committee should be emplaced.</p> <p>(ii) The Physical Planning Department should be alive to its responsibilities with respect to proper filing of documents. A Planning file should be kept for each Project in respect of source of funds.</p> <p>(iii) Penalty clause should be invoked against defaulting contractors.</p> <p>(iv) Financial capability of contractors should be a major factor for consideration in the pre-selection and awards of contract.</p> <p>(v) The development of the permanent site should be given top priority.</p> <p>(vi) The Lagos State Government</p>	Visitor accepts these recommendations.

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			should be encouraged to facilitate the issuance of C-of-O and payment of compensation to the land owners at Irosu Village, to allow the NFLV move to the permanent site.	

TERM OF REFERENCE FIVE

"Examine the adequacy of staff and staff development programme of the Nigeria French Language Village (NFLV)."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
6.1.	ADEQUACY OF STAFF	<p>(i) The total number of staff in 2011 was 273, and in 2015, 282. Total number of students in 2011 was 2,868, and in 2015 was 2,561.</p> <p>(ii) Academic staff ratio was not adequate and thus, the need for employment of more academic staff.</p> <p>(iii) Some academic staff left as a result of stagnation at the Senior Lecturer level.</p> <p>(iv) Withdrawal of assistance by the French Embassy and delisting of the NFLV from TETFund list of beneficiaries, made employment unattractive to academic staff, and demoralising to staff who remained on the job.</p> <p>(v) The Librarian of the NFLV from 2010 to 2015 was in acting capacity beyond the duration allowed by rules and regulations.</p>	<p>(i) There should be appointment of more academic staff.</p> <p>(ii) Appointments in NFLV should be in line with Federal Character Policy, as enshrined in the Constitution, without sacrificing merit.</p> <p>(iii) Council and Management should ensure strict application of rules and regulations governing acting appointments in the NFLV.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendations (ii) and (iii).</p>
8.2.	STAFF DEVELOPMENT PROGRAMMES	<p>(i) The staff training section under the Human Resources Management and Development Unit of the Registry was responsible for staff training and development.</p> <p>(ii) During the period under review, two</p>	<p>(i) In view of the absence of funding support from the French Embassy, there is the urgent need for government to increase budgetary allocation to staff training and development in NFLV.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>academic staff were sponsored for Ph.D programmes, while two non-academic staff were sponsored for Masters' degree programmes.</p> <p>(iii) Delisting of the institution from TETFund beneficiaries and withdrawal of French Embassy support (that was used to sponsor a good number of staff up to Ph.D. Level in various French Universities) negatively impacted staff development.</p> <p>(iv) Staff training and development are now being supported through Internally Generated Revenue (IGR).</p> <p>(v) Both academic and non-academic staff were granted study leave to pursue short/long term training programs in relevant disciplines.</p> <p>(vi) Staff were also sponsored to attend conferences, workshops and seminars, organized by their Professional Associations.</p>	<p>(ii) The NFLV should sustain the funding of staff training and development through Internally Generated Revenue (IGR).</p> <p>(iii) Government should take action to re-enlist the NFLV as a TETFund beneficiary.</p> <p>(iv) Government, Council and Management of NFLV should intensify efforts to get back the partnership of the French Embassy.</p>	

TERM OF REFERENCE SIX

"Determine the relationship between the Nigeria French Language Village (NFLV) 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 (Governing Council, NUC and the Federal Ministry of Education.)"

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
7.1.	THE FEDERAL MINISTRY OF EDUCATION (FME)	(i) The relationship between the NFLV and FME, during the period was not fully in conformity with the extant provisions.	(i) Council and Management should respect their relationship with, and the distribution of functions of all statutory bodies and other partners, and relate with them in accordance with extant provisions. (ii) Government should urgently ensure the Enabling Act of the NFLV is in place, to strictly guide its administration. (iii) Council should be alive to its supervisory and policy responsibilities at all times.	<i>Visitor accepts these recommendations.</i>
72.	THE NATIONAL UNIVERSITIES COMMISSION (NUC)	(i) The NUC was poorly represented at Council meetings, without apology. (ii) Programmes in the NFLV do not require accreditation but regular quality control and assurance. (iii) Some infrastructural facilities in the NFLV were dilapidated, and require urgent attention.	(i) The NUC, as a regulatory body, needs to improve its representation in the NFLV Council meetings. (ii) In the absence of accreditation at the NFLV, an efficient quality assurance machinery needs to be emplaced, to ensure standard. (iii) There is the need for urgent government intervention, to arrest the dilapidation of some of the infrastructural facilities.	(i) <i>Visitor rejects recommendation (i).</i> (ii) <i>Visitor notes recommendation (ii) and is aware that accreditation of programmes is a mandate of NUC.</i> (iii) <i>Visitor notes recommendation (iii).</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
73.	THE GOVERNING COUNCIL	<p>(i) The period under review was characterised by acting Council Chairmanship.</p> <p>(ii) There was no Council in place in the year 2012.</p> <p>(iii) The Councils were short-spanned because of frequent dissolutions of Councils.</p> <p>(iv) Council meetings were very minimal; far below the extant provision.</p>	<p>(i) There should be Council in place at all times.</p> <p>(ii) Councils should be allowed to live their full span of four years, except when compelled by unavoidable circumstances. This provides for continuity and enhances development.</p> <p>(iii) Council should meet regularly, and so should not fall short of the minimum requirement.</p> <p>(iv) Council should be alive to its responsibilities, in resolving the following, immediately:</p> <p>(a) Pursuing the attainment of the Certificate of Occupancy (C of O) for the permanent site.</p> <p>(b) Putting in place an effective instrument to restore serenity in the NFLV.</p>	<i>Visitor notes these recommendations.</i>
74.	TETFUND	<p>(i) NFLV was delisted from TETFund intervention, on the ground that it was not a tertiary institution.</p> <p>(ii) This delisting had serious negative consequences on the NFLV, especially on infrastructural and staff development.</p>	<p>(i) The FME, NUC, Council and Management should vigorously pursue the enactment of the Enabling Act for the NFLV.</p> <p>(ii) Government should take appropriate action in re-enlisting NFLV as a beneficiary of TETFund.</p>	<p>(i) <i>Visitor accepts recommendation (i).</i></p> <p>(ii) <i>Visitor notes recommendation (ii).</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
75.	OTHERS	Withdrawal of support by French Embassy to the NFLV was at immense cost to the institution, both in the areas of infrastructural and staff development.	The ongoing efforts to get French Embassy support back should be sustained. development.	<i>Visitor accepts this recommendation.</i>

TERM OF REFERENCE SEVEN

"Examine the "Law" establishing the Nigeria French Language Village (NFLV) 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
81.	ENABLING CIRCULARS USED FOR COUNCIL DECISIONS	<p>(i) Being an Inter-University Centre, Management used Conditions of Service of Universities when it applied to Principal Officers, and on other occasions applied circulars from the OHCSF, depending on, which one benefited them.</p> <p>(ii) Staff welfare was treated discriminatorily.</p>	<p>(i) Council and Management need to fast-track the passing of, and assent to, the NFLV Enabling Act</p> <p>(ii) Government should take action to address the ambiguity or double status of the NFLV.</p> <p>(iii) The Council and Management should put an end to double standards in the application of welfare packages in the NFLV.</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii).</p> <p>(iii) Visitor notes recommendation (iii).</p>
82.	LACK OF JURISTIC PERSONALITY	<p>(i) The Panel observed that the NFLV lacks juristic personality.</p> <p>(ii) That in the absence of an Enabling Act, NFLV cannot enter into contracts in its name.</p> <p>(iii) That once the NFLV Enabling Act is enacted, all contracts it illegally entered into could be ratified.</p>	<p>The FME, NUC, Council and Management of NFLV should ensure the quick passage of, and assent to, the Draft Bill establishing the NFLV, which is currently before the 9th National Assembly.</p>	<p>Visitor accepts this recommendation and directs FME to follow up on the matter.</p>
83.	ADMINISTRATION	<p>(i) Council and Management are ordinarily expected to rely on the laws guiding their operations. Lack of the Enabling Act is creating a gap difficult to manage.</p>	<p>Before the Enabling Act is enacted, administration should be guided by extant regulations, Circulars and directives from the supervisory MDAs.</p>	<p>Visitor accepts this recommendation.</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		(ii) The absence of the Enabling Act allows for erroneous improvisations, with often negative consequences.		
84.	DISCIPLINE	The absence of an Enabling Act is inimical to justice administration and discipline in the NFLV.	To ensure discipline before enactment of the Act, workers must comply with available regulations.	Visitor notes this recommendation.
85.	SECURITY	To be fully on top of security requires juristic personality, particularly with issues involving litigation/conviction of suspects, etc.	(a) The NFLV should continue to relate with the supervisory agencies on legal matters before the enactment of the Act.	Visitor notes this recommendation.
86.	BRAIN DRAIN/LABOUR TURNOVER	There was mass exodus of staff during this period.	The MoU between the NFLV and LASU, which was facilitated by the NUC, should be sustained, in order to attract qualified academic staff, and allow Senior Lecturers move to the professorial cadre, pending the enactment of the Enabling Act.	Visitor notes this recommendation.
87.	INTERNALLY GENERATED REVENUE (IGR)	NFLV's ability to internally generate revenue is being affected by lack of juristic personality.	While locally engaging in different ventures to generate revenue, there should always be consultation with the Legal Unit for appropriate advice to avoid litigation.	Visitor accepts this recommendation.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
8.8.	EXCLUSION FROM TETFUND INTERVENTION	(i) With the enactment of the Enabling Act, NFLV can get re-enlisted as a TETFund-beneficiary.	The Panel recommends that the FME, NUC, Council and Management of NFLV, should ensure that the Draft Bill for the establishment of the NFLV that is presently before the 9th National Assembly is enacted and assented to so as to pave way for the much-desired re-enlistment by TETFund.	<i>Visitor accepts this recommendation.</i>

TERM OF REFERENCE EIGHT

"Trace the historical evolution of the Nigeria French Language Village (NFLV) and take stock of its net achievements and problems as well as its style and direction."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
9.1.		<p>(i) NFLV was established without an Enabling Act. An Enabling Act is a piece of legislation by which a legislative body grants an entity which depends on it (for authorisation or legitimacy), the power to take certain actions. Components of most Enabling Acts include; the Name of the Institution ; Objects of the Institution ; the Governing Body ; Functions of the Governing Body ; Appointment and Tenure of the Chief Executive and other Principal Officers ; Other Staff of the Institution ; Emoluments ; Functions of the Institution ; Powers of the Institution ; Funds of the Institution ; Expenditure of the Institution ; etc. All these provisions guide how the Institution is managed.</p> <p>(ii) Without an Enabling Act, the NFLV is not known in the eyes of the law. It cannot, therefore sue or be sued in its name.</p> <p>(iii) The Ministry of Education has overall supervisory responsibility for the NFLV through the Tertiary Education Department by virtue of the NFLV's status as a Parastatal of</p>	<p>(i) Every effort should be made to ensure that the Enabling Act establishing the NFLV, as an Inter-University Centre, is enacted.</p> <p>(ii) Pending when an Enabling Act establishing the NFLV is in place, the Federal Government should reaffirm the NFLV as a tertiary institution, with all rights and privileges that are applicable to tertiary institutions.</p> <p>(iii) Pending when an Enabling Act establishing the NFLV is enacted, every case involving the NFLV requiring adjudication, should be handled through the Federal Ministry of Education (FME), in line with the NFLV dual status as a Parastatal of the FME.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor rejects recommendation (ii).</p> <p>(iii) Visitor accepts recommendation (iii).</p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		the Ministry. It provides general policy guidelines in such areas as appointment of Council members, Expanded Management Board in the absence of Council, and ensuring conformity with general guidelines/circulars of the Federal Government of Nigeria as it relates to the Village.		
92.	COUNCILS OF THE NFLV	<p>(i) Two Councils were in place between 2011 and 2015. They were the 3rd and 4th Regular Councils.</p> <p>(ii) Council, in some instances, did not follow up its decisions taken at Council meetings, to ensure implementation by Management.</p>	<p>(i) In view of the specialised nature of the NFLV, G Council membership of the NFLV should have among them people from within the University French Teachers' Association of Nigeria (UFTAN) as well as very competent members of the society.</p> <p>(ii) Councils should follow up decisions taken at meetings to ensure implementation by Management.</p> <p>(iii) Representatives of NUC and FME on the Council should be made to understand that their membership of Council is to ensure that Council's decisions were in line with Government's policy direction, and that extant rules and regulations were followed in arriving at Council's decisions.</p>	<i>Visitor notes these recommendations.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
93.	FUNCTIONS OF COUNCIL	<p>(i) Council's functions were carried out through rules and regulations of either the FME or the NUC, or any other instrument relied upon by any Nigerian University Governing Council.</p> <p>(ii) Most of the works of Councils were carried out in-between meetings of Councils, by Standing Committees of Councils.</p> <p>(iii) Reports of the finances of the NFLV were never reflected in the minutes of meetings of Councils, under the Reports of the Finance and General Purposes Committee.</p>	<p>(i) All discussions of reports of the Finance and General Purposes Committee, especially the financial position of the NFLV's incomes and expenditures, should always be reflected in the minutes of Council's meetings.</p> <p>(ii) Representatives of FME should, as a matter of deliberate policy, submit to the Minister, reports of proceedings of meetings of Councils after every Council meeting, within a stipulated time frame, to keep the Ministry abreast of developments.</p>	<i>Visitor notes these recommendations.</i>
94.	CHIEF EXECUTIVE/ OTHER PRINCIPAL OFFICERS FROM 2011-2015	<p>(i) There were three Chief Executive Officers of the NFLV from 2011 - 2015.</p> <p>(ii) There were two Registrars, one Bursar and one Librarian.</p>	<p>(i) The nomenclature of Director/CEO must be used by the Heads of the NFLV.</p> <p>(ii) Management and Councils of the NFLV should ensure that all extant rules and regulations on acting appointments are followed in NFLV.</p>	<i>Visitor accepts these recommendations.</i>
95.	ACADEMIC PROGRAMMES	(i) The principal programmes of the NFLV were the Language Immersion Programme (LIP) and acculturation programmes.	The NFLV should be empowered to use its unique position to encourage the learning of the French Language in the country, especially	<i>Visitor notes this recommendation.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
		(ii) However, over the years, the NFLV successfully ran programmes for Special Purposes for people interested in learning French, with the objective of building Nigerians' interest in the French Language, and rendering service to the community.	with its immediate environment, being a border town with other French-speaking neighbouring countries.	
9.6	STUDENTS' ENROLMENT	<p>(i) University students' enrolment for 2011 -2015 was as follows:</p> <p>(a) 2010-2011-1065 students</p> <p>(b) 2011-2012-994 students</p> <p>(c) 2012-2013-855 students</p> <p>(d) 2013-2014-958 students</p> <p>(e) 2014 - 2015 - 1,365 students</p> <p>(ii) Colleges of Education students' enrolment 2011 -2015 was as follows:</p> <p>(a) 2010 -2011 - 712 students</p> <p>(b) 2011 -2012- 974 students</p> <p>(c) 2012 -2013 - 1,068 students</p> <p>(d) 2013 -2014- 1,381 students</p> <p>(e) 2014-2015 - 918 students</p> <p>(iii) Some Universities continued to take</p>	<p>(i) The vision of establishing the NFLV must be protected at all costs.</p> <p>(ii) The Government should, as a matter of deliberate policy, expressly discourage Universities and Colleges of Education from sending their students to foreign countries for the one-year immersion and acculturation programme in the French Language.</p> <p>(iii) NFLV should, as a matter of deliberate policy, strengthen its working relationship with the French Language Department of Nigerian Universities, to ensure that their students are always sent to the NFLV.</p>	Visitor notes these recommendations.

S/No.	Item	Observations/Findings	Recommendations	Comments
		their students to neighbouring countries for the French Language Immersion and acculturation programme, thereby defeating the vision for setting up the NFLV.		
9.7.	PERMANENT SITE	<p>(i) The current site of the old Teachers' Training College was given to the NFLV, to be used temporarily, pending the development of the permanent site, which the Lagos State Government allocated to the NFLV at Irosu, near Kankon, Badagry.</p> <p>(ii) No concrete steps were taken by the Management of NFLV and its successive Governing Councils to take physical possession of the land allocated to NFLV as permanent site.</p> <p>(iii) The Lagos State Government is responsible for the issuance of Certificate of Occupancy for the land.</p> <p>(iv) The NFL Visyet to be issued with a Certificate of Occupancy. Moreover, compensation was yet to be paid to the original land owners by the Lagos State Government.</p> <p>(v) There was no evidence that the NFLV made any annual budgetary provision for the physical development of the permanent site.</p>	<p>(i) Government should provide funds for the NFLV to commence action on its phased-movement to the permanent site, starting first with the compensation of the original landowners.</p> <p>(ii) The Governing Council and the Federal Ministry of Education should make appropriate contact with the Lagos State Government, with a view to facilitating the issuance of the Certificate of Occupancy by the latter.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
98.	FRENCH GOVERNMENT'S ASSISTANCE TO THE NFLV	<p>(i) The French Government, through her Embassy in Nigeria, was rendering assistance to the NFLV from the inception of the NFLV.</p> <p>(ii) Apart from financial assistance, the French Government was responsible for sponsoring Academic staff training in France. Other assistance from the French Government included the establishment of a French Language laboratory and sending of staff of the NFLV on exchange programme.</p> <p>(iii) Withdrawal of support was purportedly due to lack of transparency and accountability on the part of the NFLV.</p>	<p>(i) Management of the NFLV must ensure transparency and accountability in all its financial dealings.</p> <p>(ii) Government should assist to get the French Government to continue its collaboration and support for the NFLV.</p>	<i>Visitor accepts these recommendations.</i>
99.	STAGNATION OF ACADEMIC STAFF AT SENIOR LECTURER LEVEL	<p>(i) Academic staff seeking appointment in the NFLV, from inception, believed that their Conditions of Service was as applicable in the University System and, therefore, believed that they can rise to the professorial cadre.</p> <p>(ii) The dual status of the NFLV, from inception, made it impossible for the Academic staff to be promoted beyond Senior Lecturership position. As a result of the dual status of the NFLV from inception, stagna-</p>	The NFLV should intensify efforts aimed at resolving the stagnation of Academic staff at Senior Lecturer level.	<i>Visitor notes this recommendation.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
		tion of Academic staff at the Senior Lecturer level led to mass exodus of experienced Lecturers, and also affected the morale of those who remained in the service of the NFLV.		
9.10.	POWER SUPPLY	(i) The NFLV, within its limited resources, has been able to power the NFLV through generators at a very high financial cost.	Efforts should be made towards powering the NFLV with solar energy.	Visitor notes this recommendation.
9.11.	STYLE AND DIRECTION	<p>The following were seen to be the tradition of the NFLV:</p> <p>(i) Recycling of Principal Officers from one duty post to the other, thereby starving the NFLV of fresh hands with fresh ideas, initiatives and drive.</p> <p>(ii) Elongation of Acting appointments for Principal Officers.</p>	<p>(i) Management and Council of the NFLV should put a stop to the practice of recycling Principal Officers from one duty post to the other, after the expiration of their tenure. If the direction is to practice what obtains in Universities, then the practice should be followed to the letter.</p> <p>(ii) Council should follow due process in filling vacancies at Principal Officers' level and other vacancies whenever they occur, in line with extant rules.</p> <p>(iii) Council should strictly comply with procedures for acting appointments in the University System and Public Service.</p>	Visitor accepts these recommendations.

TERMOFREFERENCE NINE

"Examine the general security in the Nigeria French Language Village (NFLV) 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 SITUATIONS IN THE NFLV BETWEEN 2011 TO 2015	<p>(i) Action Guards continued to provide security.</p> <p>(ii) Billboards on anti-cultism campaigns were now strategically placed in the NFLV, for awareness creation.</p> <p>(iii) Power supply was fairly acceptable, but with heavy reliance on generators which was draining the meager resources.</p> <p>(iv) The 3rd Regular Council of the NFLV, at its meeting of 29th March, 2011, further demonstrated its commitment to preventing breakdown of law and order among students by directing the replacement of audio-visual materials in the hostel, and underscored its commitment to improve students' accommodation and learning environment.</p> <p>(v) Water supply was given attention, but inadequate in terms of needs and availability. There were no serviceable fire extinguishers in major buildings and facilities, as the ones hanging on some walls were apparently old and abandoned.</p>	<p>(i) There is the need to review the services of the Action Guards, to determine the desirability of its services in the NFLV.</p> <p>(ii) There must be sustained campaigns against cultism in the NFLV, with systematic profiling of students, without infringing on their fundamental human rights.</p> <p>(iii) There is the need for a sustainable and improved electricity supply in the NFLV, through alternatives that are less costly, and more environmentally friendly.</p> <p>(iv) There is the need for more hore-holes to be sunk, and reliable storage facilities emplaced. Dams could be established when the NFLV moves to its permanent site.</p> <p>(v) Fire extinguishers should be provided at strategic buildings and facilities, with fire service unit established as soon as fund is available.</p>	<p>(i) Visitor notes recommendations (i), (ii), (iii), (iv), (vi), (vii), (viii), and (ix).</p> <p>(ii) Visitor accepts recommendation (v).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(w) The general environment was untidy around the hostels, works department and power house. Of particular noting was the blocked drainage around the hostels which made water-flow difficult. The topography also posed great challenge in dealing with erosion.</p> <p>(vii) Vehicles were checked, with passes issued at the main gate.</p> <p>(viii) The NFLV Management had a structured relationship with the students, through the Students' Representative Council, which allowed it to relate with students smoothly, and to arrest negative developments as soon as possible.</p> <p>(ix) Management related with staff through the platform of Community meeting, but needed to improve on its relationship with the staff Unions, particularly NASU.</p> <p>(x) The broken section of the fence, and use of the NFLV as thoroughfare were security treats. Efforts were made to rebuild the fence from funds which would be drawn from Rehabilitation Vote in the 2011 budget.</p>	<p>(vi) Government should support the Management and Council in ensuring the renovation of students' hostels, through special interventions, to prevent students' unrest, and attract more students to the NFLV.</p> <p>(vii) The security protocol of checking vehicles in and out of the NFLV at the main gate should be diligently sustained.</p> <p>(viii) The Management must continue to maintain cordial relationship with students through the Students' Representative Council.</p> <p>(ix) Management should continue to use the Community meeting platform to relate with staff, and build more harmonious relationships with staff Unions, particularly NASU.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
10.1.	MANAGEMENT AND COUNCIL'S ATTENTION ON SECURITY	<p>(i) Both successive Councils and Managements made efforts at improving physical infrastructure and security, particularly in students' hostels, to prevent any breakdown of law and order.</p> <p>(ii) Renovation of Babs Fafunwa hostel, was ongoing.</p> <p>(iii) As part of ensuring security, Management set up four different Committees, made up of personnel from the Police, the Army, the Immigrations, the Customs and the Community.</p>	<p>(i) There is the urgent need to move the NFLV to its permanent site, but immediate efforts should be made to rescue the temporary site from erosion and flooding.</p> <p>(ii) Broken fences should be quickly rebuilt, and the use of the NFLV as thoroughfare stopped forthwith, with proper engagement with the immediate affected community hitherto patronising the thoroughfare.</p> <p>(iii) Special security arrangements should be made in the NFLV during large events due to the leasing of the NFLV field for the use of outsiders.</p> <p>Constant synergy should be formed with security outfits such as the DSS, Police, Army, Customs, Navy, and local vigilante, to ensure the NFLV is on top of security situations.</p>	Visitor notes these recommendations.

TERM OF REFERENCE TEN

"Examine the processes and structures of discipline of students in the Nigeria French Language Village (NFLV) in line with due process of the rule of law."

S/No.	Item	Observations/Findings	Recommendations	Comments
11.1.	REPORTS	<p>(i) The NFLV did not have an Enabling Act to guide students' discipline during this period.</p> <p>(ii) The NFLV had a Students Affairs Office, in the Registry department, that handled issues relating to students' discipline. The unit, similarly, provided counselling services to students, and enforced the rules and regulations that were in place during the period.</p> <p>(iii) The NFLV had in place a Students' Disciplinary Committee, that reported to the Governing Council of the NFLV, through the Management.</p> <p>(iv) There was a structured procedure for students' discipline.</p> <p>(v) The Panel observed that due process was followed in students' discipline, as reports from the staff disciplinary committee were also sent to Council, for its noting and approvals.</p> <p>(vi) Largely, students' accessibility to their lecturers at all times, and to Management, through their representatives, helped them to make reports</p>	<p>(i) There was the need for an Enabling Act to guide students' discipline.</p> <p>(ii) The Students' Affairs Office must continue to discharge its duties and responsibilities in relation to students' discipline, very transparently, efficiently and timeously.</p> <p>(iii) Students' hostels must be habitable at all times.</p> <p>(iv) The NFLV should create a hall of fame, and introduce commendation for well-behaved and inspiring students.</p> <p>(v) As much as possible, conditions that would encourage students' violation of rules, particularly during examinations, must be minimised.</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>about happenings among students, which helped Management to intervene on time before such would escalate.</p> <p>(vii) Visits to the hostels were regulated through the building of relaxation points in the hostels, to receive visitors, as well as the regulation of visiting hours.</p> <p>(viii) Records of disciplinary cases were well kept, with files of disciplinary cases seen and read by the Panel.</p>		
11.2.	THE NEED FOR INTERNAL QUALITY CONTROL MACHINERY	<p>The NFLV courses are considered accredited without review, since it does not graduate any students and the Departments from the Universities feeding the NFLV undergo accreditation at regular intervals. However, effective internal quality control-machinery may help to enhance quality in both curriculum and infrastructure, and stall deterioration.</p>	<p>An effective internal quality control machinery should be emplaced to ensure standardization in curriculum and infrastructure.</p>	<p><i>Visitor accepts this recommendation.</i></p>
11.3.	THE NEED FOR SPECIAL INTERVENTION	<p>(i) The NFLV is still finding hard to survive due to paucity of funds, there is therefore the need for urgent Special Intervention to the NFLV by the Federal Government.</p>	<p>The Federal Government should, as a matter of urgency, offer some special interventions to the NFLV.</p>	<p><i>Visitor notes this recommendation.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
11.4.	WITHDRAWAL OF THE FRENCH EMBASSY	<p>A member of Council and representative of the Governing Council Chairman, Prof. Tunde Fatunde, informed the Panel during an interaction that contrary to the widely held view that the economic downturn that affected several countries was responsible for the withdrawal of the French Government's assistance to the NFLV, the real cause was the lack of financial credibility on the part of the Management of the NFLV under Prof. S. O. Aje, who was the Director/CEO of the NFLV from 1st August, 2003 - 5th August, 2013. He stressed that the Management lacked accountability and transparency in its financial transactions with the French Embassy, and this caused the French Embassy to withdraw all assistance to the NFLV. The severance of the French Government assistance to NFLV was a setback to the NFLV.</p> <p>The current Director/CEO, Prof. L. B. Ayeleru informed the Panel that, resulting from various interventions, the disposition of the French Embassy has changed positively and the relationship is being gradually re-</p>	Considering the benefits derivable and the importance of the collaboration with the French Government, through the French Embassy, the Federal Government should assist to get the French Government to continue its support to the NFLV.	<p>(i) Visitor notes this recommendation and directs FME to take up the matter.</p> <p>(ii) Visitor notes the findings/observations on the financial recklessness during the administration of Prof. S. O. Aje as Director/CEO of the NFLV, and directs that hence forth, Prof. S. O. Aje should not hold any public office.</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>stored. He further stated that the French Ambassador to Nigeria even promised to visit the NFLV.</p>		
11.5.		<p>(i) The Panel observed that the sum of ₦50,000,000 (Fifty million naira) only, taken from NFLV Pension Account, was used in the acquisition of the aborted Village Estate land.</p> <p>(ii) The Panel observed that while some individuals were said to have made certain payments as a demonstration of their commitment to get allotments in the proposed estate, no documentation or report was given at a later time to indicate the recouping of the seed money, which is the money from the Pension Account, that was invested in the acquisition of the land.</p> <p>(iii) The Panel is of the opinion that the money invested in acquiring the land was inappropriately vired from the Pension Account, and misapplied in the acquisition of the land.</p> <p>(iv) The Panel noted that whereas money from the Pension Account was a public fund, it was deliberately and illegally deployed</p>	<p>There is therefore the need for Government to investigate the utilization of the money that accrued into the NFLV Pension Account, since no valid explanation was given on how the money was spent. This is more so because the pension money is public fund.</p>	<p><i>Visitor accepts this recommendation and directs FME to initiate investigation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		for personal business interest and consideration, without clear-cut propositions on how the use of the money from the Pension Account would be recovered, and what the interest that was due on the principal would be.		

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

MUHAMMADU BUHARI, GCFR
President, Federal Republic of Nigeria