



**FEDERAL REPUBLIC OF NIGERIA**

**Views of the Government of the  
Federal Republic of Nigeria  
on the  
Visitation Report into the Affairs of the  
Nigerian French Language Village,  
Ajara, Badagry, Lagos State  
(2016 - 2020)**

**DECEMBER, 2022**

**PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.**

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE NIGERIAN FRENCH LANGUAGE VILLAGE (NFLV),  
AJARA-BADAGRY, LAGOS STATE  
(2016-2020)**



ARRANGEMENT OF PARAGRAPHS

*Paragraph :*

1. Publication of Federal Government White Paper on the Report of the  
Visitation Panel into the Affairs of the Nigerian French Language Village (NFLV),  
Ajara-Badagry, Lagos State (2016-2020).
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  
(2016-2020)**

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 (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  
the Nigerian  
French  
Language  
Village  
(NFLV),  
Ajara-  
Badagry,  
Lagos State  
(2016-2020).

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 (2016-2020)".

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 ;

(vi) 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)) ;

(vii) 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 ;

(viii) 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) Council should be consistent in applying rules and regulations and adhere to due processes in all its operations ;

(ii) Council should emplace an effective consequence management system ;

(iii) the NFLV Blueprint should be institutionalized ;

(iv) Council should set up a Physical Planning and Development Committee (PP&DC) and Budget Monitoring Committee (BMC) ;

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

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

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

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

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

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

(xi) Council of the Village to exercise its oversight function over the Audit Unit ;

(xii) Management should adhere to extant financial regulations and circulars ;

(xiii) Management should prioritise the development of the permanent site and work with the Lagos State Government for the issuance of C-of-O and payment of compensation to the land owners at Irosu Village ;

(xiv) Management should appoint more academic staff and always apply the Federal Character Policy ;

(xv) Council should ensure strict application of rules and regulations governing acting appointments ;

(xvi) Council should liaise with the State Government to extend its contributions to the NFLV ;

(xvii) Management should put in place an efficient quality assurance machinery ;

(xviii) Council should be aware of its limitation to vary Government rules, regulations and circulars ;

(xix) EFCC to investigate retention of vehicles by Principal Officers after end of tenure and unrealistic boarding of vehicles ;

(xx) Management should strengthen existing security arrangements including collaboration with relevant government agencies ; and

(xxi) Management should improve on the performance of its Ventures, desist from using proceeds of the Ventures on meeting the needs of staff and run them transparently.

## TERM OF REFERENCE ONE

"Inquire into the level of implementation of the White Paper on the last visitation."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
2.1.	THE 2004-2010 VISITATION PANEL	A total of eleven (11) directives was imple- mented while fourteen (14) are yet to be imple- mented		(i) Visitor notes that there was no signifi- cant progress made in the implementation of the White Pa- per on the 2004-2010 Visi- tation Panel Report beyond what was re- ported by this panel on the 2011-2015 re- port (ii) Visitor notes the find- ings/observa- tions on the ex- tent of imple- mentation of the White Paper and directs Council to en- sure full imple- mentation of the outstanding directives with- out further de- lay.
2.2.	LEVEL OF IMPLEMENTATION OF LAST VISITATION WHITE PAPER			

## TERM OF REFERENCE TWO

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.1.	REPORT	<p>In terms of the roles of the Governing Council, the Directors/CEOs and other Principal Officers, between 2016 to 2020:</p> <p>(i) Qualified and experienced people, with adequate knowledge of the NFLV were appointed as external members of Council by the Federal Government.</p> <p>(ii) The 5th Regular Council of the NFLV and the Management paid adequate attention to the promotion of staff, and improved workforce by:</p> <p>(a) ending the issue of stagnation of academic staff at Senior Lecturer position to the professorial cadre, through a tripartite Memorandum of Understanding signed between the NFLV and LASU, which was facilitated by the National Universities Commission (NUC).</p> <p>(b) emplacing a policy on promotion interview to include both oral and written exercises by the Council.</p> <p>(c) evolving staff commendation for Excellent Performance.</p>	<p>(i) Appointment of Council members with requisite qualifications should be maintained.</p> <p>(ii) The Enabling Act of the NFLV should be vigorously pursued.</p> <p>(iii) Well-thought-out promotion policies must be in place in at all times, for an improved, virile workforce. However, Management and Council must allow for moratorium before a new promotion policy is implemented.</p> <p>(a) NASU and ASA are encouraged to avail themselves of available windows for engagements with both Management and Council in order to engender the peace and harmony that the NFLV requires to develop.</p> <p>(b) The initiative of staff commendation for excellent performance should be extended to students.</p> <p>(iv) Given inadequate vacancies and funds, automatic lateral conversion</p>	<p>(i) Visitor notes recommendations (i), (ii), (vii), (viii), (ix), (x) and (xi).</p> <p>(ii) Visitor notes recommendation (ii) and directs Council and Management to put in place promotion guidelines in line with the provisions of extant regulations and Conditions of Service.</p> <p>(iii) Visitor accepts recommendation (iv) and directs Council to be consistent with extant rules and regulation.</p> <p>(iv) Visitor accepts recommendation (v) and directs Council to investigate and take appropriate actions.</p> <p>(v) Visitor accepts recommendations (vi) and (xii).</p>



S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(d) approving lateral conversion for qualified non-academic staff, within available vacancies and funds.</p> <p>(iii) Council erred by ratifying the upgrading of 10 staff, when due process that required going through the Appointments and Promotions Committee (A&amp;PC) was not followed.</p> <p>(iv) Councils' approvals on DTA and retention of official vehicles by served-out Principal Officers were not backed up with any government circular.</p> <p>(v) There were irregularities in tenure and acting deployment.</p> <p>(vi) The process of staff discipline was comatose. One single Staff Disciplinary Committee was used for both senior and junior staff.</p> <p>(vii) The blueprint, vision and mission statement, as well as the reforms emplaced by the incumbent Director/CEO, are causing ripples among some staff.</p> <p>(viii) There was no Physical Planning and Development Committee (PP&amp;DC) of Council, that should be in charge of the physical development, as well as the Budget Monitoring Committee (BMC).</p>	<p>must be discontinued, with the process of conversion done openly and transparently, through competitive interview process that would engender trust and acceptance from the teeming staff.</p> <p>(v) Council and Management must avoid legitimizing illegality, as double/multiple standards are inimical to any system, as displayed in the approval of Council for a process that did not pass through the Appointment and Promotion Committee.</p> <p>(vi) The action of the Deputy Director, who was said to have wrongly advised the A&amp;PC to establish prima facie case for promotion of Dr. (Mrs.) Siwoku-Awi to the position of Associate Professor, when her publications were not assessed and the Departmental Assessment Committee did not establish any case for her prima facie qualification, constituted serious misconduct, and must be sanctioned.</p> <p>(vii) Apart from the Director/CEO, with very clear condi-</p>	

**B 12**

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>tions and benefits stated in his letter of appointment, the practice in the NFLV which allows the retention of official vehicle by served-out Principal Officers should be put on hold, until such a time when there would be clear policy direction on it from the government, through the supervisory bodies.</p> <p>(viii) Council must be consistent on the side of regulations and appropriate available government circulars, rather than resorting to inconsistent and arbitrary applications of discretions.</p> <p>(ix) The Panel recommends that the issue of tenure limitation for non-academic Directors in the NFLV should be escalated to the supervisory agencies, the NUC and the FME for direction.</p> <p>(x) Management and Council must rise up to their responsibilities to ensure that staff indiscipline is tamed and the Staff Disciplinary Committee of Council is recalibrated for effectiveness. There should be two different Staff Disciplinary</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>Committees for senior and junior categories. Also, Heads of departments and units must be made to be alive to their responsibilities, particularly in relation to staff discipline.</p> <p>(xi) The incumbent Director/CEO must take steps to institutionalise his blueprint for NFLV, by ensuring appropriate staff buy-in.</p> <p>(xii) The NFLV Council should set up a Physical Planning and Development Committee (PP&amp;DC) and Budget Monitoring Committee (BMC), to handle physical planning and development activities and monitoring of application of funds it approved, in the overall performance of its oversight functions.</p> <p>(xiii) Council's decision that employees of the NFLV "should mandatorily be able to hold basic conversations in French, irrespective of their professional backgrounds", must be maintained, for the NFLV to remain a French-Language-based Centre of Excellence.</p>	

## TERM OF REFERENCE 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."*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
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) Assets Register was not made available to the Panel.</p> <p>(iii) Payment Vouchers for some procurements made on Property, Plant and Equipment (PPE) were not provided.</p> <p>(iv) Files were not properly opened for Contractors handling Capital projects. Almost all the Contractors' files submitted to the Panel did not contain any information about the Contractors and approval documents for such contracts.</p>	<p>(i) Fixed Assets Register should be maintained and regularly updated.</p> <p>(ii) Standard policies and procedures of assets management should be documented.</p> <p>(iii) Adequate insurance cover for all assets should be done.</p> <p>(iv) The Bursary Department should ensure proper record and documentation is done for individual contractors handling capital projects.</p>	<p>(i) Visitor accepts these recommendations and directs Management to implement.</p>
4.2.		<p>(i) Treatment of assets would not be uniform, and be in a standardized manner, thereby leading to disproportionate accounting.</p> <p>(ii) Poor asset management and controls.</p> <p>(iii) Assets could be easily diverted to personal use, or disappear since the proper process of allocation, docu-</p>		<p>Visitor notes that these observations/findings have become a recurring issue, and directs EFCC to investigate the financial management of the NFLV, including the retention of vehicles</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>mentation and identification was not in place.</p> <p>(iv) Contract may be awarded to an unregistered or single contractor, as true of the NFLV, according to the incumbent Director/CEO, Prof. L. B. Ayeleru.</p> <p>(v) It could be difficult to establish any manipulation, fraud or error in the course of payment.</p>		<i>by principal officers and unrealistic boarding of vehicles.</i>
43.	FINANCE AND ACCOUNTING OPERATIONS	<p>(i) There was no standard Accounting Manual, financial regulation, procurement and operation in place.</p> <p>(ii) Although the Bursary Department claimed to have finance and accounting software in place, this claim could not be validated.</p> <p>(iii) Students' records, as regards income/revenue generation, was not provided by the Bursary Department.</p> <p>(iv) The Bursary Department could not provide soft copies of the statements of all accounts during the period under review. Even the hard copies provided were only for the year 2016, thereby making it difficult to confirm both income and expenditure reported in the few available documents.</p>	<p>(i) There is urgent need for immediate design and emplacement of a robust standard finance accounting and operations manual.</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 accepts these recommendations and directs Council to ensure implementation.</i>

**B 16**

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.4.	INVENTORY MANAGEMENT	<p>(i) There is no standard process for regular stores' inventory management and controls in place for each of the units/business lines of the NFLV.</p> <p>(ii) No regular inventory counts as and when due. (Every 31st, December of each year).</p> <p>(iii) Poor inventory accounting, management and controls prevalent.</p> <p>(iv) Obsolete or expired items of inventory were not accounted for/ disclosed.</p> <p>(v) The Bursary Department remained defiant to the incessant recommendations of the External Auditor, within the period under review, to decongest the stores of damaged and obsolete items.</p> <p>(vi) The accounting software used by the Bursary Department was outdated.</p>	<p>(i) Standard policies and procedure for inventory management should be put in place.</p> <p>(ii) Regular inventory counts, with proper documentation, should be ensured.</p> <p>(iii) Recommendation of the External Auditors to decongest and arrange items of inventory properly should be implemented without delay.</p>	<p><i>Visitor accepts recommendations (i), (ii), and (iii) and directs Council to ensure compliance.</i></p>
		<p>(i) Pilferages and other forms of leakages.</p> <p>(ii) Damaged and obsolete items of inventory.</p> <p>(iii) Loss of income</p> <p>(iv) Frauds</p> <p>(v) Making stock takings difficult, due to lack of space.</p>		

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.5.	SALARIES AND ALLOWANCES	<p>(i) The Bursary Department did not provide payroll, both in soft and hard copies, 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 had not been keeping records of all staff, but only relied on the file kept in the Registry Department.</p> <p>(iii) There was no schedule to buttress 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 authorized, should be maintained.</p> <p>(iii) Other anomalies, such as lack of approved schedules for payment of salaries, should be regularized.</p>	<p><i>Visitor accepts these recommendations and directs FME to set up an investigative panel to look into the financial management of the Village.</i></p>
4.6.	BUDGETING PROCESS AND MANAGEMENT	<p>Though generally, budgeting process was satisfactory, budget summary at a glance and the framework for feedback to confirm the implementation and execution of the budget were lacking.</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 Visitor of NFLV should increase both Capital and Recurrent allocations to the NFLV respectively.</p>	<p><i>(i) Visitor notes recommendation (i).</i></p> <p><i>(ii) Visitor accepts recommendation (ii).</i></p> <p><i>(iii) Visitor notes recommendation (iii).</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.7.	INTERNAL AUDIT FUNCTION	<p>(i) Regular activity reports of the Internal Audit were not submitted to the Panel.</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 to the Panel.</p>	<p>(i) Audit plan, programme and checklist should be documented and emplaced for all the NFLV activities.</p> <p>(ii) The Internal Audit reports should be structured, such that it has daily/weekly/monthly reports.</p> <p>(iii) On the long run, systems audit should be embraced.</p>	Visitor accepts these recommendations.
4.8.	SOURCES OF FUNDS	<p>(i) Statutory allocations from the Federal Government, made up of: Recurrent Personnel Subvention, Overhead Subvention and Capital Projects Subvention.</p> <p>(ii) Internally Generated Revenue (IGR), made up of : Students' charges, NFLV International School, Transcripts charges, Rent on NFLV properties, Pharmacy/laboratory income, Contractors' Registration and sales of stores/disposal of unserviceable assets.</p> <p>(iii) Audited Financial Statements and Trial balance for the years 2019 and 2020 were not provided.</p> <p>(iv) Allocations from the Federal Government began to decrease from 2016 till 2020.</p> <p>(v) In the years 2016, 2017 and 2018, it was</p>	<p>(i) Government should maintain increased allocations, both Recurrent and Capital, to NFLV.</p> <p>(ii) The NFLV should make concerted efforts to increase its Internally Generated Revenue (IGR).</p> <p>(iii) Management should ensure judicious use of income, through efficient and effective planning.</p> <p>(iv) Proper filling of documents, maintenance and control of assets should be improved upon, for easy retrieval of records.</p>	<p>(i) Visitor notes recommendations (i) and (ii).</p> <p>(ii) Visitor accepts recommendation (iii).</p> <p>(iii) Visitor accepts recommendation (iv).</p>



S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>discovered that total recurrent expenditure exceeded total income as it was since year 2011 to 2016, which resulted in cash deficit.</p> <p>(vi) Information on how cash deficit, over the years, got financed, was not provided in the Financial Statement.</p> <p>(vii) Capital projects (Property, Plants and Equipment) executed during the years under consideration had the largest impact on the Statement of Financial position. Substantial number of payment vouchers for these projects were not provided.</p>		
4.9.	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) Above-claimed stated expenses could not be traced to the bank statements for the years 2016-2020 due to lack of necessary documents.</p> <p>(iii) The Bursary Department could not produce the financial statements for the years 2019 and 2020, with the excuse that the accounts were yet to be audited by the External Auditor.</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) The Management should put control measures in place towards reducing cost, most especially on maintenance and repairs of equipments.</p> <p>(iii) The Bursary Department should ensure the prompt preparation of the financial statements.</p> <p>(iv) The Federal Government should constitute an Audit Panel to examine the accounts of the NFLV.</p>	Visitor accepts these recommendations.

## 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."*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.1.	APPLICATION OF STATUTORY ALLOCATIONS FROM GOVERNMENT	<p>(i) Total funding from the Capital and Recurrent Grant was Two Billion, Six Hundred and Twelve Million, Two Hundred and Fifty-Three Thousand, Six Hundred and Ninety-Five Naira, Eighty-Two Kobo (₦2,612,253,695.82).</p> <p>(ii) The NFLV was delisted from accessing TETFund.</p> <p>(iii) The capital disbursed, when compared to Capital and Recurrent expenditures' requirements, was basically inadequate to finance half of the infrastructural requirements of the NFLV.</p> <p>(iv) The schedule of disbursement showed irregular releases.</p>	<p>(i) The NFLV should be re-enlisted into TETFund grants.</p> <p>(ii) Government should augment subvention to overhead cost to enable the NFLV meet its commitments.</p> <p>(iii) The NFLV should be encouraged with increased capital allocation, to provide infrastructural facilities for a phased relocation of its activities to the permanent site.</p>	Visitor notes these recommendations.
52	OTHER NON-STATUTORY FUNDS	<p>Non statutory funds consisted of the following :</p> <p>(i) Students' charges, income from other programmes, interest and dividend, income from investments, profit from Ventures, rentals and other income as well.</p> <p>(ii) Capital receipts were always not enough to finance the estimated expenditures.</p>	<p>(i) The NFLV should be encouraged to explore more avenues of creating investments.</p> <p>(ii) Government should, as a matter of policy, direct the Nigerian French Language Village (NFLV) to allocate at least 20 per cent to computer centre and research.</p>	Visitor notes these recommendations.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.3.	MONITORING OF FUNDS	<p>(i) Before the introduction of Treasury Single Account (TSA) by the government, the Nigerian French Language Village operated over forty (40) accounts with seven (7) banks.</p> <p>(ii) Regular Bank Reconciliation Statements were still not being prepared. Statements for only three banks, out of the seven were presented.</p> <p>(iii) Some of the accounting records were riddled with sundry accounting deficiencies, irregularities and errors. Assets Registers were also not up to date. Files for assets of permanent nature were also not opened.</p>	<p>(i) There should be monthly preparation of Bank Reconciliation Statements for all the banks operated with entries thoroughly checked.</p> <p>(ii) Summary and analysis of all revenues remitted to the NFLV, the amount available for overheads, capital and recurrent expenditures, should be maintained.</p> <p>(iii) Records in the Assets Register should always be updated, and files for individual assets maintained.</p> <p>(iv) All expired assets should be disposed of.</p>	<i>Visitor accepts these recommendations and directs Council to ensure compliance in line with financial regulations.</i>
5.4.	FRENCH VILLAGE VENTURES (FVV)	<p>(i) The incorporation of the French Village Ventures was a brilliant effort, deserving commendation.</p> <p>(ii) The Ventures bought the land for the French Village International Secondary School (FVISS). The last time the Ventures' account was audited was in 2016.</p>	<p>(i) NFLV Ventures should always be in competent hands for effective management.</p> <p>(ii) The Management of the Venture should be encouraged to explore more avenues of investments.</p>	<i>Visitor notes these recommendations.</i>
5.5.	PROJECT INSPECTION AND MONITORING	<p>(i) There was no Committee to monitor and inspect projects in progress.</p>	<p>(i) A Project Committee should be emplaced to monitor and inspect work in progress.</p>	<i>(i) Visitor accepts recommendation (i).</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(ii) Projects executed in the early 90s need to be revisited, with the intention of renovations, or alterations and improvement.</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 project in respect of the source(s) of fund.</p> <p>(iii) Penalty-clause should be evoked against any defaulting Contractor who fails to complete work within the stipulated period.</p> <p>(iv) Financial capability of Contractors should be a major factor for consideration in pre-selection and awards of contracts.</p> <p>(v) The State Government should extend its contributions to the NFLV, in form of donations, construction, renovation of certain structures, etc.</p> <p>(vi) The development of the permanent site should be given top priority.</p> <p>(vii) Bonus scheme may be introduced for Contractors, as an incentive, for good performance.</p>	<p>(ii) Visitor accepts recommendation (ii).</p> <p>(iii) Visitor accepts recommendation (iii).</p> <p>(iv) Visitor accepts recommendation (iv).</p> <p>(v) Visitor notes recommendation (v).</p> <p>(vi) Visitor accepts recommendation (vi).</p> <p>(vii) Visitor rejects recommendation (vii).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.6.	NFLV STORE	<p>(i) There was inadequate space to accommodate all materials ordered. Some items were exposed to degrading elements of weather.</p> <p>(ii) Inscriptions/labels that had fallen off made identification difficult.</p> <p>(iii) The Store needed renovation or reconstruction and many unused items were still stored.</p> <p>(iv) Most assets of the NFLV were not engraved with the name of the NFLV.</p>	<p>(i) Items should be re-labeled for easy identification.</p> <p>(ii) All the broken and unused items in the Store should be disposed of.</p> <p>(iii) Another Store should be built or an extension created.</p> <p>(iv) All assets should be engraved with NFLV.</p>	<i>Visitor notes these recommendations.</i>

## TERM OF REFERENCE FIVE

*“Examine the adequacy of the staff and staff development programmes of the Nigerian French Language Village (NFLV).”*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
6.1.	THE ADEQUACY OF STAFF	<p>(i) In 2019, appointment of fifty-one (51) new staff to fill existing vacancies approved by Council suffered setbacks because of administrative bottlenecks associated with recruitment of new staff.</p> <p>(ii) Total number of staff in 2016 was 279 while in 2020 the total number was 259. The total number of students in 2016 was 2,021, while the total for 2020 was 709.</p> <p>(iii) Many staff left as a result of stagnation at the level of Senior Lecturers.</p> <p>(iv) The Memorandum of Understanding (MoU) with the Lagos State University (LASU) and the NFLV, initiated by NUC, led to the University using its promotion criteria to help assess Senior Lecturers of the NFLV who were qualified for promotion to the professorial cadre, thereby solving the nagging issue of stagnation of Academic staff at the Senior Lecturer level.</p>	<p>(i) The Panel recommends the appointment of more academic staff.</p> <p>(ii) Government should permanently address the issue of stagnation of academic staff of NFLV at Senior Lecturer level through the Enabling Act.</p> <p>(iii) Council and Management of the NFLV should ensure strict application of the rules and regulations governing acting appointments.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii).</p> <p>(iii) Visitor accepts recommendation (iii).</p>
6.2.	STAFF DEVELOPMENT PROGRAMMES	<p>(i) A staff training section under the Human Resources Management and Develop-</p>	<p>(i) Staff training and development should be factored into the Annual Bud-</p>	<p>(i) Visitor notes recommendation (i).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>ment Unit of the Regis-try was responsible for staff training and development.</p> <p>(i) Training declined, compared to the period 2011-2015. This was further aggravated by TET fund de-enlistment and withdrawal of the French Embassy support.</p> <p>(iii) Staff training and development was carried out through the Internally Generated Revenue (IGR) of the NFLV.</p>	<p>get of the NFLV while judiciously using part of IGR.</p> <p>(ii) Council and Management should continue to do all possible to ensure TET fund reenlistment and restoration of the French Embassy support.</p>	<p>(ii) Visitor accepts recommendation.</p>

## TERMS OF REFERENCE SIX

*“Determine the relationship between the Nigerian 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 by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
7.1.	THE FEDERAL MINISTRY OF EDUCATION (FME)	The Panel observed that the NFLV had a cordial relationship with the FME, as a supervisory agency.	The existing relationship between the NFLV and the FME should be sustained.	<i>Visitor notes this recommendation.</i>
7.2.	THE NATIONAL UNIVERSITIES COMMISSION (NUC)	<p>(i) The good rapport between the NFLV and NUC, has been restored.</p> <p>(ii) The NUC is poorly represented at Council meetings, without apology.</p>	<p>(i) The restored good rapport between the NFLV and NUC should be sustained.</p> <p>(ii) The NUC, as a regulatory body, needs to improve its representation in the NFLV Council meetings.</p> <p>(iii) In the absence of accreditation of courses run by the NFLV, efficient quality assurance machinery needs to be emplaced to ensure standard.</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p> <p>(ii) <i>Visitor rejects recommendation (ii).</i></p> <p>(iii) <i>Visitor accepts recommendation (iii) and directs Management to liaise with NUC.</i></p>
7.3.	THE GOVERNING COUNCIL	<p>(i) The period under review was characterised by acting Council leadership, and were short spanned with minimal meetings below extant provision.</p> <p>(ii) There was no Council between 2016 and 2017.</p>	<p>(i) Government should ensure there is always a Council in place.</p> <p>(ii) Councils should be allowed to serve their tenure of four years, except when compelled by unavoidable circumstances. Council should meet regularly, and so should not fall short of the minimum requirement.</p>	<i>Visitor notes these recommendations.</i>



<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>(iii) Council should be alive to its responsibility in resolving the following immediately :</p> <p>(a) Pursuing the Certificate of Occupancy (C of O) for the permanent site.</p> <p>(b) Put in place an effective instrument to restore serenity in the NFLV.</p>	
74.	TETFUND	Relationship with TETFund has been expansively treated in previous Visitation Report (2011-2015).		<i>Visitor notes this observation.</i>
75.	OTHERS	The Panel observed that the NFLV related with these bodies during the period under review, in relation to their statutory functions.	The Panel recommends that the NFLV improves in its relationship with all statutory bodies, in compliance with extant provisions.	<i>Visitor notes this recommendation.</i>

## TERM OF REFERENCE SEVEN

*"Examine the "Law" establishing the Nigerian 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."*

<b>S/No.</b>	<b>Item</b>	<b>Observations/Findings by the Visitation Panel</b>	<b>Recommendations by the Visitation Panel</b>	<b>Comments by the Visitor</b>
81.	ENABLING CIRCULARS USED FOR COUNCIL DECISIONS	<p>(i) Though the bill establishing the Village is still yet to be passed into law, Council and Management have, over the years, been guided by the provisions of the bill, in the management of the Institution.</p> <p>(ii) Circulars issued by the Office of Head of the Civil Service of the Federation (OHCSF) and NUC from time to time were also used.</p>	The FME, NUC, Council and Management of NFLV, should ensure the quick passage and assent of the Draft Bill, establishing the NFLV before the National Assembly, in order to end the ambiguity that allows for double standard, based on the pretense of dual identity.	<i>Visitor notes this recommendation.</i>
82.	LACK OF JURISTIC PERSONALITY	(i) This was extensively covered in previous visitation Report.		
83.	ADMINISTRATION	<p>(i) That lack of an enabling Act for the NFLV created a gap difficult to manage.</p> <p>(ii) The lack of an enabling Act will allow for erroneous improvisations, often with negative consequences.</p>	That before the enabling Act is enacted, the administration of the NFLV should be guided by policy direction from the FME and NUC, as well as extant regulations and enabling Circulars.	<i>Visitor notes this recommendation.</i>
84.	DISCIPLINE	The Panel observed that the issue of discipline, which is best handled administratively, and in accordance with the laws, becomes unmanageable in the absence of an enabling Act.	The Panel recommends that to ensure discipline before the passage of the Draft Bill, workers and students must comply with existing regulations.	<i>Visitor accepts this recommendation.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
8.5.	SECURITY	The Panel observed that the issue of discipline, which is best handled administratively and clearly in accordance with the laws, becomes unmanageable in the absence of an enabling Act.	Existing regulations and codes of practice must be enforced before the passage of the Draft Bill, and assent by the Visitor.	<i>Visitor accepts this recommendation.</i>
8.6.	BRAIN DRAIN/LABOUR TURNOVER	There was mass exodus of staff from the NFLV, due to stagnation, which was consequent on the absence of an Enabling Act.	The MoU between the NFLV and LASU, which was facilitated by the NUC, should be sustained to get qualified Senior Lecturers to be promoted to the Professorial cadre, pending the enactment of the Enabling Act.	<i>Visitor notes this recommendation.</i>
8.7.	INTERNALLY GENERATED REVENUE (IGR)	The ability to internally generate revenues may be grossly affected by lack of juristic personality, as NFLV cannot legally enter into any contract in its name.	The Panel recommends that as the waiting for an Enactment Act continues, and while the NFLV locally engages in different business initiatives to generate revenues, it should always consult with its Legal Unit to advise it appropriately, to avoid transactions that may lead to litigations.	<i>Visitor accepts this recommendation and directs FME to ensure compliance.</i>
8.8.	EXCLUSION FROM TETFUND INTERVENTION	(i) NFLV de-enlisting from TETFund intervention was devastating to the Institution.  (ii) It is hoped that re-enlistment would occur when the enabling Act is in place.	FME, NUC, Council and Management should ensure that the processes leading to the evolution of an Enabling Act are seen through, to ensure the re-enlistment by TETFund.	<i>Visitor notes this recommendation.</i>

## TERM OF REFERENCE EIGHT

*"Trace the historical evolution of the Nigerian 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 by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
9.1.	ENABLING ACTS AND NFLV STATUS	There have been concerted efforts by the Management of the NFLV to get the National Assembly to enact an Act establishing the NFLV, as an Inter-University Centre.	<p>(i) Efforts should be made to push through the current 2020 Draft Bill before the National Assembly, aimed at enacting a law to establish the NFLV as an Inter-University Centre, with the timeous assent by the President.</p> <p>(ii) Pending the time an Enabling Act for the NFLV would be enacted, 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) Also, pending the time an Enabling Act establishing the NFLV is enacted, every case involving the NFLV, which has to go for adjudication, should be handled through the Federal Ministry of Education (FME), in line with the NFLV's current dual status, as a Parastatal of FME.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor rejects recommendation (ii) and directs Council to ensure NFLV remains as an Inter-University Centre.</p> <p>(iii) Visitor accepts recommendation (iii).</p>
9.2.	UPGRADING OF FACILITIES	<p>(i) Facilities were still in a state of decay and dilapidation.</p> <p>(ii) The car park was littered with unserviceable vehicles.</p>	(i) In the absence of TETFund intervention and the French Embassy assistance, Government should consider the urgent release of a lump sum	Visitor notes these recommendations.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>as intervention fund for the immediate renovation of buildings and upgrading of facilities in the NFLV.</p> <p>(ii) Facilities should be urgently renovated. Furthermore, the standard of those currently on ground should not be below the standard of most of the Universities and Colleges of Education that send students to the NFLV.</p> <p>(iii) Government should provide the NFLV with buses for students' excursions and other utility vehicles.</p>	
93.	PERMANENT SITE	<p>(i) No concrete steps have been taken by the NFLV's successive Managements and Councils to take physical possession of the land allocated to it as permanent site at Irosu, near Kankon, Badagry.</p> <p>(ii) Apart from the initial letter allocating the land to the NFLV, no other action has been taken by the Lagos State Government to ensure physical possession or issue of C of O.</p> <p>(iii) Compensation was yet to be paid to the original land owners by the Lagos State Government.</p>	<p>(i) The Lagos State Government should be approached for the payment of compensations to the land owners.</p> <p>(ii) The Federal Ministry of Education and Council should make appropriate contact for issuance of the Certificate of Occupancy.</p>	<i>Visitor accepts these recommendations and directs FME and Council to liaise with the Lagos State Government to actualize the issuance of C-of-O.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		(iv) There was no evidence that any annual budgetary provision for the construction of the needed structures at the permanent site had been made.		
94.	FUNCTIONS OF COUNCIL	<p>(i) Council's functions were carried out through the instrumentality of a Draft Bill, an instrument that was not known to law or formed part of the 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) The implication was that all action taken by Councils from 2017, when the Draft Bill was crafted, to 2020, were illegal.</p> <p>(iii) The Council of the NFLV acted on the misleading advice of the Management of the NFLV.</p> <p>(iv) Most of the work of Councils were carried out, in-between meetings of Council, by Standing Committees of Council. The Committees are as follows:</p> <p>(a) The Finance and General Purposes Committee (F&amp;GPC);</p>	<p>(i) Council and Management should stop using a Draft Bill in the administration of the NFLV, as all decisions taken relying on the Draft Bill are illegal.</p> <p>(ii) All discussions of reports of the Finance and General Purposes Committee, especially the financial positions of the NFLV, incomes and expenditures should always be reflected in the minutes of Council meetings.</p> <p>(iii) Members of Council, especially external members should, at all times, endeavour to scrutinise submissions and memoranda from Management to ensure that they are in line with policy directions and extant rules and regulations of Government.</p> <p>(iv) Representatives of FME in Council should en-</p>	<p>(i) Visitor accepts recommendation (i) and directs Council to be guided by extant regulations, circulars and directives from supervisory MDAs.</p> <p>(ii) Visitor accepts recommendation (ii).</p> <p>(iii) Visitor notes recommendations (iii).</p> <p>(iv) Visitor notes recommendation (iv).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(b) The Appointment and Promotions Committee (A&amp;PC);</p> <p>(c) Academic Policy, Research and Publication Committee (APR&amp;PC);</p> <p>(d) Students' Welfare Committee;</p> <p>(e) Staff Welfare Committee; and</p> <p>(f) Internally Generated Revenue Committee (IGRC).</p> <p>(v) Financial reports were not reflected in the minutes of meetings of Councils under Reports of the Finance and General Purposes Committee.</p>	<p>sure that Council's decisions are in line with Government policy direction, and that extant rules and regulations are followed in arriving at Council's decisions.</p> <p>(v) Representatives of FME should, as a matter of deliberate policy, submit to the Honourable Minister or the designated officer in the Ministry, reports of proceedings of meetings of Council after every Council meeting, within a stipulated time frame, to enable the Ministry to be informed about happenings in the NFLV.</p> <p>(vi) Council should, at all times, request to see relevant extant rules, regulations and circulars of Government, while considering memos from Management that are related to staff welfare.</p> <p>(vii) Council should be expressly reminded that it lacks the power to vary Government rules, regulations and circulars for the benefit of any segment of staff of the NFLV.</p>	<p>(v) <i>Visitor notes recommendation (v).</i></p> <p>(vi) <i>Visitor notes recommendation (vi).</i></p> <p>(vii) <i>Visitor accepts recommendation (vii) and directs Council to ensure compliance.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
95.	WELFARE OF STAFF	<p>(i) The Panel found that the Council and Management of the NFLV exploited the dual status of the NFLV to discriminate in the application of rules regarding payments of benefits and allowances of members of staff of the NFLV.</p> <p>(ii) There were also cases of financial irregularities, misappropriation and mismanagement that were at the heart of the persistent labour crisis in the NFLV, and the unending conflict between Management and the Non-Academic Staff Union of Educational and Associated Institutions (NASU), the only recognized and registered trade Union in the NFLV.</p>	<p>(i) The representative of FME in Council should ensure that Council's decisions are in line with policy direction of Government, and that extant rules, regulations and circulars are followed in arriving at Council's decisions.</p> <p>(ii) The FME should look into the issue of Principal Officers of the NFLV who hold tenure-based positions, which they relinquish and continue as staff of the NFLV, leaving the offices with the vehicles attached to such offices.</p> <p>(iii) The registration or renewal of the license of an official vehicle by Mr. Maurice Uko in his personal name is an act of gross misconduct. The FME should look into the matter.</p> <p>(iv) The NFLV should maintain Assets Register and files for all movable and immovable Assets of the NFLV, controlled by an appropriate designated Officer.</p> <p>(v) Government should look into the issue of Dr. O. A. Laditan who pur-</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii), (iii) and (v) and directs FME to take appropriate actions.</p> <p>(iv) Visitor accepts recommendation (iv) and directs Council to ensure compliance.</p>



S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
			<p>chased his official car for ₦10.00 (Ten Naira), following the refurbishing of the vehicle with the scarce resources of the NFLV, after his tenure as Acting Director/CEO, with a view to blocking all loopholes that led to such a situation.</p> <p>(vi) The Management and Council of the NFLV should stop all acts of discriminatory application of rules, regulations and circulars in the NFLV.</p> <p>(vii) Payments of benefits and allowances in the NFLV should be in line with extant rules, regulations and circulars of Government.</p>	<p>(vi) Visitor accepts recommendations (vi) and (vii) and directs Council and Management to ensure compliance.</p>
9.6.	ACADEMIC PROGRAMMES	<p>(i) The Panel noted that the principal programmes of the NFLV were the Language Immersion Programme (LIP) and acculturation programme.</p> <p>(ii) However, over the years, the NFLV had successfully been running programmes for Special Purposes for people interested in learning French with the objective of building Nigerians' interest in the French language and providing service to the</p>	<p>For economic, political, security and leadership purposes in the sub-region and Africa affairs, the NFLV should be empowered to use its unique position to encourage the learning French Language in the country, especially its immediate environment, being a border town with French speaking countries.</p>	<p>Visitor notes this recommendation.</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>community. Some of such programmes include :</p> <p>(a) The Pre-University Diploma in French;</p> <p>(b) The Certificate in French Language Proficiency ;</p> <p>(c) The Post Graduate Diploma in Translation and Interpretation ;</p> <p>(d) The Post Degree Diploma in Bilingual Secretaryship ;</p> <p>(e) Intensive French Programme for individual, professional and corporate bodies.</p>		
9.7.	INTRODUCTION OF EXECUTIVE COURSES	<p>Nigeria is surrounded on all sides by countries which are French speaking. Moreover, majority of the countries in the West African sub-region, where Nigeria is the political and economic power broker, are French speaking countries.</p>	<p>As a conscious effort towards the propagation of the French Language in the country, the NFLV should be empowered to :</p> <p>(i) Start Executive weekend courses that will focus on attracting high profile Nigerians and corporate organisations.</p> <p>(ii) Build an executive hostel with facilities befitting the status of such Nigerians.</p> <p>(iii) In the long run, establish a satellite outfit in the Lagos metropolis to teach French.</p>	<p>Visitor notes these recommendations.</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
98.	STUDENTS' ENROLMENT	<p>(i) University Students' enrolment for 2016 - 2020 was as follows :</p> <p>(a) 2015 - 2016 — 1,366 students</p> <p>(b) 2016 - 2017 — 947 students</p> <p>(c) 2017 - 2018 — 1,023 students</p> <p>(d) 2018 - 2019 — 1,630 students</p> <p>(e) 2019 - 2020 — 607 students</p> <p>(ii) Colleges of Education students' enrolment for 2016 - 2020 was as follows :</p> <p>(a) 2015 - 2016 — 1,077 students</p> <p>(b) 2016 - 2017 — 525 students</p> <p>(c) 2017 - 2018 — 507 students</p> <p>(d) 2018 - 2019 — 1,181 students</p> <p>(e) 2019 - 2020 — 59 students</p> <p>(iii) Some Universities still continued to take their students to neighbouring countries for the French Language Immersion and acculturation programmes, thereby defeating the vision of setting up the NFLV.</p>	<p>(i) The vision of establishing the NFLV should not be jettisoned by allowing Universities to continue to ferry their students outside the country for the French Language Immersion and acculturation programmes.</p> <p>(ii) The Government should, as a matter of deliberate policy, discourage Universities and Colleges of Education from sending their students to foreign countries for the French Language one-year immersion and acculturation programme.</p> <p>(iii) NFLV, as a matter of deliberate policy and proactive measure, should strengthen its ties with French Language Departments in Nigerian Universities.</p>	Visitor notes these recommendations.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
99.	INTERNALLY GENERATED REVENUE	<p>(i) Some of the outfits and activities of the Internally Generated Revenue (IGR) are :</p> <p>(a) The NFLV Ventures Limited comprising :</p> <p>(i) The Guest House ;</p> <p>(ii) The International Secondary School ;</p> <p>(iii) Photocopying Unit ;</p> <p>(iv) Cleaning and Gardening Unit ;</p> <p>(b) NFLV Consult : Responsible for all other French Language training programmes that were not connected to Universities and Colleges of Education LIP programme.</p> <p>(c) Payments by Universities and Colleges of Education students on LIP Programmes.</p> <p>(d) Other sources of revenue generation of the NFLV included the following :</p> <p>(i) Pharmacy Store</p> <p>(ii) Medical Laboratory services</p> <p>(iii) Contractors' Registration Fee</p> <p>(iv) Renting of Space/ open field</p> <p>(e) Revenues from all these outfits were not properly coordinated.</p>	<p>(a) The NFLV should be commended for putting in place all the IGR outfits. However, revenue generated should be captured in the financial books for purpose of transparency and accountability.</p> <p>(b) Income from Internally Generated Revenue (IGR) should be used for the development of the NFLV.</p>	<i>Visitor notes these recommendations.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
9.10.	THE VISION OF ESTABLISHING THE NFLV	The vision of having a French Village, where French Language was the only language spoken, was gradually dying because English Language and other Nigerian Languages were being freely spoken in the NFLV.	The Management of the NFLV should go back to implementing the initial vision of the NFLV by ensuring that French Language is the principal means of communication in the NFLV.	<i>Visitor accepts this recommendation.</i>
9.11.	TETFUND INTERVENTION	<p>(i) The Panel found out that the NFLV was delisted from TETFund in 2010, on the ground that the NFLV was not a tertiary institution.</p> <p>(ii) Funding from TETFund assisted the NFLV to a great extent as an intervention fund in keeping the NFLV afloat as new buildings were erected and old ones maintained ; vehicles were also bought and maintained and trainings were carried out for staff through TETFund interventions. The interventions were no longer available to the NFLV because of the delisting of the NFLV from TETFund list of beneficiaries.</p> <p>(iii) The Panel observed that as an Inter-University Centre, NFLV admitted students who were already students of tertiary institutions.</p>	<p>(i) Government should reaffirm the status of the NFLV as an Inter-University Centre, and stop the referential designation of the NFLV as a Parastatal.</p> <p>(ii) Government should ensure the re-enlistment of the NFLV as a beneficiary of TETFund, through the urgent Enactment of the Enabling Act.</p>	<i>Visitor notes these recommendations.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
9.12.	FRENCH GOVERNMENT ASSISTANCE TO THE NFLV	This was extensively treated in previous Visitation Report.		<i>Visitor notes this observation.</i>
9.13.	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 could rise to the Professorial cadre.</p> <p>(ii) There was no Senate in the NFLV, as a result, it was impossible for the academic staff to be promoted beyond Senior Lecturer. This led to mass exodus of experienced Lecturers and affected the morale of those who remained in the service of the NFLV.</p> <p>(iii) In 2019, the NFLV recorded a landmark achievement by signing a Memorandum of Understanding (MoU) with the Lagos State University (LASU) which was initiated by NUC. This led to the University using its promotion criteria to help assess Lecturers of the NFLV, who were qualified for promotion to the Professorial cadre.</p> <p>(iv) The MoU brought a solution to the nagging issue of stagnation of academic staff at the Senior Lecturer level.</p>	The hand of fellowship extended to NFLV by LASU, which helped in resolving the nagging issue of stagnation of staff at the senior lecturership level, should be commended by the Federal Government.	<i>Visitor notes this recommendation.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		Five academic staff benefited from the signing of the MoU, as they were promoted from Senior Lectureship position to Associate Professors.		
9.14.	POWER SUPPLY	The NFLV, within its limited resources, was able to power the NFLV through generators. Purchase, installation, maintenance and fueling of generators were achieved at a very high financial cost. Interactions of the Panel with Principal Officers of the NFLV showed that powering the NFLV through generators has been at great cost.	<p>(i) Government should consider using renewable energy source to provide electricity for the NFLV.</p> <p>(ii) The possibility of the NFLV being connected to a dedicated line should be explored by Council and Management, particularly through reinforced advocacy to relevant stakeholders.</p>	<i>Visitor notes these recommendations.</i>
9.15.	STYLE AND DIRECTION	This was extensively treated in previous Visitation Report.		<i>Visitor notes this observation.</i>

## TERM OF REFERENCE NINE

*“examine the general security in the Nigerian French Language Village (NFLV) and how the Institution has dealt with it, and recommend appropriate measures.”*

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
10.1.	GENERAL SECURITY OF THE NFLV	(i) 9 students from the Ahmadu Bello University, Zaria, Kaduna State, were abducted along Kaduna-Abuja highway on Sunday 15th November, 2020, on their way to the NFLV for the immersion programme. However, they were released on Saturday 21st November, 2020.	(i) The NFLV should inform Institutions sending students to them to include adequate security arrangements in their logistic plans for their students' trip.	Visitor notes these recommendations.
10.2.	EXTERNAL SECURITY BREACH	(ii) Another external security problem highlighted by the Senior Security Officer (SSO), was the indiscriminate parking of Dangote trucks, close to the main gate of the NFLV, which the DPO of Badagry Police Station had been briefed about this.	(ii) The NFLV should work with the Badagry Divisional Police Officer (DPO) to ensure the environment around the gate of the NFLV is not encumbered by Dangote trucks. Appropriate communication could be forwarded to the Corporate Head Office of Dangote at Falomo Ikoyi, if this practice continues.	
10.3.	INTERNAL SECURITY ISSUES	(i) Work was completed on the main gate security post. (ii) That N1.7million was expended by the NFLV on the services of the Action Guards annually. The guards were poorly trained and poorly remunerated. Their security arrangements could be improved upon. Scrapping of the private security arrangement and replacing same with directly employed and	(i) Council and Management should continue to prioritize the security of lives and properties in the NFLV. (ii) While commending the support of health care extended by the incumbent Director/CEO to the personnel of the Action Guards, the Company should be encouraged to improve on the remuneration of its per-	Visitor notes these recommendations as they are within the purview of Council and Management.



<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>controlled security guards was suggested.</p> <p>(iii) Some security posts monitor the movements of people using the NFLV as thoroughfare.</p> <p>(iv) Blocking of the thoroughfare was being considered after due consultations with members of the immediate community.</p> <p>(v) Security arrangements were made with some security agencies like the Police, DSS, Army.</p> <p>(vi) The protocol of checking vehicles in and out of the NFLV, and issuing them tallies, was still sustained at the main gate of the NFLV.</p> <p>(vii) Students' accommodation facilities were still dilapidated.</p> <p>(viii) The recommended 4 Observation Posts (OP) were yet to be created.</p> <p>(ix) Common security challenges among NFLV students were ; fights, loss of phones, etc., which were resolved internally.</p> <p>(x) Falling portions of the NFLV fence, that allowed thoroughfare were still not mended.</p> <p>(xi) There was the need for improved light-</p>	<p>sonnel, within its the financial contractual commitment.</p> <p>(iii) Management as directed by Council, should continue to review the performance of the Action Guards, in order to determine the desirability of its retention, as a security service provider.</p> <p>(iv) Personnel of the Action Guards must be trained in basic security protocols.</p> <p>(v) The main gate of the NFLV must be adequately secured.</p> <p>(vi) The NFLV should revert to the use of internally-staffed security arrangement as soon as a waiver is secured from the Federal Government.</p> <p>(vii) Management should ensure that the Students' Representative Council is in place at all times.</p> <p>(viii) Observation Posts (OP) should be erected in and around the entire premises of NFLV.</p> <p>(ix) Security around students' hostels should be up-scaled, with more security checks introduced, beyond the</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>ing of the premises at night.</p> <p>(xii) Cases of indiscipline amongst students were effectively handled and appropriate sanctions were applied to those found culpable.</p> <p>(xiii) The Students' Handbook also gave specific guidelines about students' behaviour, rules, regulations and general conduct, with appropriate sanctions and penalties stipulated, to moderate the activities of students, and prevent the breakdown of law and order.</p> <p>(xiv) The Panel also observed that there was a Students' Representative Council (SRC).</p> <p>(xv) There were signposts indicating that vehicles are packed at owners' risk, conspicuously placed around the premises, apparently to indemnify the NFLV from third-party liabilities.</p>	<p>regulated visiting hours, and pattern of visits to the female hostels.</p> <p>(x) Management should liaise with the company handling the Lagos-Seme road construction to indicate which part of the NFLV fences would be affected by the ongoing construction, and seek compensatory assistance on how to rebuild the adjusted fence, with the fallen portions similarly rebuilt.</p> <p>(xi) The issue of the NFLV being used as thoroughfare must be stopped forthwith, with due engagement made with the surrounding community on the security necessity for such a development.</p> <p>(xii) The Security Committee, involving personnel of major security agencies such as the Police, DSS, Army, Customs, Immigration, etc., should be made visible in the NFLV, as a show of presence and force is a form of check in itself.</p> <p>(xiii) Joint security patrols, involving the agencies of the State, should be regu-</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>larly undertaken in, and around the NFLV.</p> <p>(xiv) There should be constant security awareness created.</p> <p>(xv) Alternative lighting of NFLV should be explored.</p> <p>(xvi) As finances improve, solar-powered CCTV cameras should be installed in strategic locations in the NFLV.</p> <p>(xvii) Attention should speedily be given to the renovation of students' hostels, to prevent students' restiveness.</p> <p>(xviii) Extra security arrangements should be made to complement internal security when large programmes are held.</p>	

## TERM OF REFERENCE TEN

*"Examine the processes and structures of discipline of students in the Nigerian French Language Village in line with due process of the rule of law."*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
11.1.	REPORTS	<p>(i) A Students' Affairs Office, in the Registry Department, handled issues relating to students' discipline, provided counselling services to students, and enforced the rules and regulations. Any disciplinary case established against a student was forwarded to the Students' Disciplinary Committee by Management and thereafter to Council.</p> <p>(ii) In 2020, a Council Disciplinary Committee was set up to receive submissions from Staff and Students' Disciplinary Committees, and report to Council.</p> <p>(iii) The 2018 Students' Handbook, written in both English and French, in Chapter 7, outlined the various expectations from students in terms of compliance to rules and regulations, with details of offences given on pages 41/42, and the possible sanctions or punishments to be meted on defaulting students.</p> <p>(iv) In applying sanctions, the gravity of the offence was considered, and the Students'</p>	<p>(i) There is need for an Enabling Act that will guide student's discipline in the NFLV, as contained in the Draft 2020 Bill.</p> <p>(ii) The Students' Affairs Office must continue to discharge its duties and responsibilities, in relation to students' discipline, very transparently, efficiently and timely.</p> <p>(iii) The efforts being made by the Prof. L. B. Ayeleru-led Administration to improve the physical conditions in students' hostels, within available resources, should be sustained, with government special funding interventions urgently needed to achieve this. This is more so to prevent restiveness among students.</p> <p>(iv) The NFLV should create a hall of fame, and introduce commendation for well-behaved and inspiring students.</p> <p>(v) The relegation of the French Language to the back-</p>	<p>(i) Visitor rejects recommendation (i).</p> <p>(ii) Visitor notes recommendations (ii), (iii), (iv), (v) and (viii).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>Disciplinary Committee was involved in determining the sanctions for misconduct, (crimes) and offences committed.</p> <p>(v) Due process was followed in students' discipline.</p> <p>(vi) The different social events put in place, as part of the immersion/acculturation processes, significantly reduced the propensities for students' misconduct.</p> <p>(vii) There was a Students' Representative Council.</p> <p>(viii) Efforts were made to improve on the conditions of hostels and classrooms in order to prevent students' restiveness.</p>	<p>ground by the use of other indigenous and international languages in the NFLV must be stopped, particularly among students whose admission was precedent on immersion to French language and socio-cultural orientations. Available sanctions must be imposed on students who violate existing regulations in this regard. Similarly, efforts of both Council and Management to ensure basic usage of the French Language by staff should be sustained, as creatively as possible.</p> <p>(vi) Beyond the communication of Council's decisions on students' disciplinary matters to the affected student and the mother institution, such a decision should also be communicated to the parent and guardian of such a student, as part of the overall attempt to achieve deterrence.</p> <p>(vii) As part of the principles of fair hearing, representation, transparency and fairness, the President of the Students' Representative</p>	<p>(iii) Visitor accepts recommendations (vi), (vii) and (ix).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>Council (SRC) should be a member of the Students' Disciplinary Committee, and Management must ensure that the SRC is in place at all times.</p> <p>(viii) The Prof. L. B. Ayeleru-led administration should sustain the frantic efforts to improve on the conditions of hostels and classrooms, as he clearly outlined in the address he presented at the meeting of Heads of Departments/Unit, on Thursday 18th March, 2021, on the occasion of his one-year in office, within available resources, in order to prevent students' restiveness. Government should also support the initiative of an improved environment through special interventions.</p> <p>(ix) The NFLV Management must emplace and keep records that clearly indicate the composition of the Students' Disciplinary Committee, and continue to keep records of students' disciplinary cases at all times.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
11.2.	THE LAGOS-SEME ROAD	<p>(i) The Panel observed that the Lagos - Seme Road, leading to the NFLV, which is still under construction, was almost impassable, particularly during the rainy season.</p> <p>(ii) In the opinion of the Panel, limited access to the NFLV by students for French Language immersion and acculturation programmes, as well as students in special purpose category, is negatively affecting the enrolment in the NFLV, with the attendant negative implications on the IGR of the NFLV. There is no gainsaying the fact that impaired IGR will further put pressure on the NFLV, in view of the general paucity of funds that is militating against infrastructural development and staff training in the NFLV.</p>	That the reconstruction of the Lagos-Seme Road should be completed, very speedily, to restore students' smooth access to the NFLV. This is more so, as good access and subscription by students will enhance the IGR profile, infrastructural development, staff training and general security of staff and students in the NFLV.	<i>Visitor notes this recommendation.</i>
11.3.	FERRYING OF FRENCH LANGUAGE STUDENTS ACROSS THE BORDER BY SOME INSTITUTIONS	<p>(i) Some institutions (Universities and Colleges of Education) were still taking their students across the border for Language Immersion and Acculturation Programmes, in spite of the efforts made to discourage such a practice.</p> <p>(ii) Ferrying students across the border was much of the time for economic benefit of the programmers.</p>	(i) Supervisory Agencies of Government, which include the Federal Ministry of Education (FME), National Universities Commission (NUC), should emplace measures that will discourage Universities and National Commission for Colleges of Education (NCCE) from ferrying their students across the border.	<i>Visitor notes these recommendations and directs NFLV to liaise with NUC/ NCCE to address the issues raised.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(iii) Apart from the issue of unpatriotism, insecurity and fear of communicable diseases some of these schools/centres located across the border are substandard.</p>	<p>(ii) Government should prohibit the ferrying of French Language students across the border, with defaulters heavily sanctioned.</p> <p>(iii) Management should put in place initiatives that will produce participatory inclusiveness among French Language handlers, anchors and partnering higher institutions across the country.</p>	
11.4.	A CLEAR ABSENCE OF THE LAGOS STATE GOVERNMENT AND THE BADAGRY LOCAL GOVERNMENT SUPPORT FOR THE NFLV	<p>(i) The present Campus (Temporary site) was given by the Lagos State Government in 1991.</p> <p>(ii) It also allocated a 16km<sup>2</sup> parcel of land to the NFLV at Irosu Village, near Kankon, as the permanent site.</p> <p>(iii) However, beyond the above, both the Lagos State Government and the Badagry Local Government have not supported the NFLV in achieving its mandate to the students in anyway even though it has been of some opportunities and benefits to both.</p>	<p>(i) The Federal Government should engage the Badagry Local Government and Lagos State Government, as veritable partners, in helping the NFLV to achieve its mandates, through partnerships and infrastructural donations.</p> <p>(ii) The Federal Ministry of Education and the Lagos State Government should be called upon to facilitate possession of the Irosu land by paying the necessary compensation to the original landowners and facilitating the issuance of Certificate of Occupancy.</p>	Visitor notes these recommendations.



<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>(iii) Council and Management should engage the Badagry Local Government to build students' hostels and recreational facilities that will help NFLV achieve its mandates and agenda. This may be by way of Public Private Partnership (PPP) or Build Operate and Transfer (BOT).</p> <p>(iv) The Federal Government should urgently release take-off grant to allow NFLV move to its Permanent Site at Irosu Village, for the purpose of improved development and expansion.</p> <p>(v) The Federal Ministry of Education (FME) should liaise with the Federal Ministry of Works (FMoW), to facilitate the construction of the Badagry-Irosu road, to improve access to the permanent site.</p>	
11.5.	IMPROVED ADVOCACY	(i) There is need for improved advocacy to institutions, Universities and Colleges of Education, Government agencies, corporate organisations and individuals, that will help the NFLV achieve its mandates of stu-	(i) Management and Council should increase efforts at reaching out to institutions, such as authorities of Military and Para-Military agencies as well as notable Nigerians who require the	<i>Visitor notes recommendations (i) and (ii).</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>dent-training, as well as manpower and infrastructural development.</p> <p>(ii) The Panel noted the efforts that have been made by the incumbent Director/CEO to bring back the French Government, which withdrew its support to NFLV, due to financial credibility, sometime in the past.</p>	<p>French Language in the conduct of their businesses and international engagements.</p> <p>(ii) The Management of NFLV should establish a Learning Centre in Lagos.</p>	
11.6.	ELECTRICITY PROBLEM IN THE NFLV	<p>(i) There is epileptic public electricity supply which results in a greater part of its funds being spent on purchasing, and servicing generators.</p> <p>(ii) Electricity generation, through the use of generators, is inadequate for efficient running of the NFLV, leading to manpower loss and system impairment.</p>	<p>(i) Government should help the NFLV access alternative power generation and supply, with assistance from appropriate agencies of government.</p> <p>(ii) Council and Management should employ initiatives that would lead to the gradual switch to solar energy in some of its offices and for lighting in the NFLV.</p>	<i>Visitor notes these recommendations.</i>

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

MUHAMMADU BUHARI, GCFR  
President, Federal Republic of Nigeria