



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  
Usmanu Danfodiyo University, Sokoto  
(2011 - 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE AFFAIRS  
OF THE USMANU DANFODIYO UNIVERSITY, SOKOTO  
(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 Usmanu Danfodiyo University, Sokoto (2011–2015).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE  
AFFAIRS OF THE USMANU DANFODIYO UNIVERSITY, SOKOTO  
(2011–2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Usmanu Danfodiyo University, Sokoto (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 Usmanu  
Danfodiyo  
University,  
Sokoto (2011  
- 2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Usmanu Danfodiyo University, Sokoto (2011–2015)”.

Citation.

## 1.0 INTRODUCTION

On 13th April, 2021, a Visitation Panel was inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu, ably represented by the Permanent Secretary, Arc. Sonny Echono, on behalf of the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, and Visitor to the Usmanu Danfodiyo University, Sokoto, President Muhammadu Buhari, GCFR.

### 1.1. Members of the Panel were :

- (i) Dr. Steven Andzenge, MON .. .. . *Chairman*
- (ii) Professor Ikechukwu Dozie .. .. . *Member*
- (iii) Mrs. Anna N. C. Fakah, FCNA .. .. . *Member*
- (iv) Engr. Bassey Ika Oqua .. .. . *Member*
- (v) Alhaji Yusuf Adamu .. .. . *Member*
- (vi) Ibrahim Nayayu Mahmud .. .. . *Member*
- (vii) Hadiza J. Ramallan .. .. . *Secretary*

### 1.2. TERMS OF REFERENCE

The Panel's Terms of Reference were to :

(i) inquire into the level of implementation of the White Paper on the last Visitation Report, covering 2004-2010 ;

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

(iii) examine the financial management of the Institution, including statutory allocations and internally generated revenue over the period, under investigation and determine its level of compliance with appropriate regulations ;

(iv) investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;

(v) examine the adequacy of staff and staff development programmes of the University;

(vi) determine the relationship between the University and the various statutory bodies it interacts with according to its Law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship, i.e. Governing Council, NUC, and the Federal Ministry of Education (FME);

(vii) scrutinise the Law establishing the University, including the relationship between the various internal organs, units and offices, and indicate the way the laws have been observed by the competent authorities, offering suggestion of any necessary modifications to the Law;

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

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

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

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

(i) Visitor frowns at the lack of recommendations in some aspects of the TOR;

(ii) the University should improve on its Internally Generated Revenue profile, especially through exploring more partnership with internal and external revenue yielding avenues/authorities;

(iii) the University should maximize value-added considerations in its spending and adhere strictly to budget discipline;

(iv) the University should ensure that Debtors are reduced to the barest minimum, and in the event of non-conclusion of investment property transaction, the deposit made should be recovered;

(v) the University should endeavor to settle its liabilities;

(vi) EFCC to investigate the procurement of the Estate located along Nnamdi Azikiwe Express (Western Bypass) in Kaduna ;

(vii) the University should ensure compliance with the External Auditors' recommendations ;

(viii) the Internal Audit department should be strengthened to ensure that all internal control mechanisms are adhered to ;

(ix) Council should ensure that the University expands its revenue sources through e.g optimal functioning of the Press, repositioning UDUCONS, optimal functioning of the University Guest Inn, extending the activities of the Centre for Agricultural and Pastoral Research (CAPAR) beyond research to include commercialization, increasing and diversifying investments, and developing an investment policy;

(x) the internal audit department should submit frequent reports and guide management appropriately ;

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

(xii) the University should computerize the Bursary Department ;

(xiii) the University should comply with mandatory insurance requirements ;

(xiv) the University should maintain close monitoring and supervision of its projects, including strengthening its monitoring unit/department;

(xv) the Physical Planning and Development and Bursary Departments should reconcile their books, to confirm actual amount disbursed/spent on projects;

(xvi) the University should improve staff quality with recruitment of persons with Ph.Ds as well as encourage staff training for acquisition of Ph.D degree;

(xvii) the name of the University should be amended in the Act to read : USMANU DANFODIYO UNIVERSITY, SOKOTO instead of USMANU DANFODIO UNIVERSITY, SOKOTO;

(xviii) the Staff and Students' Handbooks as revised, should be used to deal with issues relating to staff and students' discipline and due process should be adhered to;

(xix) Council should ensure that all Principal Officers are also subjected to the disciplinary processes as stipulated in the Universities (Miscellaneous Provisions) Act 2003 (as amended); and

(xx) Management should ensure that copies of the Staff Handbook and Student Handbook be made available to every staff and student respectively, always be on the University website and any variation communicated appropriately.

## TERM OF REFERENCE TWO

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

S/No.	Item	Observations/Findings	Recommendations	Comments
3.1.	THE GOVERNING COUNCIL	<p>The Council is the governing body of the University charged with the general control and superintendence of the policy, finance and property of the University, including its public relations.</p> <p>The leadership qualities of the two (2) Governing Councils during the period, led by Alhaji Bilya Sanda (2008-2013) and HRM Dr. G. O. Egabor, JP, OON, Fim (2013-2017) were generally regarded as good. Specifically, the contributions of the Councils to the development of the University and their attempts at striving to take the University to greater heights were noticed and deserved commendation.</p>	<p>(i) The collective leadership exhibited by the University's Organs of Administration and Principal Officers be sustained.</p> <p>(ii) The Panel commends the two Pro-Chancellors and the two Vice-Chancellors (within the period under review).</p>	<i>Visitor notes these recommendations.</i>
32.	VICE CHANCELLOR	<p>The University had, during the period under review, been blessed with focused and visionary Vice Chancellors: Professor R. A. Shehu, OON (2009-2014) and Professor A. A. Zuru (2014-2019).</p>		
3.3.	REGISTRAR	<p>The University had, during the period under review, two Registrars: Mal. U. U. Bunza (2002-2012) and Mal.</p>		

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		M. K. Jabo (2012 - 2015). Their leadership qualities were commendable.		
34.	BURSAR	The University had, during the period, Mal. Y. A. Hassan as Bursar. Based on the Panel's interaction with the Department, the Bursar had good ratings. Records showed professionalism in the conduct of the operations of the Department during the period.		
35.	UNIVERSITY LIBRARIAN	The University had, during the period, Dr. A. A. Balarabe as Librarian. The leadership quality of the University Librarian was commended. The operations of the Library during the period, portrayed disciplined and focused leadership which impressed many staff and students of the University.		
3.6.	UNIVERSITY LEADERSHIP PERFORMANCE	Due to the collective quality leadership of the Council, Vice Chancellor and other Principal Officers, the University witnessed many developments in all spheres of endeavour during the period under review as shown in the various Terms of Reference.		

**TERM OF REFERENCE THREE**

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
4.1.	STATE OF THE UNIVERSITY'S FINANCE			<i>Visitor frowns at the lack of any recommendation for these important aspects.</i>
4.2.	FINANCIAL MANAGEMENT OF THE UNIVERSITY	Financial decision making within the University is undertaken at different levels of management. At the top is the University Council, which is the supreme governing body of the University responsible for management and control of the finances. (Section 6 (1-7) of the Usmanu Dan Fodio University Act of 1979 refers).		
4.3.	INCOME	The sources of funding to the University are as follows : (a) Federal Government of Nigeria Appropriations (b) Education Trust Fund/Tertiary Education Trust Fund (c) Presidential Needs Assessment Intervention Fund (d) Capital Donations (e) Internally Generated Revenue (f) Endowment		
4.3.1.	STATUTORY ALLOCATIONS AND OTHER GRANTS FOR THE PERIOD 2011-2015 FEDERAL GOVERNMENT GRANTS	<i>Donations</i> The University has, during the period benefited from a number of donations. Funds and grants meant for		

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>specific projects were judiciously applied in line with extant financial regulations.</p> <p>The sum of ₦41,328,718,023.76 billion only was received in the period under consideration. The breakdown of the amount is as follows:</p> <p><i>Capital Grants</i> - ₦12,297,556,434.00</p> <p><i>Recurrent grants</i> - ₦29,031,161,589.76</p>		
432.	INTERNALLY GENERATED REVENUE FOR THE PERIOD 2011-2015	The Internally Generated Revenue during the period under review did not experience steady growth.	<p>(i) The University should improve on its internally generated revenue Profile.</p> <p>(ii) Explore more partnership with Internal and External Revenue yielding avenues/authorities e.g., globally renowned and Education-friendly Academic and Non-Academic Institutions including Donor Agencies.</p>	<i>Visitor notes these recommendations and urges Management to comply.</i>
44.	EXPENDITURE	<p>The University expended the sum of ₦45,704,205,891.43 billion only on various projects and services in the five years under consideration.</p> <p>Construction of lecture halls, laboratories, offices and students'</p>	<p>(i) The University should maximize value-added considerations in their spending.</p> <p>(ii) Adhere strictly to budget discipline.</p>	<i>Visitor notes these recommendations and urges Council to comply.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>hostels accounts for N4,409,478,399.22 billion only, of the capital expenditure. Out of the Recurrent Expenditure of N32,977,401,098.88 billion only, Salaries and allowances accounted for 84.33 per cent.</p>		
4.4.1.	BUDGET PERFORMANCE	<p>4.4.2. <i>University Debtors</i></p> <p>At the end of the period under review, the amount due from the University debtors was N922,013,246.00 only.</p>	<p>(i) The University should ensure that Debtors are reduced to the barest minimum. This is because of the paucity of funds available to the Institution.</p> <p>(ii) In the event of non-conclusion of investment property transaction, the deposit made should be refunded.</p> <p>(iii) The University should treat the recovery of students' indebtedness with sense of urgency in conjunction with the sponsors of these students.</p>	<p><i>Visitor notes these recommendations and directs Management to implement.</i></p>
4.4.3.	UNIVERSITY CREDITORS	<p>The total amount due to creditors at the end of the reporting period was N186,821,211.00 only.</p>	<p>The University should endeavor to settle its liabilities as the interest accrued shall add more liability to the existing one.</p>	<p><i>Visitor accepts this recommendation and directs Council to ensure Management complies.</i></p>
4.5.	FUNDS MANAGEMENT	<p>The University followed relevant Government procedures for the disbursement of funds received from all sources during the period under review.</p>	<p>(i) The University should sustain its effective use of the relevant financial control organs and mechanisms to ensure appropriate use of scarce resources at all times.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
			(ii) The University should set up a Procurement Unit with a Procurement Officer as Secretary of the Procurement Planning Committee.	
4.6.	EXTERNAL AUDITOR'S REPORT	In line with the University's Act of 1979, Section 6 (4), the accounts of the University were audited and reports signed by both the Management and External Auditors, up to 31st December, 2015.	(i) The University should as a matter of priority, address the issue of the procurement of the Estate located along NnamdiAzikiwe Express (Western Bypass) in Kaduna which cost One Billion, two hundred Million Naira (₦1,200,000,000.00) out of which the sum of Seven hundred and ten million Naira (₦710,000,000.00) only was paid as part-payment.	(i) Visitor accepts recommendation (i) and directs EFCC to investigate.  (ii) Visitor notes recommendations (ii), (iii), (iv) and (v).
4.7.	EXTERNAL AUDITORS' OPINION ON THE UNIVERSITY'S AUDITED ACCOUNTS	<p>All the External Auditors that audited the accounts of the University respectively confirmed that the audited accounts for the periods ending 30th June, 2011 to 31st December 2015:</p> <p>(i) showed a true and fair view of the accounts and records.</p> <p>(ii) there was neither material observation nor any adverse report.</p>	<p>(ii) The University should take the views of the external auditors very seriously and ensure compliance with the recommendations therein.</p> <p>(iii) Council should ensure that the University Accounts are properly audited annually within six (6) months after the end of each financial year.</p> <p>(iv) The Internal Audit department should be strengthened to ensure that all internal control mechanisms are adhered to.</p> <p>(v) Management should as a matter of urgency, follow up on the expected returns</p>	

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			<p>from the investment of Ten Million Naira (₦10,000,000.00) only, made to the National University Pension Commission (NUPENCO). The University should ensure that whatever returns that accrued should be remitted accordingly.</p>	
4.8.	OBSERVATIONS ON SUBSIDIARIES OF THE UNIVERSITY	<p><i>University of Sokoto Press LTD. RC. 109824</i></p> <p>Highlights of presented and signed External Auditors' reports within the period under review are as follows:</p> <p>(i) Efforts should be taken to conclusion by preparing monthly bank reconciliation statements.</p> <p>(ii) The payment and receipt cash books should be properly recorded, analyzed, balanced and summarized every month.</p> <p>(iii) Debtor's Register to be updated regularly.</p> <p>(iv) Contractors' Register should contain description of the job, local purchase order, contract amount and advance payment if any etc.</p> <p>(v) Prompt remittance of PAYE de-</p>	<p>In line with the above observations, Panel recommend that the following measures may be taken:</p> <p>(i) Obsolete items especially in the General Store should be compiled and auctioned;</p> <p>(ii) Bulk purchase of stationery items should be given a priority to enable the University enjoy economies of scale, which is derivable from bulk purchases ;</p> <p>(iii) The University Management may look into the possibility of restructuring, funding and equipping the University of Sokoto Press with modern machines to improve their revenue ;</p> <p>(iv) A committee to be charged with inscription on the newly acquired assets may be constituted by the Management ;</p>	<p><i>Visitor notes these recommendations and directs Council to ensure that Management complies.</i></p>

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S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>ducted to the State Board of Internal Revenue Service.</p>	<p>(v) The internal audit staff should be sent on refreshers courses and Management Development programs to enable them increase their performance efficiency rating ;</p>	
4.8.1.		<p><i>University Guest Inn LTD. RC. 91456</i></p> <p>The accounts of University Guest Inn Ltd. for the period 2011 to 2015 were audited. The reports were duly signed by the External Auditors and Directors. Panel noted that there is neither Management nor domestic report attached.</p>	<p>(vi) The internal audit department should make frequent reports to the Management as well as special reports at regular intervals if it notices non-compliance with internal control mechanisms, and follow-up to ensure compliance ; and</p>	
4.8.2.		<p><i>University Consultancy Services Ltd. (UDUCONS) RC. 969549</i></p> <p>The accounts were audited for the period 2012 to 2015. The reports were signed by the directors and external auditors. There was neither management nor domestic reports from the external auditors.</p>	<p>(vii) The Internal Audit should guide Management and ensure that External Auditors' observations and comments are properly addressed accordingly.</p>	
4.9.	<p>REPORT FROM THE UNIVERSITY'S INTERNAL AUDITOR TO THE PANEL</p>	<p><i>Internal Control System</i></p> <p>The following observations were made by the Internal Auditor in the course of conducting audit for the period under review:</p> <p>(i) There were obsolete and scrap items in the Mechanical Workshop store ;</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(ii) Piecemeal purchases of stationery items was given priority instead of bulk purchases ;</p> <p>(iii) The performance of some of the University revenue generating outfits such as the University Printing Press was very poor ; and</p> <p>(iv) Lack of inscription on the newly acquired assets of the University, especially computers and furniture items.</p>		
4.10.	BURSAR'S REPORT TO THE PANEL	<p>The general operations of the department were not computerized. However, there was some level of computerization in a few of their operations.</p>	<p>The processes of receipt and issuance of items in the stores are in line with government's laid down procedures.</p> <p>The Panel recommends that this should be sustained.</p>	<p><i>Visitor notes this recommendation for update in the subsequent visitation.</i></p>
4.11.	STORES	<p>The University has a central store. It receives items supplied and issues them out to the Units/Departments. Items are received into the store with an internal audit representative. Proper records are maintained for items received and those issued. The store initiates procurement of items by alerting procurement department when reorder level is reached.</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
4.12.	UNIVERSITY'S BANK ACCOUNTS	<p>In addition to the Central Bank of Nigeria (CBN), the University maintained seven (7) active accounts as at 31st December, 2015. This is a violation of the Accountant General of the Federation's circular, no. TRY/A3 and B3/2001/OAGF/PRS/005/III/185 of 26th June, 2001 directing all Ministries, Departments and Agencies to use only three (3) banks.</p>	<p>(i) The Vice Chancellor should immediately ensure compliance with the directive from the office of the Accountant General of the Federation. The only exception is where a donor agency specifically designates a particular bank for all transactions between the University and the donor.</p> <p>(ii) The Internal Audit department should monitor compliance with laid down regulations from constituted authority.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>
4.13.	CHALLENGES	<p>The University should explore more profitable investments to improve their investment income.</p> <p><i>Bonds</i></p> <p>The University ensures that bonds are collected where necessary. Copies of some Insurance bonds were sighted and samples submitted to the Panel.</p>	<p>(i) The University should sustain the collection and perfecting bonds before any mobilization is paid out. However, where the provider of funds specifies the collection of Bank Guarantee, Management should ensure adherence.</p> <p>(ii) The Federal Government should look into the issue of adequately funding capital projects in the University with a view to addressing the academic and related challenges associated with the non-provision of facilities for teaching, research, learning and recreational activities</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			<p>(iii) The Panel noted that the statutory allocations and internally generated revenue of the University were properly managed and the accounts were duly audited as and when due. The University should sustain this prudent management principles and good accounting procedures.</p> <p>(iv) There is a need for the Federal Government to increase statutory grants which are currently insufficient for the University operations and ensure release as and when due.</p> <p>(v) While the Panel notes support from Agencies and individuals that supported the University through the Construction of Pro-Metric ICT Centre by CBN, Construction of Post Graduate School and new University gate by Alhaji Bilya Sanda, the University should explore additional avenues of reaching out to other donor agencies and individuals within the Country and Overseas.</p> <p>(vi) The University should sponsor</p>	

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			<p>more staff of the Bursary department for manpower development and training programs especially in areas relevant to their duties including professional workshops in accounting, management and stores.</p> <p>(vii) The University should undertake a holistic appraisal of the accounting computerization requirements of the Bursary department to ensure that the remaining aspects of the department are fully computerized for effectiveness and efficiency.</p> <p>(viii) In spite of having developed a policy for the collaboration with private investors, the University should intensify follow-up with them on a Build, Operate and Transfer (BOT) basis in the provision of hostel accommodation on the campus and other relevant areas of need.</p> <p>(ix) The University should comply with mandatory insurance requirements such as Motor Vehicle, Buildings, and Group Life Insurance among others.</p> <p>(x) The University should maintain good</p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>relationship with Tertiary Education Trust Fund by complying with their requirements so as to attract more funding.</p> <p>(x) The University should increase its revenue drive to include other yet to be identified sources, such as ventures, and ensure utilization of the available human resources within the University. Follow-up should be done on the 5-Member Committee constituted by the Management.</p> <p>(xi) The University should expedite action on its resolve to reposition UDUCONS for optimal results. Management should ensure that the 5-Member Committee's report which was submitted in July 2015 is worked upon.</p> <p>(xii) The University Management may look into the possibility of restructuring, funding and equipping the University of Sokoto Press with modern machines to improve their revenue.</p> <p>(xiv) The University should also structure the University Guest Inn Ltd. for optimal performance.</p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>(xv) Having established the Centre for Agricultural and Pastoral Research (CAPAR) and mandated to reinvigorate the farm, the University farm at Dabagi, on the outskirts of Sokoto, now allocates farm lands to deserving and deserving staff on lease arrangements for cropping season. The policy thrust of the University as regards the farm should transcend its primary use for research purposes to encapsulate commerce, and thereby generate much needed funds for the University.</p> <p>(xvi) The University should develop an investment policy to guide it on investments with a view to increasing its revenue base.</p> <p>(xvii) In view of the revenue accruing from investments in quoted companies, the University should increase its investments in lucrative areas and divest its investments in areas that are not yielding enough dividends.</p>	

## TERMOFREFERENCEFOUR

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

S/No.	Item	Observations/Findings	Recommendations	Comments
5.1.	TOTAL FUNDS RECEIVED FROM JANUARY, 2011- DECEMBER , 2015	For the period under review, January 2011-December2015, Total External Revenue collected was ₦41,316,090,663.76billion. Total Internally Generated Revenue collected over the period was ₦5,379,558, 517.68 billion.	(i) It is recommended that this project be reviewed and completed in phases, bearing in mind the project cost escalation and the need for a conferencing facility to host major events in the University.	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>
5.2.	LOANS	The University has no outstanding loans for capital projects for the period under consideration.	(ii) The Federal Government should ensure timely and full release of the Capital grants to assist the University to realize its objectives.	
5.3.	APPLICATION OF FUNDS	For the period, 2011 - 2015, UDUS spent money totalling ₦2,726,804,792.4 <sup>1</sup> billion on several projects including construction of lecture theatres, class rooms, and sporting facilities, fencing, rehabilitation of existing infrastructure such as water supply, roads, hostels and power supply. Other projects handled include supply and installation of laboratory and teaching equipment, and payment for land compensation. Most of the projects were successfully completed ; a few are ongoing while one was abandoned.	(iii) The current status indicates that the works executed has deteriorated significantly. The integrity of the structure will have to be ascertained before further works could be done.	

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>Statistically, there has been an average shortfall of 41.46 per cent of approved grant per annum through 2011 to 2015.</p>		
5.3.1.	PROJECTS FUNDED THROUGH FEDERAL GOVERNMENT CAPITAL GRANTS	<p>A total of 48 projects were funded through the Federal Government Capital allocation during the period under review. Forty-five (45) projects funded through Federal Government Capital Grants were successfully completed at a total cost of ₦3,057,471,878.32 from 2011 - 2015. These projects include new construction, rehabilitation of existing facilities, supply and installation of Teaching and Laboratory equipment.</p> <p>Only one project was found to have been abandoned. The proposed Conference Centre. This was said to be due to non-release of funds by the Federal Government.</p>		
5.3.2.	TERMINATED PROJECTS	<p>There is no record of any project that was terminated during the period under review.</p>	<p>The University should ensure a method of selection of contractors with capacity to execute projects without resulting in disputes and possible termination.</p>	<p><i>Visitor notes this recommendation for update in the subsequent visitation.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
5.3.3.	PROJECTS FUNDED BY ETF/TERTIARY EDUCATION TRUST FUND (TETFUND)	<p>Within the period under review, the University successfully completed 13 High Impact projects funded by ETF/TETFund at a total cost of ₦2,383,639,760.79 and a total of 34 Normal Intervention projects at a total cost of ₦2,026,953,463.32.</p>	<p>(i) The University should maintain close monitoring and supervision of the projects to ensure better finishes.</p> <p>(ii) All projects executed should always be in full compliance with the Public Procurement Act, 2007.</p>	<p>Visitor notes these recommendations for update in the subsequent visitation.</p>
5.3.4.	SPECIAL PRESIDENTIAL INTERVENTION ON NEEDS ASSESSMENT PROJECTS	<p>The Special Federal Government Intervention on Needs Assessment in Public Universities executed a number of projects in UDUS. The projects are at various stages of completion ranging from 35 per cent to 100 per cent.</p>	<p>(i) The Federal Government should still commend the donors contributing to the development of the University, and encourage those who have not yet done so to redeem their pledges.</p> <p>(ii) The University should also remind donors to redeem their pledges, through regular follow up.</p>	<p>Visitor notes these recommendations for update in the subsequent visitation.</p>
5.3.5.	ENDOWMENT PROJECTS	<p>(i) In the period under review, there were some donor agencies whose project costs were not captured because they intervened directly. These Agencies include FERMA, FMWR and Kano State Government.</p> <p>(ii) Due to the non-redemption of pledges by some donors, the University was inadvertently forced to use its scarce IGR to complete some of the projects being sponsored by such donors.</p>		























































