



FEDERAL MINISTRY OF EDUCATION

REPORT

OF THE PRESIDENTIAL VISITATION PANEL

TO THE UNIVERSITY OF LAGOS

2016-2020

VOLUME 1

MAIN REPORT

JUNE, 2021



FEDERAL REPUBLIC OF NIGERIA

PRESIDENTIAL VISITATION PANEL TO THE UNIVERSITY OF LAGOS, AKOKA

VP/ULA/2021/VOL.1/03

13th June, 2021

His Excellency
Muhammadu Buhari, GCFR
President and Commander-in-Chief of Armed the
Forces of the Federal Republic of Nigeria
Aso Rock Villa
Abuja

Your Excellency,

SUBMISSION OF REPORT OF THE 2011-2015 VISITATION PANEL TO UNIVERSITY OF LAGOS

With a letter referenced FME/PS/606/C.1/111/183 and dated 29th March, 2021, the Honourable Minister of Education, Malam Adamu Adamu transmitted the approval of the President and Visitor to the University of Lagos, Muhammadu Buhari, GCFR of the appointment of the following revered persons as members of the Visitation Panel to the University of Lagos:

- | | | |
|--|---|------------------|
| 1. Gen. (rtd) Martin Luther Agwai, CFR | - | Chairman |
| 2. Mr. Olufemi Martins Agunbiade | - | Member |
| 3. Mr. Agele John Alufohai, PPNIQS | - | Member |
| 4. Malam (Sen.) Abubakar Maikafi | - | Member |
| 5. Mrs. Ogochukwu Rose Onuorah | - | Member |
| 6. Alhaji Umar Yahaya (ACA) | - | Member |
| 7. Mr. Ashafa Ladan | - | Member/Secretary |

TERMS OF REFERENCE

Guided by the following Terms of Reference, the Panel was mandated to review the performance of the Institution in the area of governance; academic standard; quality assurance; management of finances; the relationship between management on one hand, members of staff and students on the other hand; the condition of physical facilities and thereafter advise government accordingly:

- i. To inquire into the level of implementation of the White Paper on the last visitation report;
- ii. To look into the leadership quality of each university in terms of the roles of Governing Council, the Vice-Chancellors and other principal officers;
- iii. To 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. To 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. To examine the adequacy of staff and staff Development Programmes of each University;
- vi. To examine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, guidance and any other relationship (i.e. Governing Council, NUC, and the Federal Ministry of Education (FME));
- vii. To examine the law establishing the University including the relationship between the various internal organs, units and offices and indicate ways the law has been observed by the competent authorities and also suggest any modifications to the law;
- viii. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
- ix. To examine the general security in the University and how the University has dealt with it and recommend appropriate measures; and
- x. To examine the processes and structures of disciplines of students in each University in line with due process of the Rule of Law.

Shortly after the inaugural ceremony, we commenced work by setting up WhatsApp platform where we started interacting among ourselves on the way forward.

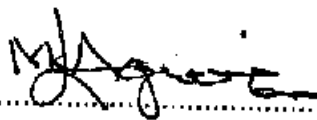
Subsequently, from 6th May, 2021 to 11th June, 2021, we engaged in meetings (including virtual), visits, interactions, interviews, study and analyses of relevant documents, submissions, memoranda and deliberated upon our findings before winding up at the University of Lagos. The work was completed on 13th June, 2021 when the Committee considered and approved the final draft report which was subsequently signed by all members.

APPRECIATION

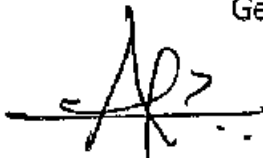
We wish to place on record our sincere gratitude and appreciation to the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, Muhammadu Buhari, GCFR and the Honourable Minister of Education, Malam Adamu Adamu for giving us this great and rare opportunity to be part of the Federal Government's effort at entrenching the culture of probity, accountability and academic excellence in our tertiary institutions as well as government resolve to tackle challenges affecting the ability of tertiary institutions to fulfil and deliver the expectations which are in tandem with the prevailing reform agenda in the tertiary education sub-sector.

We now have the profound honour to most respectfully submit this report to the President and Commander-In-Chief of the Armed Forces of the Federal Republic of Nigeria with the fervent hope that our findings, observations and recommendations will be extremely useful to the Federal Government as well as assist in its resolve to reposition and revitalise the Nigerian University System to effectively perform its role in economic growth and national development.

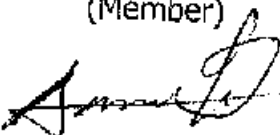
Yours respectfully,



General (rtd) Martin Luther Agwai, CFR
(Chairman)



Mr. Olufemi Martins Agunblade
(Member)



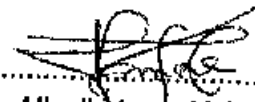
Malam (Sen.) Abubakar Maikafi
(Member)



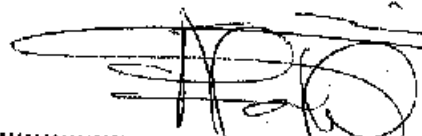
Mr. Agele John Alufohai
(Member)



Mrs. Ogochukwu Rose Onuorah
(Member)



Alhaji Umar Yahaya (ACA)
(Member)



Mr. Ashafa Ladan
(Member/Secretary)

List of members of the Presidential Visitation Panel

S/N	Name	Position	State
1.	General (rtd) Martin Luther Agwai, CFR	Chairman	Kaduna
2.	Mr. Olufemi Martins Agunbiade	Member	Osun
3.	Mr. Agele John Alufohai, PPNIQS	Member	Edo
4.	Mal. (Sen.) Abubakar Maikafi	Member	Bauchi
5.	Mrs. Ogochukwu Rose Onuorah	Member	Anambra
6.	Alhaji Umar Yahaya (ACA)	Member	Kaduna
7.	Mr. Ashafa Ladan	Member/Secretary	NUC

EXECUTIVE SUMMARY

The President Muhammadu Buhari GCFR in compliance with the provision of the Acts establishing all Federal tertiary Institutions and specifically in this context, the law establishing University of Lagos (Act, 1967, Cap U9 Laws of the Federation of Nigeria), constituted this Visitation Panel to comprehensively review the performance of the University and make recommendation where necessary using specific Terms of Reference (TOR) and covering the periods, 2016-2020. To do this, the Panel was given ten (10) Terms of References as guiding principles contained in ten (10) Chapters of this report.

The Panel diligently carried out its commitment with clear objectivity using the following appropriate methodologies:

- i. Request for strategic documents for consultation, close study and review to give members insights into the assignment and build consensus to arrive at various decisions.
- ii. Call for Memoranda.
- iii. Interactive sessions with Principal Officers and other key members of Staff of the University and past Council Chairmen with some of their members using both physical and virtual (Zoom) platforms.
- iv. Creation of WhatsApp Platform to sustain communication towards achieving the objectives of the exercise.
- v. University tours to inspect ongoing projects and infrastructures located at the three (3) Campuses of the University namely: Akoka, Yaba and Idi-Araba Campuses.
- vi. Courtesy visits on some prominent personalities in Lagos State as follows:
 - a. The Executive Governor of Lagos State, His Excellency Babajide Olusola Sanwo-Olu.

- b. The General Officer Commanding (GOC) 81 Division of Nigerian Army, Lagos, Major General LA Fajokwu.
 - c. The Commander, 9 Brigade, Nigerian Army, Ikeja Cantonment, Brigadier General MLD Saraso.
 - d. The Commissioner of Police, Lagos State, Mr. Hakeen Olusegun Odumosu.
 - e. The Director of State Security Services, Lagos State, Alhaji Mohammed S. Waziri, fsi mni.
 - f. The visit to Oba of Lagos, His Royal Majesty, Oba Rilwan Babatunde Osulale Aremu Akiolu could not hold as scheduled due to, the call received by the Panel from the Palace that the Oba was indisposed.
- vii. Received and looked into cases of appeals, petitions and complaints.
 - viii. Distribution of survey questionnaires to members of staff and students to elicit vital information to support findings.

The following constituted the synopsis of findings, observations and recommendations by the Panel:

1. There was no Visitation Panel constituted by the Federal Government to look into the activities of the University for the period of 2011-2015, hence, no report to reference the production of White-paper.
2. The leadership quality of the different organs running the University had been laudable over time and this has earned the University national and international reputation with its consequent ranking among 1000 Universities globally, until the crisis that started in 2018 between the Governing Council and the Management of the University. For steady progress and development of the University, the Governing Council and Management should harmoniously work as a team and adhere to their respective statutory responsibilities.

3. The Panel commended the University on consistently growing its Internally Generated Revenue (IGR) and urged the Management to sustain the tempo as well as ensure transparency and probity in the utilisation of the revenue. There is the need for the University to improve on the quality of internal control system, financial reporting and restructure the Bursary Department for efficiency and effectiveness.
4. Proper documentation and structured processes should be put in place in managing funds and special grants earmarked for specific and various capital projects in the University. This will enable proper financial probity and accountability thereby resulting in commendable projects.
5. The Internal and external quality assurance mechanisms, along with the University of Lagos policies on staff development with reference to adequacy of staff and staff development programmes in the twelve Faculties, College and Institutes were found to be remarkable. However, the Panel found that only 37% of the academic staff have Ph.D. degrees, which fell short of the NUC minimum requirement of 70%. The Federal Government should ease the cumbersome processes on the recruitment of staff to enable the University employ more academic staff with Ph.D. degrees.
6. It was noted that the unhealthy and divisive relationship between the Governing Council and the Management, was due in part to the various interpretations given to the Procurement Act of 2007 and University of Lagos Act of 1967. It is necessary to review and properly interpret the Procurement Act of 2007 and the University of Lagos Act of 1967 so as to avoid any conflicting responsibilities and forestall the possibility of unhealthy rivalry.
7. The evolution of the University in line with its vision, mission, achievements, challenges, style and direction was found to be impressive. It was noted that

the growth and development recorded in academic development, research, innovation and entrepreneurship development, patenting, collaboration resulting in winning of national and international grants and awards.

8. The effort of the University in reviewing its security architectures through coordination with national security agencies is encouraging especially in safeguarding of the water front. However, the University should take advantage of the proposed Lagos State waterways project to extend student's hostels and staff quarters to Ikorodu whereby within 20 minutes, Students can travel from there to Akoka.
9. The Panel commended the University on its Code of Conduct as well as the Management approved guidelines for disciplinary procedures and penalties/sanctions for students on academic and social misconducts, which were found to be effective. The University to ensure that all pending cases in the Court which appertain to students be expeditiously and adequately addressed to avoid physical and psychological trauma.
10. To address inadequate funding which has been a major issue, the students can be made to pay appropriate tuition fees and in return, the Federal Government to give scholarships, grants and loans to the students based on applications. The loan will subsequently be repaid by the beneficiary upon graduation and commencement of working life.

Finally, the Federal Government to encourage our Universities to become global institutions by drawing students and lecturers from all over the world and where possible, to have exchange programmes of students and lecturers.

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ACRONYMS

ACA	Associate Chartered Accountant
ACADA	Academic Disciplinary Action
ANAN	Association of National Accountants of Nigeria
A&P	Appointment and Promotion
ARCON	Architects Registration Council of Nigeria
ARUA	African Research Universities Alliance
ASUU	Academic Staff Union of Universities
BOI	Bank of Industry
BoQ	Bill of Quantity
BOT	Build Operate and Transfer
CAPS	Central Admission Processing System
CEBCEM	Centre of Excellence In Biodiversity Conservation and Ecosystem Management
CFR	Commander of the Order of the Federal Republic
CITS	Center for Information Technology System
CMUL	College of Medicine University of Lagos
CoE	Centre of Excellence
COREN	Council for the Regulation of Engineering in Nigeria
CSO	Chief Security Officer
DLI	Distance Learning Institute
DPI	Directorate of Property Development
DTLC	Direct Teaching and Laboratory Cost
DVC (AR)	Deputy Vice-Chancellor, Academics & Research
DVC (DS)	Deputy Vice-Chancellor, Development Services
DVC (MS)	Deputy Vice-Chancellor, Management Services
ETFs	Exchange Traded Funds
F&GPC	Financial and General-Purpose Committee
FCIB	Fellow of the Chartered Institute of Bankers

FCIT	Faculty of Computing and Information Technology
FGN	Federal Government of Nigeria
FME	Federal Ministry of Education
FMF	Federal Ministry of Finance
FMSDIGA	Federal Ministry of Special Duties and Intergovernmental Affairs
FRA	Fiscal Responsibility Act
FSA	Flexible Spending Account
GCFR	Grand Commander of the Order of the Federal Republic.
GIFMIS	Government Integrated Financial Management System
HoDs	Heads of Department
HRDC	Human Resource Development Centre
IBR	Institutional Based Research
ICAN	Institute of Chartered Accountants of Nigeria
IGR	Internally Generated Revenue
IGUs	Income Generating Units
IPPIS	Integrated Payroll and Personnel Information System
IPSAS	International Public Sector Accounting Standards
ISUL	International School, University of Lagos
ITF	Industrial Training Fund
JAMB	Joint Admission and Matriculation Board
JUPEB	Joint Universities Preliminary Examination Board
LASRIC	Lagos State Research and Innovative Council
LFN	Laws of the Federation of Nigeria
LUTH	Lagos University Teaching Hospital
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MRTB	Medical Rehabilitation Therapist (Registration) Board of Nigeria
NASU	Non-Academic Staff Union of Educational and Associated Institutions
NCEEC	National Centre for Energy Efficiency and Conservation
NHIS	National Health Insurance Scheme

NIMASA	Nigerian Maritime Administration and Safety Agency
NITDA	National Information Technology Development Agency
NRF	National Research Fund
NUC	National Universities Commission
OAGF	Office of Accountant General of the Federation
OAuGF	Office of the Auditor General for the Federation
PAYE	Pay As You Earn
Ph.D.	Philosophy of Doctorate
PPA	Public Procurement Act
PPNIQS	Past President of the Nigerian Institute of Quantity Surveyors
RRR	Remita Retrieval Reference
SAN	Senior Advocate of Nigeria
SPESSE	Sustainable, Procurement, Environmental and Social Standards Enhancement
SPGS	School of Postgraduate Studies
SSANU	Senior Staff Association of Nigerian Universities
SUG	Students Union Government
TETfund	Tertiary Education Trust Fund
ToR	Terms of Reference
TSA	Treasury Single Account
ULBS	University of Lagos Business School
UNESCO	United Nations Educational, Scientific and Cultural Organization
Unihold	University of Lagos Holding Company
UTME	Unified Tertiary Matriculation Examination
VC	Vice-Chancellor

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CHAPTER ONE

1.0 INTRODUCTION

University is seen as a self-regulating Community of teachers, researchers and scholars which corporate existence had been recognised as a universal learning and knowledge of all kinds with a particular role of providing highest level of formal education for the purpose of producing educated citizens equipped with requisite knowledge and skills to hone their competences in fulfilment of defined roles required by the society.

The enduring traditions of the University in terms of universality of knowledge, institutional autonomy and academic freedom leaves much to be appreciated in the area of students and faculty mobility; international recognition of degrees, research and innovation; internationalisation; governance; Acts and Laws; Charters and Legal status; funding and expenditure; endowment as well as services.

Consideration has been given to specific objectives of a university as a citadel of higher learning within the following broader spectrum:

- i. Seeking knowledge through research;
- ii. Facilitating higher students learning and development of critical thoughts through effective teaching;
- iii. Preparation of students for work and various professions
- iv. Development of leaders of industry, Public and Private Sectors.
- v. Addressing societal challenges in order to improve human condition

It is noteworthy that early reform in the Nigerian higher education landscape laid emphasis on improving the low-profile staffing in the civil service, ensure

food security by facilitating research endeavour and guaranteeing good results through the establishment of specialised agencies and research institutes among others.

Reforms over the years have however expanded the scope and defined developmental roles of higher education, manpower demand and supply, administration, funding and self-reliance.

The Elliot Commission report of 1943 and Eric Ashby Commission Report of 1959 were principally U.K models and thus, recommended the establishment of regional Universities. While the Eliot Commission Report recommended the establishment of three (3) Universities in the West Africa region in 1948, University College London, Ibadan, Fourah Bay College, Siera-Leone and University of Legon Gold Coast (Ghana), University College London.

The Ashby Commission's twenty (20) years of developmental programme for Nigeria, on the other-hand, recommended, the establishment of three (3) regional universities in Nigeria in 1962, namely: University of Lagos (1962), Obafemi-Awolowo University (now University of Ile-Ife in 1962) and Ahmadu Bello University, Zaria (1962). However, University of Lagos was established by an Act of Parliament with medical school as an autonomous unit.

Before the submission of Ashby report, the then Eastern regional government established its own University in Nsukka (University of Nigeria, 1960). In 1962, the University College Ibadan, an affiliate of University of London was converted into an autonomous university as the University of Ibadan. This brought the total Universities in Nigeria to Five (5).

It is therefore noteworthy that successive governments have realised the indispensability of education as a basic tool for the attainment of national

objectives and for global competitiveness. As part of measures taken by the government to ensure that Universities achieve their tripartite mandate of teaching, research and community service in the context of access, equity and quality assurance, the system of Visitation Panel has been used as a regular inbuilt monitoring mechanism. Thus, in the same spirit and concepts, the present Government in its effort at ensuring high level of commitment to the development of the education sector especially at the tertiary level constituted this Panel to visit University of Lagos to appraise the performance of the institution in terms of leadership quality to ascertain the extent to which it fulfils its mandate for public good during the period 2011-2015.

Thus, as a clear demonstration/illustration of the efforts of Government in promoting accountability and transparency in the management of tertiary education, Mr. President, in line with the statutory responsibility vested on him as the Visitor to the University of Lagos and, in the exercise of the powers conferred on him by Section 16 of the University of Lagos Act Cap U9 of the Federation of Nigeria as well as the Act establishing all the Federal tertiary institutions, ordered a visitation to the University of Lagos.

1.1 THE INAUGURATION OF THE PANEL

The Visitation Panel to the University of Lagos along with other Panels constituted to visit 38 Federal Universities and 4 Inter-University Centres were inaugurated on Tuesday, 13th April, 2021, at the Auditorium of the National Universities Commission, Abuja by the Honourable Minister of Education on behalf of Mr. President.

At the inauguration ceremony, the Panels were given 60 days from the day of inauguration within which to complete the assignment. The Panels were also reminded of the main objective of the exercise which is to appraise the performance of the institutions in terms of leadership qualities of the Vice-

Chancellors, Principal Officers and Governing Councils to ascertain the extent to which they have fulfilled their mandate for public good during the period under review. Each panel is expected to present five (5) separate five-year reports; covering the 2011-2015 and 2016-2020.

It was noted that in spite of the laudable achievements which were largely recorded by the products of the system from 1960s to 1980s, the challenges of providing internationally competitive education to Nigerian Citizenry was perennial. The ability to provide world class research infrastructure on which to build and sustain a credible national research culture has in recent times been daunting. This, no doubt has largely contributed to the low global ranking of Nigerian Universities.

The Panel was therefore painstakingly constituted in order to ensure that only distinguished Nigerians of character and integrity are chosen on their individual recognition to bring to bear their collective experience and knowledge that will add value to the Nigerian University System.

1.2 COMPOSITION OF THE PANEL

As contained in the letter dated 29th March, 2021 reference FME/PS/606/C.111/183, the Presidential Visitation Panel to the University of Lagos was constituted as follows:

- | | |
|---|------------------|
| 1. General (rtd) Martin Luther Agwai, CFR | Chairman |
| 2. Mr. Olufemi Martins Agunbiade | Member |
| 3. Mr. Agele John Alufohai, PPNIQS | Member |
| 4. Mal. (Sen.) Abubakar Maikafi | Member |
| 5. Mrs. Ogochukwu Rose Onuorah | Member |
| 6. Alhaji. Umar Yahaya (ACA) | Member |
| 7. Mr. Ashafa Ladan | Member/Secretary |

1.3 TERMS OF REFERENCE

In line with the statutory responsibility of the Visitor and the provision of the Acts establishing all Federal Tertiary Institutions for effective monitoring, accountability and transparency in their activities, the University of Lagos Visitation Panel exercise is to among other things:

- i. Assess the level of compliance by the University of recommendations of the White Paper report of the last visitation exercise;
- ii. Identify gaps and make recommendations that would promote good governance in the University

In particular, the Panel terms of reference are:

- i. To inquire into the level of implementation of the white paper on the last visitation report;
- ii. To look into the leadership quality of each university in terms of the roles of Governing Council, the Vice-Chancellors and other principal officers;
- iii. To 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. To 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 findings;

- v. To examine the adequacy of staff and staff Development Programmes of each University;
- vi. To examine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, guidance and other relationship (i.e Governing Council, NUC, and Federal Ministry of Education (FME);
- vii. To examine the law establishing the University including the relationship between the various internal organs, units and offices as well as indicate ways the law has been observed by the competent authorities and also suggest any modifications to the law;
- viii. To trace the historical evolution of the University and take stock of its net achievement and problems as well as its style and direction;
- ix. To examine the general security of the University and how the University has dealt with it as well as recommend appropriate measures; and
- x. To examine the processes and structures of disciplines of students in each University in line with due process of the rule of law.

CHAPTER TWO

METHODOLOGY

2.0 INTRODUCTION

After the inauguration of the Panel, members of the Panel held a brief meeting to discuss logistics and work plan.

The Secretary of the Panel preceded other members of the Panel to Lagos on 2nd May, 2021, in order to make adequate arrangement with respect to members' accommodation and secretariat requirements for the panel's operations. The Chairman and other members as earlier agreed, arrived in Lagos on 5th May, 2021 and were received by Mrs. Nonye Oguama, the Principal Assistant Registrar of the University, on behalf of the Vice-Chancellor.

2.1 COURTESY CALLS:

2.1.1 The Vice-Chancellor

On Tuesday 6th May, 2021, members of the Panel met with the University Management at the Vice-Chancellor's Office. The Vice-Chancellor, Professor Oluwatoyin T. Ogundipe, FAS; Deputy Vice-Chancellors: Academic and Research; Development Services and Management Services, Principal Officers and Directors/Heads of Units received and welcomed the Panel members to the University. The visit coincided with the resumption of students for second semester for 2019/2020 academic session.

The Vice-Chancellor expressed his gratitude to members of the Panel for visiting the institution which according to him would assist the University to improve and perform better. He took members of the Panel through major

achievements in the area of teaching, research and infrastructural development on Campus as well as other social corporate responsibilities particularly in the area of innovation and entrepreneurship. He also informed members of the Panel that the University has won various research grants both nationally and internationally and that plethora of research works are ongoing. In addition, the institution patented Five (5) products.

In response, the Panel Chairman thanked the Vice-Chancellor for his warm reception as well as giving an overview of the University. He congratulated the Vice-Chancellor and other members of Management for the successes recorded in the area of research and development. The Chairman noted with satisfaction the paradigm shift aimed at encouraging and exposing members of staff and students to best practices that would guarantee capacity building, job security and employment opportunities. He assured the Vice-Chancellor and members of the University Community that the Panel is not in the University to find fault but to work with the institution and make recommendations that would improve the standard and quality of teaching, learning and research in the University.

2.1.2 The Executive Governor, Lagos State, His Excellency, Mr. Babajide Olusola Sanwo-Olu

During the visit, the Chairman expressed his appreciation for the warm reception accorded members of the Panel. He commended His Excellency for the assistance he has been rendering to the University. The team leader informed the Governor that the Panel was in Lagos to perform, on behalf of Mr. President, statutory task of conducting visitation exercise to the University of Lagos, in order to among other things, understand their challenges, achievements, and compliance with quality assurance of the National

Universities Commission and other Professional and Regulatory Bodies/Agencies.

The Chairman of the Panel also lauded the Governor for his exemplary leadership which awarded him the friendliest Governor in Nigeria. He further encouraged him to do more especially in the area of education, knowing fully well that the State government can always partner with the University of Lagos.

In his response, Mr. Governor warmly welcomed the Panel which according to him, is led by an excellent and highly respected Senior citizen who has done so much and contributed immensely and meritoriously at the national and international levels. He commended the Federal Ministry of Education for putting together a team that has Integrity and honour that will bring to bear their in-depth knowledge and wide experience in carrying the national assignment. He enjoined the Panel to be objective and thorough in its assignment, placing itself above board in terms of what would be good for the system and make observations and useful recommendations to the Visitor on how the institution could perform better in discharging its statutory responsibilities particularly in the area of teaching, research and good leadership that is a reflection of outstanding academics and professionalism.

The Governor also informed members of the panel of the support of his administration to the University, particularly in the area of upgrading facilities as well as infrastructural development, such as provision of good road networks to respond to the need of the host communities. He also promised to provide the University and its environment with a jetty based on the Lagos State Water Transportation Master Plan.

He commended the University management for its firmness in enforcing discipline among staff and students as exemplified by the recent sacking of some academic staff who wanted to smear the good image of the University.

In appreciation of the strategic importance of ICT in the Fourth Industrial Revolution (4IR), his Administration is working hard to actualise its vision of creating an ecosystem aimed at transforming Lagos to a Smart and resilient city that could compete favourably with other cities in the world. This will provide technological infrastructure and parks to facilitate Modern industrialisation that would make both the University and Lagos State flourish.

He further stated that Lagos State Government is installing CCTV Cameras in strategic places to strengthen security infrastructure.

2.1.3 The Commander, 9 Brigade, Nigerian Army, Ikeja Cantonment, Brigadier - General MLD Saraso

As part of its interaction with stakeholders on the relationship between the University of Lagos and host communities with regard to general security, members of the Panel paid a courtesy call on the Commander of the Nigerian Army, 9 Brigade where the Panel was well-received by the Officers and men of the formation.

The aim of the visit was basically to ascertain the perception of the military on the general security situation in and around Lagos and if there is contingency plan in place in the event of any threat at the University of Lagos.

In the security architecture of Lagos State, the University falls under the zone of the 9 Brigade i.e their contingency includes the University. The Commander, 9 Brigade, Ikeja Cantonment on the other hand, had welcome the Chairman of the panel whom he described as a man of honour, integrity and distinction in Military parlance. Adding that the visit is a homecoming for the Chairman.

In his welcome remarks, the Commander informed the visiting team that the Brigade has a very good working relationship with the police, State Security Services and other security agencies in the area of information sharing and intelligent gathering. He added that his formation has been coordinating security operations and provides necessary support in Lagos and its environment through its internal security call "OP. MESA" which fell within categorisation of its operation strategically located within the University of Lagos. He stressed that between 2019 to 2020, the Command received a report of criminality by some elements within the university vicinity. Arrests were made and the suspects were paraded, investigated and thereafter handed over to the police. The Commander added that statutorily, Army unlike the Police personnel are not allowed to penetrate the University Campus. The security services or operations are limited to the perimeter.

The Commander also informed the panel that the Nigerian Army would be willing to partner with the University of Lagos to provide training on what are required of university security Personnel in the event of breach of security. In this regard, the chairman requested for a military personnel contact who will constantly liaise with the university of Lagos counterpart to work out plans for the proposed partnership and effective liaison.

The interaction was proceeded with detailed presentation by the Brigade Commander on current security situation in Lagos State and plans by the

Nigerian Army to provide security cover for the University of Lagos in the event of security breach. The presentation which informed the need for constant review of operations based on recent activities of criminal elements across the country which have further heightened the fear of insecurity and other emerging threats that could compromise internal security.

The presentation was in line with the command strategic plan to among others:

Review of the general security situation in Lagos State which is unpredictable since the end of #ENDSARS protest that rocked the nation during which wide spread attacks on Police Stations, Correctional facilities and other governmental agencies were recorded. His plan was also aimed at curtailing or total elimination of common threats such as cultism, hoodlums, illegal smuggling and pipeline vandalization. This is also aimed at ensuring effective command and control through its Anti-Banditry Operation (OPMESA) established as security presence in strategic locations designated as SECTORS across the State.

Finally, the Command also earmarked a plan to secure the University of Lagos in the event of breach of security that would affect the Institution. The plan was well articulated and communicated to all troops under the command and that team leaders directly involved have been briefed and are all aware of actions, expected of them in the event of any untoward event.

2.1.4 The General Officer Commanding (GOC) 81 Division, Lagos – Major General L.A. Fejokwu

The Panel paid a visit to the 81 Division, Nigerian Army in Victoria Island, Lagos. Members of the panel were welcomed and well received by the General Officer Commanding 81 Division of the Nigerian Army.

In his remarks, the Panel Chairman expressed his profound appreciation for the warm reception accorded the panel in spite of the short notice given. He briefly explained to the Commanding Officer the mission of the Panel to the University of Lagos which derived its mandate from the statutory responsibility of the Visitor and Proprietor of the University of Lagos which requires evaluation of quality governance, leadership, security, relationship of the University with the host communities and regulatory bodies, among other things every five years.

He thanked the Nigerian Army in general and the Commanding officer of the Division in particular for his noble ideas as well as landmark achievements.

In his response, Major General Fejokwu appreciated the panel for the visit which he described as crucial in view of the general insecurity in the country. He informed the panel Chairman whom he described as man of honour and integrity who would forever be remembered in the security architecture of not only Nigeria but also Sub-Sahara Africa.

He described the recent #ENDSARS protests and other prevailing security challenges associated with cultism, Kidnapping, Hoodlums etc. as very unfortunate. This according to him, necessitated the Nigerian Army formation to immediately rise to the occasion. He also informed the Panel that he is aware of the briefing the Panel had during the visit to Commander, 9 Brigade. That briefing covered the strategic and operational plans for the security of Lagos and environment.

He added that his Command also concluded the issue of security of Lagos water ways, particularly around LASU, University of Lagos that extends to Badagry in its tactical and strategic operations in view of the porous nature of

the water ways. Therefore, the security of the University of Lagos is actually covered in the Division's contingency plan. He added that his formation will strengthen the police patrol by staging areas and effective communication along the water ways.

2.1.5 Courtesy Call on the Oba of Lagos, His Royal Majesty, Oba Rilwan Babatunde, Osuolale Aremu Akiolu

The visit was scheduled to hold on 11th June, 2021 but on setting out, information reached the panel from the Palace that the Oba was indisposed and was being taken to the Hospital for medical checkup.

2.1.6 The Commissioner of Police, Lagos State Command, Mr. Hakeem Olusegun Odumosu, 11th June, 2021

In its effort to evaluate the relationship of the University with security agencies in Lagos State, the Panel paid a courtesy call on the Lagos State Commissioner of Police (CP), Lagos Command on 11th June, 2021. The Panel which was led by the Deputy Vice-Chancellor Management Services (DVC MS), was well received by the CP and his Command Management structure as follows:

1. Deputy Commissioner of Police (Operations)-Ahmed Kontagora.
2. Deputy Commissioner of Police (Finance)-Bassey Sam.
3. Deputy Commissioner of Police (Administration)-Jide Agboola.
4. Assistant Commissioner of Police (Area Command)-Fatai Tijjani.

others are:

5. Chief Superintendent of Police (Gender Violence Unit).
6. Chief Superintendent of Police (Special Squad).
7. Divisional Police Officer (Sabo Division).
8. Area Command Officer (Surulere Division).

The Chairman of the Panel expressed his appreciation to the CP for creating time to interact with the Panel despite his tight schedules on the official visit

of Mr. President to Lagos on 10th June, 2021 to inaugurate the first Integrated maintain security strategy in West and Central Africa. The Chairman informed the CP that the Panel is in Lagos to carry out a statutory responsibility of Mr. President, who is also the Visitor to all the Federal Universities in Nigeria, to assess and evaluate the University of Lagos (Unilag) on its performance, challenges, security of both staff and students, finance, discipline, growth and development of academic programmes, relationship with host Communities among others.

Stressing further, the Chairman stated that the issue of security is now a top-most priority and that, it is mandatory to discuss with the CP on the general security challenges, look into what the Police has done so far and more importantly, its plan to curb any real or perceive threat to the Unilag as well as strengthen the relationship between the University and the Police Command. He lauded the Divisional Police Officers (DPOs), Sabo and Bariga Divisions, for maintaining excellent relationship with the University.

In his remarks, the CP expressed his appreciation to the Panel for paying him the visit. He stated that security is everybody's business and that Unilag is a priority institution to his Command as this is attested to by the increased in its force presence in the University immediate environment. He commended the University for its sustained cordial relationship with the DPOs in charge and the Surulere Area Command. He added that the Police authority has instituted a mechanism for synergy and constant dialogue with the students which has, to a greater extent doused tensions on campus. The Police Command, according to him also played a significant role in the crisis involving the Vice-Chancellor (VC) and Pro-Chancellor and Council Chairman in 2020. He assured the Panel that whatever the University would require within the available resources in terms of security would be provided.

The CP lamented on the Unilag water front at the Third Mainland bridge where the Patrol Boat is located and is sinking. He called for urgent action by

the University in order to increase the presence of the security forces within the area.

In his contribution/closing remarks, the DVC MS appreciated the Command for the training on security preventive measures and anti-kidnapping offered to the University's Staff of the Security Unit. He informed the Command that the VC has evaluated the old Marine Police Post and the Joint Taskforce (JT), and confirmed that the place is very weak and is sinking. He further apprised that the VC has reached out to TETFund for support to reconstruct the Marine Post and repairs of its Patrol Boat.

In a similar vein, he informed the Police Command that the University is at the moment developing some academic programmes on both full- and Part-time basis in alignment with the ongoing Police reform. He thanked the Command for the sustained relationship enjoyed over the years and noted that the University is compiling its needs in terms of security services to elicit further support from the CP.

In conclusion, the CP was grateful to the VC for developing an academic programme for Police personnel and assured that once the programme commences, the Command would key-in so as to improve knowledge and capacity of members of its staff.

2.1.7 The Director, State Security Services, Lagos Command, Alhaji Mohammed S. Waziri, fsi, mni

In his remarks, the Chairman, on behalf of members of the Panel, expressed his appreciation for the warm reception accorded to them. He informed the Director that the Panel was in Lagos to carry-out the statutory responsibility of Mr. President who is the Visitor to the Unilag, to examine the leadership quality, how the institution interacts with other regulatory bodies and immediate host communities, security, discipline measure as well as the growth and development of academic programmes among others.

Consequently, the Chairman of the Panel noted that as part of its activities to fulfill the expectations of the exercise, the Panel deemed it necessary to interact with the Director, State Security Services, Lagos Command to share the thinking of the Command in terms of security challenges being faced by the University and the way and manner the Command would help improve the security situation on Campuses and those of the immediate host Communities.

In response, the Director expressed his deep appreciation to the Panel for finding it desirable to visit and interact with the Management of the Command on the way and manner the Command would provide professional advice on how to improve the security on and off the Campuses of the University. He commended Mr. President for the careful selection of members of the Panel, as this can be attested to by the pedigree of members that constituted the Panel. He added that the Command owes the Government the responsibility of protecting life and property of the public in general with that of the University and its environs in particular so as to ensure peace and stability to enable teaching and learning to take place.

He stated that the collaboration with the University of Lagos is germane and very necessary in providing security coverage within the vicinity and this relationship has also been extended to other non-academic institutions and business communities around Lagos. He added that over the years, the agency has collaborated closely with the Institution, primarily in view of its vulnerability around the lagoon and water-ways which criss-crossed and spans to Delta and Bayelsa States. He also disclosed that incidence of kidnapping in the past through the water-ways in Lagos compelled the Lagos State Government to create marine forces to address the challenges.

Tied to the preceding vices, he remarked further that the activities of cultism are on the high side, thereby spreading beyond the Community and as such gluing a good number of students to indulge in it. He assured the Panel that

his Command would synergise efforts with the University to assist in whatever possible form and manner.

He further stressed that the Thlrd Mainland Bridge and Lagoon are shadowed as flash points during the Command normal marine patrol and therefore recommend the creation of the Lagoon corridor by the University to enhance effective operation by staff of the Command to safeguard water-ways of the neighbouring environment of Unilag.

The Panel was also informed that the Command intervened discretely during the crisis involving the VC and the Council Chairman in 2020 which dovetailed to offering appropriate advice to the Government. Stressing that the callings and expectation of the Command is to resolve issues locally and that priority would continue to be given to the University.

In his contribution, the DVC MS thanked the Director and Staff of the Command for the premium placed on Unilag as well as the oversight functions which had assisted the University. He appreciated the Director for his commitment towards ensuring peaceful and stable academic activities, visibly by his regular attendance at the security Committee meetings and his useful contributions. He also expressed the appreciation of the VC for the training being offered to personnel of the Security Unit of the University which has improved their professional conduct in their operations. He informed the Director and his Management Staff that the VC is setting up a committee to revamp and redesign security architecture in the University and assured that the Command would be a member of the Committee. Also, the University was making effort to secure funding from Ecological Fund, Federal Ministries of Environment and Works for fencing of the water front around the University's perimeter. This is in addition to the CCTV cameras which would be linked to the central monitoring areas for surveillance and crime prevention.

2.2 THE SECRETARIAT

The University made available Council Chamber as work station for the Panel. The secretariat was well equipped with office equipment including Internet services. In order to complement the work of the Secretary of the Panel, the institution provided a Secretarial staff to support the Panel Secretary. Other than site visits, the visitation panel conducted all its interactions with relevant stakeholders in its secretariat except for few interactions with members of the former Councils which for possible security reasons, were attended to at the hotel.

2.3 THE WORKPLAN

Soon after the arrival of members of the Panel on 6th May, 2021, and for seamless conduct of the exercise to deliver on the Terms of Reference, a draft work plan as well as strategies were developed, considered, amended and adopted as operational guides/instruments for effective conduct of the assignment. This was based on the consideration of the following compartments:

- i. Staff (Management, teaching and non-teaching)
- ii. Collation and analysis of memoranda, petitions, complaints and other documents by individuals and groups.

2.4 CONSTITUTION OF SUB-COMMITTEES

In view of the scope of the assignment, and the need to undertake the exercise thoroughly and expeditiously within the given time frame, members of the Panel broke into five (5) sub-committees to handle specific tasks based

on their expertise and Terms of Reference as follows:

2.1 Table 1: Terms of Reference (ToR) Assigned to Each Members of the Panel

S/N	SUB-COMMITTEE	ALLOCATED TASK/RESPONSIBILITY (ToR)
1.	General (rtd) Martin Luther Agwai's sub-committee i. Mr. Olufemi Martins Agunbiade ii. Mal. (Sen.) Abubakar Maikafi	To enquire into the level of the implementation of the White Paper on the last visitation report. To examine the general security in the University and how the university has dealt with it as well as recommend appropriate measures. To look into the leadership quality of each University in terms of the role of Governing Council, the Vice-Chancellor and other Principal Officers
2.	Mal. (Sen.) Abubakar Maikafi's Sub-Committee	To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finances, disciplines, guidance and any other relationship (i.e., Government, Council, NUC and Federal Ministry of Education)
	Alhaji Umar Yahaya (ACA)'s sub-committee	To look into the financial management of each institution including statutory allocation and internally generated revenue

	<p>i. Mr. Agele John Alufohai</p>	<p>over the recommended period and determine whether it was in compliance with appropriate regulations.</p> <p>To 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 fundings</p> <p>To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction.</p>
4.	<p>Mr. Olufemi Martins Agunbiade's Sub-committee</p>	<p>To examine the law establishing the University including the relationship between the various internal Organs, Units and Offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law.</p>
5.	<p>Mrs. Ogochukwu Rose Onuorah's Sub-Committee</p>	<p>To examine the adequacy of staff and staff development programmes of each university</p> <p>To examine the processes and structures of disciplines of students in each University in line with due process of the Rule of Law.</p>

2.5 DATA COLLECTION

a. Working Documents

Considering the nature and scope of the assignment, members of the panel identified, requested and were provided with relevant and strategic documents for consultation, study and review to enable members get insight into the assignment and build consensus to arrive at various decisions.

b. Call for Memoranda

The Panel at the inception of the assignment, issued a circular accompanied by the Terms of Reference to members of the university community. It is noteworthy that a total of Seventeen (17) were received and dealt with accordingly.

c. Interactive Sessions

Based on the panel schedule of interaction (appendix 1 A&B), relevant Principal officers and other Staff were invited for interaction with members of the panel either individually or as a group. This is with a view to designing ways and means of assessing the existing organs, government structures, practices, facilities and challenges to enable members advise government appropriately. In all, a total of thirty-five (35) interactive sessions were held during the assignment.

d. Creation of WhatsApp Platform

To facilitate contact and sustain communications, a WhatsApp group was created by the Panel. This has assisted tremendously in achieving the primary objective of the exercise.

e. Setting up Virtual Meetings – Using the Zoom Platform

In view of the prevailing security challenges associated with logistics, particularly transportation for other stakeholders particularly members of the past councils

who are far reaching, a virtual meeting was setup in two sessions for past Council members and other stakeholders as follows:

Morning Session: 10:00am – 1.00pm (for past members of Council: February, 2013 to May, 2021)

Afternoon Session: 3:00pm – 6:30pm (for past members of Council: May, 2017 to November 2020)

This initiative recorded tremendous successes and provided insights into the implementation of the Terms of Reference for the assignment.

f. Facility Tour

Members of the Panel undertook facility tour and inspected both completed and ongoing projects located at the three (3) campuses of the University namely; Akoka, Yaba and Idi-Araba campuses of the institution. The visitations were carried out as scheduled.

g. Courtesy Call on some Prominent Personalities in Lagos State

In keeping with the extant tradition as encapsulated in the exercise, the panel paid courtesy visits on the following important dignitaries:

1. The Executive Governor of Lagos State, His Excellency Babajide Olusola Sanwo-Olu
2. The General Officer Commanding (GOC) 81 Division, Lagos, Major General I.A. Fejokwu

3. The Commander, 9 Brigade, Nigerian Army, Ikeja Cantonment, Brigadier General MLD Saraso
4. The Commissioner of Police, Lagos State, Mr. Hakeen Olusegun Odumosu
5. The Director of State Security Services, Lagos State, Alh. Mohammed S. Waziri fsi mni
6. The visit to Oba of Lagos, His Royal Majesty, Oba Rilwan Babatunde Osulale Aremu Akiolu could not hold as scheduled, as prior to the visit, the Panel received a call from the Palace that the Oba was indisposed.

h. Appeals, Petitions and Complaints

The Panel also received and looked into the cases of appeals, petitions and complaints received. The submissions were treated based on individual merits and also, in line with the dictate of relevant Laws, Acts, Policies, Condition of Services and Circulars

i. Information Collation

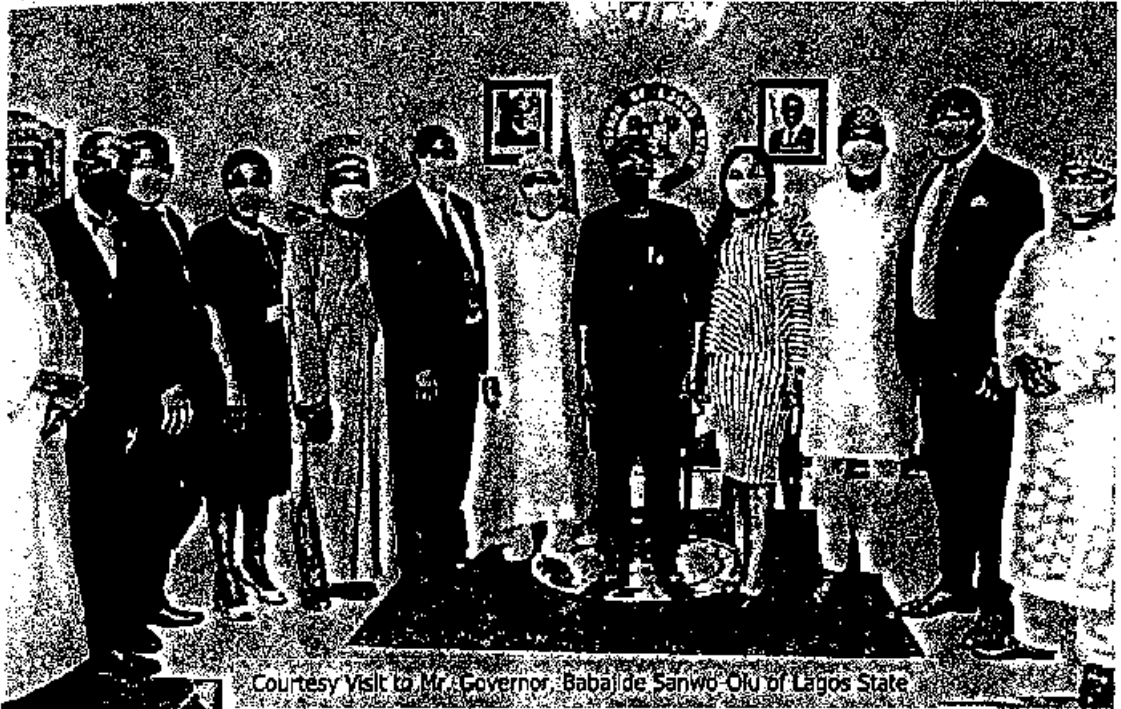
Information collation from the above sources constituted sources of data for making decisions and analysis from which the report was written.

j. Survey Instruments

Survey instruments were administered to members of Staff and Students wherefore the Panel harvested data that translated to some information presented in this report.

2.6 THE REPORT

The report is submitted in 10 copies each of volume I and II as well as two sets each of the references for Volumes I and II covering 2011-2015 and 2016-2020 periods.



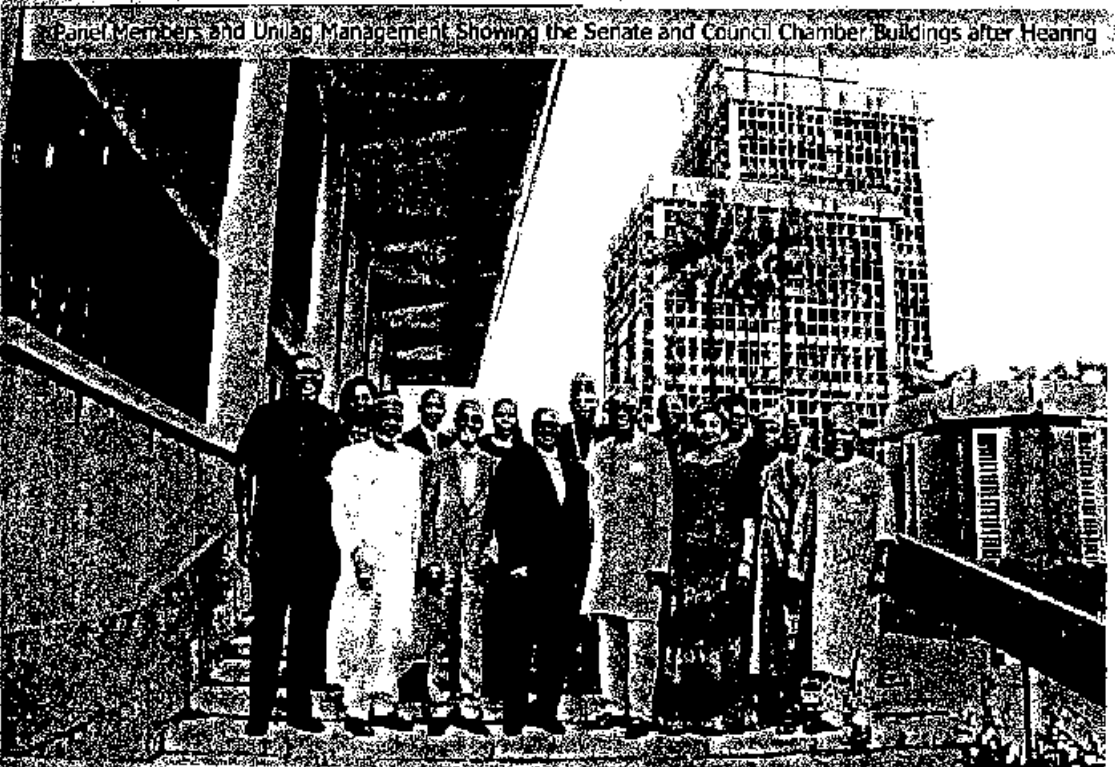
Courtesy Visit to Mr. Governor Babalola Sanwo-Olu of Lagos State



Courtesy Visit to HQ 81 Division, Nigerian Army, Lagos



Courtesy Visit to HQ 9 Brigade, Nigerian Army, Ikeja Cantonment, Lagos State



Panel Members and Unilag Management Showing the Senate and Council Chamber Buildings after Hearing



Physical Tour of the College of Medicine, University of Lagos



Panel Members and Representatives of Neighbouring Communities at the Council Chamber after Hearing



Panel Members and Representatives of Neighbouring Communities at the Council Chamber after Hearing



Physical Tour of the College of Medicine, University of Lagos



Panel Members and University of Lagos Management at the VC's office

CHAPTER THREE

CHAPTER FOUR

TERMS OF REFERENCE II

TO LOOK INTO THE LEADERSHIP OF EACH UNIVERSITY IN TERMS OF THE ROLES OF GOVERNING COUNCILS, THE VICE-CHANCELLOR AND OTHER PRINCIPAL OFFICERS.

4.0 INTRODUCTION

The University of Lagos Act 1962 as amended in 1967 and University's (Miscellaneous Provision Act) 2012 provides for the position of the University Governing Council with the following composition:

1. Pro-Chancellor and Chairman of Council.
2. The Vice-Chancellor.
3. The Deputy Vice-Chancellors.
4. Representative of the Federal Ministry of Education.
5. Four (4) Federal Government Representatives.
6. Four (4) Senate Representatives.
7. Two (2) Congregation Representatives.
8. One (1) Convocation Representative.
9. Registrar and Secretary to Council.

The Council as per the subsisting Act of the University of Lagos Act 1967 is the governing body charged with the general control and superintendence of policy, finance and property of the University and its public relations. It also has the duty inter alia to appoint all members of academic staff, the Registrar, Bursar and Librarian on the recommendation of Appointment and Promotion Committee.

4.1 GOVERNING COUNCIL

The University had two Governing Councils in the period under review (2016-2020). Considering the onerous responsibilities thrust upon it by law, the Council must be composed of dedicated and responsible persons of high integrity. This attribute fits into the calibre of persons appointed into the aforementioned Councils, particularly the leadership.

- a. Pro-Chancellor, Professor Jerry Gana, CON February, 2013 – May, 2017
- b. Pro-Chancellor, Dr. Bolanle Olawale Babalakin, OFR,SAN, May, 2017 – August, 2020
- c. Vice-Chancellor, Professor Rahamon A. Bello Nov., 2012 – Nov., 2017
- d. Vice-Chancellor, Oluwatoyin T. Ogundipe, Nov., 2017 - Date

The Management of the University acknowledged that the Council under Prof. Jerry Gana had impacted positively by attracting quite a number of interventions especially from TETFund (Normal and Special). The University enjoyed relative peace which guaranteed it secure research funds from Donor Agencies and other spirited High network individuals inclusive of Alumni.

The latter Council had a very good start but midway into its tenure, things went wary. The crisis continued with allegations from some of the Council members alleging opaque operation of the University's finance by the Management. The Council came up with a Sub-committee to probe/investigate some of these allegations. The Sub-committee turned in up their reports, some of which were discussed in the Council and the Management directed to effect corrections in areas that needed proper reconciliation and coding. Whereas few of the reports were hardly discussed in Council as most of the meetings could not exhaust the agenda. The resultant tensed situation that characterized most of their proceedings left

quite a number of pending cases unattended to e.g the extension of the Director of Works and Planning which lapsed in 2020.

During the Interaction with the Council members, teaching and non-teaching staff of the University, there were several concerns over the acrimonious nature of council meetings. Some felt that the Pro-Chancellor may have come with good intentions of instilling discipline and guiding the University to achieving its vision and objectives; but the method used was divisive, humiliating and crude. The way the Pro-Chancellor was giving money to Faculties, Departments and groups was another concern that some had in the University. This Panel had a feel of the acrimonious nature of the Council meetings when it met with Babalakin's Council on 4th June, 2021. At a point the Visitation Panel Chairman had to request members to be polite and civil. The Council was sharply divided into two major camps – those for the Pro-Chancellor on one side and others for the Vice-Chancellor on the other.

The frosty relationship especially on Campus forced few meetings of the Council to be held outside the University premises. The flexing of muscle and lack of confidence between some Council members and the Management finally led to the suspension of the Vice-Chancellor in August, 2020 in a meeting held in Abuja.

Consequently, the Visitor intervened by constituting a Special Visitation Panel to considerably look into the matter and come up with suggestions and recommendations on the way forward. The outcome of which the Vice-Chancellor was reinstated in November, 2020.

THE VICE-CHANCELLOR

The Vice-Chancellor as the Chief Executive and Academic Officer of the University is expected to exhibit the following qualities; to be of high intellect, impeccable integrity, acknowledged scholastic and administrative acumen in

view of the varied and enormous responsibilities thrust upon him. He oversees the day-to-day running of the university.

The selection Board constituted of representatives of Council and Senate appoints the Vice-Chancellor and send the result to the VISITOR for ratification.

The Vice-Chancellor is the Chairman of the Senate, Congregation etc. He is also a member of Council and Chairman University Tenders Board in line with the Procurement Act, (2007). The two Vice-Chancellors in this Intervening period were: Prof. Rahamon A. Bello who served out his term and Prof. Oluwatoyin T. Ogundipe. The assessment of the former's tenure was adjudged peaceful. He attracted quite a number of developments to the University eg. infrastructural and facilities' upgrade. Additionally, a number of Research and Innovation funds have found their way into the University.

4.3 DEPUTY VICE-CHANCELLOR

The University had three Deputy Vice-Chancellors whose schedules cover, Academic and Research, Management service and Development Services. Those that served during the period under review were:

a. Prof. Babajide Alo	-	March, 2012	-	Feb., 2016
b. Prof. Duro Oni	-	Feb., 2013	-	Feb., 2017
c. Prof. Oluwatoyin	-	April, 2016	-	Nov., 2017
d. Prof. Obi Familoni	-	April, 2018	-	Date
e. Prof. B.E.A Oghojiafo	-	Feb., 2017	-	Feb, 2021
f. Prof. F.T Ogunsola	-	Feb., 2017	-	Feb., 2021

They are all said to be of high academic intellect with proven integrity. They also joined the Vice-Chancellor in Council and were generally supportive of him in and out of Council.

4.4 REGISTRAR AND SECRETARY TO COUNCIL

The Registrar is the Chief Administrative Officer of the University and Secretary to all the Organs – Council, Senate, Congregation and Convocation. He/she reports to the Vice-Chancellor on the day-to-day running of the University. He is also the custodian of all University documents.

The following served as Registrar between 2016 – 2020

- | | | |
|----------------------------|----------------|------------|
| 1. Dr (Mrs) Taiwo F. Ipaye | August, 2013 - | July, 2018 |
| 2. Oladejo Azeez, Esq | August, 2018 - | Date |

The duo had good service records with the University and were said to have discharged their duties well.

4.5 BURSAR

The Bursar is in charge of the University administration of financial matters and advises the Vice-Chancellor on the financial position of the University at all times, which the VC briefs Council from time-to-time.

The Bursary performs all functions relating to finance and accounts. The following were Bursars within the period under review:

1. Dr L. Odekunle in Nov., 2011 – 2017 and
2. Mr. O.N Lawal in Nov., 2017 – Date

Mr. Lawal is a Fellow of the Chartered Institute of Stock Brokers (FCS), Fellow of Chartered Institute of Bankers (FCIB) and Fellow Chartered Institute of Taxation (FCIT).

The two Bursars were said to have run the Bursary with high degree of responsibility. However, the Bursary needs to digitalise its operation in order to improve its efficiency.

4.6 UNIVERSITY LIBRARIAN

The Librarian runs the University Library. TWO intellectuals were in charge of the Library in the intervening period.

1. Dr (Mrs) Olukemi A. Fadehan Feb., 2013 – 2019
2. Dr. (Mrs) Yetunde A. Zaid March, 2019- date

Dr (Mrs) Zaid joined the services of the University of Lagos on 8th July, 2002. She was the Head, Readers Services Department before her appointment as the University Librarian on 14th March, 2019. Her qualifications include: B.A Hons (Ogun State Uni.), Masters in Library and Information Studies (UI). She is a member of the Nigerian Library Association (NLA).

4.6.1 Recommendation

The leadership quality of the different Organs running the University had been dedicated and promising over time. The University had been ranked favourably, nationally, regionally and at global stage among 1000 Universities. This should be encouraged and improved on.

CHAPTER FIVE

TERM OF REFERENCE III

TO 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.

5.0 INTRODUCTION

This section of the Panel's report looks into the quality of the financial management obligations of the University of Lagos as a public institution, whose funding is largely derived from the Federal Government of Nigeria (FGN). As such, this report conducts a critical analysis of the University's educational activities and related programmes and projects, to ensure that they have been executed in accordance with agreed rules and standards (planning, organising, procurement and utilisation of government financial resources, and formulation of appropriate policies in order to achieve the aspirations of members of the society). The report will also examine the University's Accounting Officer's reports in order to adjudicate that its performance results vis-à-vis mandated roles and or/plans have and can be achieved.

Consequently, some of the legal and regulatory frameworks of financial activities of the University will be applied in assessing levels of compliance for excellent management of financial and other resources of the University. This will include the following:

1. The Constitution of the Federal Government of Nigeria 1999 as amended
2. University of Lagos Act 1967 (as amended)
3. Finance (Control & Management) Act 1958
4. Audit Act 1958
5. Public Procurement Act 2007
6. Fiscal Responsibility Act 2007
7. Financial Regulations of the FGN
8. Treasury Circulars
9. Pension Reforms Act 2014 (as amended)
10. Company Income Tax Act
11. Education Tax
12. Personal Income Tax Act
13. Value Added Tax
14. Annual Appropriation Acts
15. Tertiary Education Trust Fund (TETFund) Act 2011 (as amended)
16. International Public Sector Accounting Standards (IPSAS)
17. Other directives on financial matters by the Federal Government.
18. Governing Council's approved Financial Regulations.

Our approach and methodology included gathering all relevant documents and an intensive review of relevant documents that were made available. Interactions with all the responsible officers that are key in the financial decisions of the University; the interrogation of those that submitted memos concerning any core aspects; other related sections of finance, accounting, budgetary, auditing, risk management, income, expenses, procurement, governance, supervision, and custody of items of properties, plants and equipment were also to be considered. Where it became necessary, we invited officers to provide detailed explanations for better understanding of situations and records, so that we correctly deduced conclusions in order to proffer practical solutions to all identified problems.

Thus, we performed extensive analytical procedures on the audited financial statements or management accounts to achieve clear position of the finance of the university for the period in consideration. We also used ratio analyses plus absolute figures in the interpretation of the financial performance of the University vis-a-vis its core mandates and strategic plans.

Physical inspections of new and existing infrastructures were conducted by the panel in order to assess the level, quality, and adequacy of executed projects, those under construction, and those requiring maintenance work. Also, we assessed the quality-of-service deliveries to each Department, Faculty, and College, as well research and development activities of the University of Lagos. The outcome of the physical tours were the salient points considered in the assessment of financial performance of the University.

As such, for the purposes of this report, the Panel espouses that it is important that arrangements for good governance and strong public financial management are in place. To achieve this, a whole systems approach is essential to planning Public Financial Management (PFM) reform. It provides a framework that covers all aspects of public financial management, including budget execution, financial reporting, and scrutiny to boost service delivery at the University. Therefore, the well-rounded view that the whole systems approach promotes will enable public finance managers, particularly those at the University, to understand where they need to focus their efforts to better leverage service delivery, transparency, and accountability.

Furthermore, as 35% of the total earned income of the University is internally generated revenue (IGR), there is empirical evidence of the positive significant relationship between IGR and the management and development of the University. Lagos state is one of the foremost business hubs of the

Nation, it is the Panel's aspiration that the University, through transformative leadership style will capitalize on its location to strengthen its revenue base to its advantage.

5.1 QUALITY OF FUNDING AND RELATED INVESTMENT DECISIONS

Total revenue earned by the University during the period under review was ₦82,184,698,252 compared to ₦94,540,906,085 in the previous period (2011-2015). This 13.07% decrease was basically driven by an 11.3% decrease in average IGR and a 19.45% decrease in the average funds allocated by the FGN. ₦53,252,849,540 representing 65% of the earned income was from the FGN while ₦28,931,848,712 representing 35% of the total earned income were generated internally by the University.

On the average, earned income was ₦13.14 billion each year. The average IGR of ₦5,786,369,742 reduced by 11.3% of year 2011 while the average yearly grants from the FGN of ₦10,650,569,908 reduced by 13.70% compared to that of year 2015. As at the close of business on 31 December 2019, deferred income was ₦2,082,635,246 representing received but unutilised from TETFund grants, Needs Assessment, and Constituency Projects funds respectively.

5.1.1 Statutory Allocations

5.1 Table 2: *Summary of Federal Government Grants – Source: Financial Statements*

	12 Months 2016	12 Months 2017	12 Months 2018	12 Months 2019	12 Months 2020	Period Total	Total Contribution %
	₦	₦	₦	₦	₦	₦	%
Revenue By Sources							
Federal Government Allocation							
FGN Recurrent Grants - Personnel	8,718,020,360	8,667,065,372	9,704,094,813	9,836,458,352	9,571,530,647	46,497,169,574	67.31%
FGN Recurrent Grants - Overheads	72,056,772	119,616,441	56,329,414	62,978,791	69,959,462	380,540,880	0.72%
FGN Capital Grants	129,211,375	71,113,569	20,394,823	48,410,602	-	269,130,369	0.51%
FGN TETFund Grants	796,479,296	839,186,306	1,302,609,548	-	-	2,938,274,152	5.52%
FGN Needs Assessment	2,034,362,847	724,688,395	396,283,623	-	-	3,155,334,365	5.93%
FGN Constituency Project	12,000,000	-	-	-	-	12,000,000	0.02%
	11,762,129,650	10,421,669,785	11,479,712,251	9,947,847,745	9,641,490,109	53,252,849,540	100.00%

5.2 Table 3: *Five-Year Summary of Federal Government Grants II– Source: Financial Statements*

	5 Years 2016-2020 N	5 Years 2011-2015 N	5 Years Change N	Remarks
Revenue By Sources				
Federal Government Allocation				
FGN Recurrent Grants - Personnel	46,497,169,574	55,861,183,842	(9,364,014,268)	Decrease
FGN Recurrent Grants - Overheads	380,940,880	186,331,087	194,609,793	Increase
FGN Capital Grants	269,130,369	1,104,685,479	(835,555,110)	Decrease
FGN Tefund Grants	2,938,274,152	2,601,091,750	337,182,402	Increase
FGN Needs Assessment	3,155,334,565	1,412,920,018	1,742,414,547	Increase
FGN Constituency Project	12,000,000	141,496,493	(129,496,493)	Decrease
FGN Other Grants	-	68,996,051	(68,996,051)	Decrease
	53,252,849,540	61,376,704,720	(8,123,855,180)	

Statutory allocation consists of Federal Government grants and subventions to finance personnel cost (salary, contributory pension, NHIS), overheads (main, library development, research, and DTLC), and the capital grants for capital expenditure. The overheads and capital grants cannot finance the growing activities of the University. It is therefore expected of the University Management to positively impact on the primary objectives of the University through efficient uses of the internal revenue.

5.1.1.1 Findings/Observations

- a. Total statutory allocation (personnel cost and overheads) was 88.03% of the total Federal Government grants of ₦53,252,849,540 which in absolute term amounts to ₦46,878,110,454. This is ₦6,273,294,879 below the actual cost of staff emolument from the FGN. As per the GIFMIS record, ₦53,151,405,333 was spent by FGN for the period under review. The reason for the discrepancy includes fundamental accounting errors; net amounts were recognised in the books of account instead of the gross amount. FGN deducts and directly remitted pensions, and NHIS on behalf of the staff. Comparing with the total of FGN recurrent grants for the period 2011 to 2015, the current period was lower by ₦2,896,109,596. Capital grants was only 0.51% of the total grants.

- b. It appears that the Federal Government concentrated on the welfare of the staff for better performance while reducing the funds allocated to finance capital expenditures; probably as a result of the introduction of Needs Assessment and the activities of the TETfund in infrastructural development.

5.1.1.2 Recommendations

- a. Government should give special attention to the University of Lagos in capital expenditure considering the status and nature of the environment being full of swampy lagoons in an urban setting.
- b. The Management to Identify the cause of the differences so that errors are avoided as much as possible.

5.1.2 Tertiary Education Trust Funds (TETfund)

Formerly Education Trust Fund, renamed Tertiary Education Trust Fund (TETfund) in year 2011. TETfund is an FGN Intervention Agency with the mandate to manage, disburse and monitor Education Tax (2% of assessable income of registered companies operating in Nigeria). This is with the view towards maximising the Impact of higher education by improving Federal educational infrastructure in public institutions that have significantly deteriorated due to long periods of neglect and very poor resource allocation.

5.1.2.1 Findings/Observations

- a. Based on the audited financial statements of the University, ₦2,938,274,152 representing 5.52% of the FGN's ₦53,252,849,540 funding, and ₦1,138,384,563 deferred income as at the year ended December 2019 were earned from TETfund.

- b. Based on our extended review of the published TETfund reconciled physical infrastructure projects records as at **30th June 2020**, remarkable achievements were made during the period of 2011 to 2015. The reconciliation may therefore suggest that funds from this source were applied in line with the required processes and procedures.

The Sum of ₦710,410,000 for annual, entrepreneurship, project maintenance, vehicle, and rehabilitation of facilities were made accessible to the University in 2016 and 2017. However, only the ₦120,000,000 of 2017 was accessed and disbursed in February 2019. The ₦590,410,000 of 2016 has not been accessed by the University.

In year 2017, ₦120,000,000 was made available but accessed and spent in year 2019 on the procurement of a 50-seater Ashok Leyland Bus; rehabilitation/construction of toilet facilities at the University Main Library, Great Hall, College of Medicine, Architecture Department; the construction of Faculty of Environmental Science Lecture Theatre; the purchase of 8 units of pre-fabricated toilet facilities, for public space at the Akoka and Idi-Araba campuses.

- c. *From the University records, queries to address deficiencies in tender requirements were noticed in few cases and necessary corrective actions taken accordingly.*
- d. The available funds, already disbursed by TETfund to the University for the construction of the new library building have remained unutilised due to break in the construction work because of collapsed formwork of the new library. Consequently, this collapsed formwork resulted in loss of funds to the University. The Council constituted a sub-committee that looked into the causes of the collapsed formwork.

5.1.2.2 Recommendations

- a. This Panel recommend that TETfund to continue improving efforts in generating revenue through the 2% Tertiary Education Tax and judiciously execute meaningful infrastructural improvements to the benefit of the university education considering the negative effects of the economic recession and Covid-19 on the Country.
- b. The TETfund to improve on the timing of fund disbursements and the University to speed up processes of accessing available funds because it takes 3 to 6 years to access and disburse funds for project execution. And that the cumulative effects of inflation; negative effects of poor exchange of Naira to US Dollar; and zero variation of bill of quantity, can impede the successful completion of such projects, thus, potentially increasing the financial burden on the Treasury of the University owing to escalating costs.
- c. The Federal Government to properly look into the construction of the new library building taking into consideration the following:
 - i. Redesign the library to cost and available fund while retaining the modern facilities.
 - ii. Address issues regarding its current status, actual contract specifications because it seems there is unhealthy manipulations.
 - iii. Recover monetary loss sustained due to the collapsed formwork from the contractor.
 - iv. Possible conversion of the existing old library building to a suitable use because it might no longer be required for the purpose of library considering the technologically enabled e-library, e-book, uses of websites, e-learning and other electronic study and research facilities

that are available to both the Students and the Lecturers.

5.1.3 Needs Assessment

Based on the recommendation of the committee on Needs Assessment of the Nigerian public Universities that was inaugurated on 1 November, 2012, the FGN approved the total sum of N1.3 Trillion within six years as revitalization fund of the Nigerian Universities. This was agreed with the ASUU to be disbursed as follows:

Year	Amounts in Billion
	₦
2013	200
2014	220
2015	220
2016	220
2017	220
2018	220

Based on the available records, thus far, out of the ₦200 Billion for 2013, the sum of ₦98,895,060,481.49 has been released to the Universities as the first tranche. The IMC has met severally and all the benefiting Universities have received 50% of the total amount allocated to them for 2013.

5.1.3.1 Findings/Observations

- a. The Federal Ministry of Education, through a letter with reference number FME/TE/CU/366/1/189 dated February 8, 2019, conveyed the approval by the President, Federal Republic of Nigeria, the sum of ₦498,749,999.92 as Needs Assessment – Special Presidential Intervention – out of the ₦20 Billion that was approved, in favour of the University. This sum was meant for the furnishing of Classrooms,

Lecture Theaters, Laboratories, and procurement of teaching and research equipment.

- i. The project execution to be strictly in compliance with the Procurement Act and No cost variation allowed. The TETFund is to vet the University's proposal and disbursements, including a project account specifically dedicated for this project in the name of the University: Presidential Implementation of Needs Assessment of Nigerian Public Universities.
- ii. The University's general receipt No. 112803 dated 05 March, 2019 with face value of ₦498,749,999.92 issued in favour of **Ministry of Finance, Abuja** was attached to the above letter as a proof.
- iii. Bank account with CBN was operated as the project account specifically dedicated to the project as required in the letter that conveyed the approval of the Needs Assessment fund.
- iv. With the documentation provided by the Management, we were unable to trace the amount to the Management account for the year ended December 2019.

5.1.3.2 Recommendations

The Panel recommendation is for the University to keep proper records to produce excellent management financial statements with complete transactions and full application of international standards of financial reporting.

5.1.4 Constituency Projects Funds

One of the measures put in place by the government to facilitate development is Constituency Funds. This concept was introduced in 1999 based on

constituents' demand for the dividends of democracy. The controversies beleaguering it is nothing new; and is predicated on the deficit of laws and frameworks governing how constituency projects are to be implemented.

Constituency funding evolved as a form of government financing appropriated by the Legislature, directed to ensure equitable distribution of public goods through constituency-based projects. Public goods of this kind entail provision of boreholes and public health services; renovations of roads and parking facilities; lighting of public spaces and roadways; among others.

Federal Ministry of Special Duties and Inter-Governmental Affairs as it is known today was recreated in February 2013, to be responsible for effecting very special assignments as deemed necessary by the President. These assignments, among others, include monitoring and authorising all payments on constituency projects.

5.1.4.1 Finding/Observation

The audited financial statements for the year 2016 disclosed the sum of ₦12,000,000 as total revenue from the Constituency Project Fund. And the sum of ₦146,503,507 under the deferred income in respect of the Constituency Project Fund remained unchanged through to year 2019. This credit balance in the deferred income suggests that project(s) worth the value has not been executed.

5.1.4.2 Recommendation

The University management should improve in proper documentation of vital records with good retrieval system. Tracking financial transactions viz-a-viz project completion cycle to accurately and timely disclose relevant information to the stakeholders, should be ensured.

5.1.5 Internal Revenue

5.3 Table 4: *Summary of internally generated revenue –Source: Financial Statements*

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N	Period Total N	Total Contribution %
Revenue By Sources							
Internally Generated Revenues:							
Tuition & Student Obligation Fees	2,152,202,556	1,276,030,304	2,691,853,510	1,948,459,720	-	8,068,546,159	27.89%
Educational & Training Activities	4,490,015,691	3,951,801,325	4,679,166,482	838,184,517	2,624,308,448	16,583,456,463	57.32%
Non-Educational Activities	241,712,556	258,222,140	430,562,287	729,339,342	1,301,221,641	2,961,037,966	10.23%
Interest on Fixed Deposit	1,471,332	41,955,350	4,856,969	6,314,419	-	54,840,270	0.19%
Rent from Properties	75,260,541	163,644,141	133,331,640	191,023,221	-	563,259,551	1.95%
Medical Services	73,164,114	141,760,332	187,711,640	106,677,936	-	511,294,920	1.77%
Donations and Others	18,357,264	66,921,974	27,592,937	76,741,169	-	189,613,344	0.66%
	7,054,164,454	5,900,318,364	8,155,115,461	3,896,720,324	3,925,530,089	28,931,848,712	100.00%

5.4 Table 5: *Five-Years Summary of internally generated revenue –Source: Financial Statements*

	5 Years 2016-2020 N	5 Years 2011-2015 N	5 Years Change N	Remarks
Revenue By Sources				
Internally Generated Revenue:				
Tuition & Student Obligation Fees	8,068,546,198	7,262,758,679	805,787,519	Increase
Educational & Training Activities	16,583,456,463	21,349,761,190	(4,766,304,727)	Decrease
Non-Educational Activities	2,961,037,966	2,504,535,622	456,502,344	Increase
Interest on Fixed Deposit	54,840,270	688,559,805	(633,919,535)	Decrease
Rent from Properties	563,259,551	666,345,612	(103,086,061)	Decrease
Medical Services	511,294,920	607,503,242	(96,208,322)	Decrease
Donations and Others	189,613,344	84,737,215	104,876,129	Increase
	28,931,848,712	33,164,201,365	(4,232,352,653)	

5.1.5.1 Findings/Observations

- A total of ₦28,931,848,712, compared to ₦33,164,201,365 (2011-2015) was generated by the University for the period under review. The major driver of the IGR is the educational activities of the University. The educational service segment contributed 86% of the IGR while the balance was from the business activities of the University.

- b. The downward trend was a result of migration to TSA because the University is not allowed to invest idle cash in any interest yielding term deposit with the commercial bank. In addition, the rate of interest offered by the CBN Treasury Bill is both too low to encourage a saving culture while simultaneously meeting the basic objects of establishing the University.
- c. IGR has consistently been applied to augment the overhead costs and infrastructural development of the three Campuses of the University (Main Campus, College of Medicine and the School of Radiography).
- d. Each of the Units has its Management Board and they are allocated revenue performance targets based on their respective revenue potential.
- e. The University expects each Unit to run at a level that guarantees coverage of its fixed and variable costs and also bear its capital expenditure.
- f. To ensure that they break-even in their operations and for prudent management, the Units are required to contribute to the University treasury, a sum equal to their monthly personnel costs and a greater percentage of their surplus. This is to cover their notional rents as well as justify their existence and the utilisation of staff resources deployed. In total, ₦3,437,979,614 was contributed by the IGUs to the University during the period under review.
- g. One of the major revelations of the Governing Council sub-committee (Professor Eddy Omolehinwa led committee) report was that, there are twenty-nine (29) Income Generating Units (IGUs) as against the Ten (10)

Income Generating Units that was shown in the accounting books (budget) of the University of Lagos by the Bursar.

h. The following are the income generating units of the University of Lagos. 21 units in the main campus and the last 8 units are in the College of medicine:

- a. UNILAG Holding Company Limited (UNIHOLD).
- b. University of Lagos Guest House and Conference Centre Limited.
- c. University of Lagos Press and Bookshop Limited.
- d. University of Lagos Pharmaceutical Limited.
- e. University of Lagos Ventures limited.
- f. UNILAG Consult Limited.
- g. University of Lagos Property Development and Investment.
- h. University of Lagos Property Management and Development Company Limited.
- i. School of Postgraduate Studies.
- j. Human Resource Development Centre.
- k. Distance Learning Institute.
- l. School of Foundation Programme.
- m. Institute of Continuing Education.
- n. UNILAG Maritime Studies.
- o. International School (ISL).
- p. Auditoria Management Unit.
- q. UNILAG Staff School.
- r. Sports Centre.
- s. UNILAG Medical Centre.
- t. UNILAG Television.
- u. UNILAG Radio.
- v. MEDILAG Ventures Limited.
- w. Department of Medical Laboratory.

- x. MEDILAG Consult/Pre-Natal Diagnosis Centre.
- y. A-Lab.
- z. Pediatrics D4 Laboratory.
- aa. Clinical Pathology Laboratory/Toxicology.
- bb. Central Research Laboratory.
- cc. Anatomic Molecular Pathology Laboratory.

5.1.5.2 Recommendations

- a. The University should identify leakages and find lasting solutions in order to improve the amount of IGR accruing to the University.
- b. Ensure appropriate pricing of non-full time equivalent programmes especially at the postgraduate level.
- c. Design programmes to attract private sector participation in funding of research projects for (specific/industrial) development.
- d. The University should separately recognise each IGUs in budget preparation and consolidate thereafter notwithstanding the holding structure of some of the IGUs. This will enhance financial transparency and accountability.

5.1.6 Research Funds and Utilisation

5.1.6.1 Findings/Observations

- a. The University attracted a total sum of ₦1,563,017,488 in research grants during the period of 2016 to 2020 compared to the ₦755,550,786 (2011 to 2015). The grants came from international and local bodies.

- b. Between the year 2018 and 2020, total research grants won by the members of the academic community of the University of Lagos amounted to ₦11,848,910,621
- c. The above Fund, we observed was to be in an addition to the existing research funds with a credit balance of ₦280,641,370 as at end of Financial Year 2019.

5.1.6.1 Recommendation

The University unequivocally stated refocusing its attention on research and innovation activities. The Panel applauds this decision and further recommends that it be kept alive and nurtured to grow organically by respecting and not breaching the requirements of the donors. Where performance is achieved beyond minimum expectations, the University, the Researcher, and the Nation at large can only benefit more. It is a win-win situation.

5.2 QUALITY OF INVESTMENTS

5.2.1 Fixed Asset Management

Fixed assets require a large capital investment, without fixed asset management in compliance with regulatory standards, an organisation may experience unplanned downtimes; equipment failures; misplaced or lost inventory; safety or environmental breaches; loss of substantial income from investment properties and incurring avoidable replacement cost. There is need to track, monitor and maintain properties; plants and equipment (computers, vehicles, buildings, land and land improvements, furniture, library books, research equipment); and other physical assets.

According to the ISO 55000 international standard, asset management should maximise value for money. Ideally, fixed asset management improves the quality and useful life of equipment and ensures the best return on investment.

5.5 Table 6: Summary of non-current asset

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N
Fixed Assets	68,074,761,128	71,438,955,173	73,490,715,401	73,808,939,864	
Addition	3,364,194,344	2,072,293,189	1,089,449,873	258,823,180	
Disposal					
Depreciation	(10,814,612,957)	(11,753,579,712)	(12,790,406,205)	(13,674,403,820)	
	60,624,342,515	61,757,668,650	61,789,679,069	60,393,359,224	
Investment Properties - Cost	2,443,617,247	2,443,617,247	2,443,617,247	2,443,617,249	
Investment Properties - Depreciation	(195,086,435)	(243,958,800)	(292,831,145)	(341,703,489)	
	2,248,530,792	2,199,658,447	2,150,786,102	2,101,913,760	
Intangible Assets - Cost	18,652,868	18,700,868	19,900,868	18,442,868	
Intangible Assets - Amortisation	(16,703,151)	(17,833,638)	(18,247,058)	(16,442,848)	
	1,949,717	867,230	1,653,810	20	
Non Current Assets:	62,874,823,024	63,958,094,657	63,942,118,981	62,495,273,014	

5.2.1.1 Findings/Observations

- As at the beginning of year 2016, deemed cost of the University's fixed assets stood at ₦68,074,761,128, additions during the period of 2016 to 2020 amounted to ₦6,784,760,596 (representing 8.26% of total income only second to employee cost that took 49.38% of the income).
- Unfortunately, despite the huge investment in fixed asset and investment properties, the number of properties to be managed (both landed and movable ones including fleets of vehicles, furniture, computer and office equipment, creative art, and research work), the University neither has a reliable fixed asset register that is reliable enough for accounting purposes; nor excellent property management standards to minimise leakages. These are fundamentals in fixed asset and investment properties management principles of any responsible entity. A system that cannot accurately, timely, and reliably identify the status, locations, nature and description, capacity and utilization, challenges and possible

encroachment of majority of its assets has fallen short of good quality asset and property management standards.

- c. From the review of the submissions jointly made by the University's Property Management and Development Company Limited and Directorate of Property and Investment, the University has different types of properties located within and outside the campus and Lagos;
 - i. 15 units of shopping complexes with a total number of 306 shops, 89 kiosks and cubicles, and 95 open spaces within the campus. Average total Tenants stood at 416.
 - ii. 3 units of 3 bedroom flats with detached 2 bedroom BQ, 1 story building with 2 bedroom BQ, office accommodation, and shopping complex all within Lagos but outside the campus.
 - iii. 5 pieces of land within the campus, under lease to bank, fuel station, and other commercial ventures
 - iv. 10 Base Transceiver Stations for MNT, Globacom and Airtel telecom service providers
 - v. 4 pieces of land outside the campus under lease to fuel station and Automobile workshops.
- d. The sum of ₦383,115,509 was disclosed in the above submissions as rental income received from the Tenants occupying these properties during the period of July 2016 to December 2020.
- e. Based on the audited financial statements, the total rental income of ₦563,259,551 was generated by the Directorate of Property and Investment for the period of 2011 to 2015. This includes the sum ₦383,115,509.

f. We observed distortions and duplications of efforts that can result in confusion and unclear responsibilities in respect of the University's property management. This is totally below minimum standard and best practices, creating loopholes for misappropriation of resources and inadequate financial probity. This is so because;

- i. The **Directorate of Property and Investment (DPI)** is responsible for: leasing out some of the University properties on economic basis; develop and lease landed properties within and outside the University; manage Base Transceiver Stations of MTN, Globacom, and Airtel; and the management of all the shopping complexes within and outside the campus.
- ii. **Property Management and Development Company Limited** engages in acquisition of new properties.
- iii. Other units also engaged in managing their properties.

g. Due to ineffective property management guides, we noticed and as reported by the legal department of the University:

- i. About 21 different litigations on land matters between the University and various parties.
- ii. Multiple ownership of the University properties by different units such as faculties, student affairs, advancement, Unilag consult, property management and development investment company limited, and directorate of property and investment (DPI).
- iii. Inability of the University to repossess its properties from developers and tenants e.g property located at Ikoyi, Festac, Satellite Towns, and Adekunle Shopping Complex in Lagos resulting to loss of rental income for a period not less than Fifteen (15) years as at the time of this Panel's report.
- iv. Outright disposal of properties to the highest bidders by the developers and occupants.

- v. The current rent charged on campus is about 50% below comparable rates within the same axis of Lagos.
 - vi. Sub-letting of properties, shops and kiosks to third parties at higher rate
 - vii. Difficulty in ejecting defaulting tenants occupying the University's properties located outside the campus
 - viii. Under development and utilization of landed properties located in Abuja and some within the campus
 - ix. Multiple ownership of shops by certain individuals
 - x. Lack of proper maintenance of shops and buildings within and outside the campus
 - xi. Lack of incentives to motivate staff members of PDI who make money for the University.
- h. The landed properties of the University of Lagos were identified for revaluation purposes by Macgregor & Ojutaylayo, a chartered Surveyors, Valuers and Development Consultants. A valuation report and opinion titled, "Establishment of Asset Register/Comprehensive Valuation of All the University of Lagos Properties" was issued in September 2011.
- i. These documents only contain the landed properties (buildings) and **not all** the properties of University of Lagos.
 - ii. These were the documents (volume I & II) presented to our Panel as the asset register of the University. The whole document is not an asset register. Rather, it is an asset valuation report, generated at a particular time with a specific purpose, to determine the market and force sales values of the assessed properties. The valuation report cannot be use without the prior written approval of the valuer.

5.2.1.2 Recommendations

- a. The University should, as a matter for urgent attention, produce a comprehensive asset register for all the properties of the University using reliable and secure asset manager software that is compatible with other existing application(s) for seamless integration as one whole unit.
- b. The University's Management should be strategic in its investment decisions in order to be proactive. This will help in avoiding business and financial risks, and the many negative consequences of a porous system.
- c. There should be a clear structure of managing the University's properties. Multiple sections of the University owning and managing its assigned properties amounts to duplication of efforts and functions; and is a distraction from core areas of such units. Centralisation of the property management and development functions might be the answer to this wholly unacceptable situation. Those to be held accountable should also be identified.

5.2.2 Financial Assets Performances

Cash; fixed deposit; treasury bills; bonds; investment in equity of an entity; receivables are some of the components of financial assets; assets that arise from contractual agreements on future cash flows or from owning equity instruments of another entity. This class of asset (financial assets) can best be put to maximum use and better returns if well managed (process of developing, operating, maintaining, and selling them in a cost-effective manner).

5.6 Table 7: Summary of financial assets

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N
Financial Assets					
Current Assets:					
Investments - Available to Sale	298,951	298,951	298,951	298,951	
Investments - Hold to Maturity	203,263	203,263	203,263	203,263	
Investments - Joint Venture (JUFEP) 42%	107,000,000	107,000,000	107,000,000	107,000,000	
Investments - Subsidiary (100% in UNILCOLD)	(18,412,082)	51,587,918	51,587,918	51,587,918	
Investments - Subsidiary (100% in Unilag Property)	170,000,000	170,000,000	170,000,000	170,000,000	
	259,090,132	329,090,132	339,090,132	339,090,132	
Stocks	80,284,909	52,060,453	88,795,839	56,217,581	
Receivables - Exchange Transactions	93,527,091	97,909,538	77,561,236	44,019,378	
Receivables - Non-Exchange Transactions	390,625,688	553,058,888	460,846,419	901,001,673	
Current Account				437,577	
	564,537,688	703,828,879	627,203,494	1,002,576,209	
Cash and Cash Equivalent					
Fixed Deposits	8,179,856		630,206,104		
Endowment Investment (USD 500M STD)			2,030,889,923	3,270,362,765	
Central bank of Nigeria	13,990,050,680	10,924,930,125	7,512,384,372	8,044,286,927	
Current Accounts - Commercial banks	6,163,021				
CMJL & Imprest					
MUC (Abroad)	76,982,754	84,486,132	97,302,363		
Unesco Coupons	7,857,851	7,857,851	9,211,244	260,560,889	
Cash and Bank Balances	14,089,233,962	11,017,274,108	10,308,594,006	11,588,210,581	
Financial Assets	14,912,861,782	12,050,193,119	11,266,887,632	12,924,876,922	

5.7 Table 8: Summary of funds

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N
Funds:					
Special Funds:					
DLT Fund Control Account	1,699,562,757	710,606,067	356,763,240	356,763,240	
ISL Fund Control Account	134,666,935		84,744,393	85,015,893	
HRDC Fund Control Account	117,877,429	645,474,452	415,889,888	268,020,529	
College of Medicine	83,922,797	162,344,490	202,168,835	21,823,765	
Earned Allowance		229,188,108	220,198,170	(310,112,488)	
Other Special Funds	1,027,396,156	1,016,424,801	942,093,134	1,773,444,080	
Endowment Funds:					
USD 500M Endowment funds	1,644,367,123	1,784,715,692	1,850,350,867	3,211,517,886	
College of Medicine	38,083,745	43,967,082	46,649,793	51,536,300	
Other Endowment Funds Funds	399,778,952	473,335,145	461,319,219	661,466,192	
Research Funds:	155,761,701	201,591,211	219,031,391	280,641,370	
Agency Funds	83,806,744	91,391,925	92,310,395	304,892,108	
Funds	5,384,926,339	5,359,133,973	4,902,510,325	5,705,008,884	

5.2.2.1 Findings/Observations

- Shares in Access Bank Plc:** This investment marginally appreciated in value in year 2014 to the tune of ₦8,856. It has been classified as available for sale due to its low performance in the Nigerian capital market. We could not ascertain any form of dividends, scrip issues, and bonus shares to the benefit of the University. It is prone to market price risk.

b. **FGN Bonds:** N203,263 worth of investment in FGN bonds remained unchanged over the years, it is a held to maturity bond. Also, we could not ascertain any accruing benefits from this investment.

c. **UNESCO Coupon:** The University holds \$64,026.09 in UNESCO Coupons. It can be used to pay for school or university registration and tuition fees, subscriptions to educational, scientific or cultural institutions or copyright dues, Books, school textbooks, periodicals, medical or scientific journals, maps, copies of courses, reproductions of work of art, sheet music.

This is prone to foreign exchange risk but the consistent unrealistic exchange rate of Nigerian currency to the US Dollar makes this coupon less risky to exchange fluctuation; actually, it has become a hedge instrument for transactions in foreign currency.

d. **Unilag Holding Company Ltd. (UNIHOLD)** is a 100% owned subsidiary of the University of Lagos. The company was incorporated as a holding company of other four (4) commercial ventures. Based on our interactions with the Management, the benefit of holding such structure was defeated. It has become a drain and waste. From the audited financial statement, the result of the company was negative in year 2016 to the tune of N18,400,000.

e. **Investment in JUPEB:** In April and July 2014, a total of N107,000,000 representing 44.875% of the total share of Joint University Preliminary Examination Board (JUPEB) was invested by the University after the allotment of the shares. No income has been earned from this investment. The involvement University of Lagos (Unilag) was shifted to the Unilag Foundation, dividends were claimed to have been paid to the Foundation.

Technically, the 44.875% holding of the JUPEB's equity by the University qualifies JUPEB as a jointly controlled entity as defined in joint venture arrangement. We hope that applicable IPSAS reporting requirement will be applied in accounting and disclosing the interest of the University in JUPEB going forward.

- f. **Stock:** Some of the components of stock appear to be obsolete or damaged and grossly impaired and therefore require identification of best alternative use of the item, or better still, disposal as scraps to provide space for good store management. We have items in central, maintenance electrical, furniture, motor transport, sports centre, and building stores in this category.
- g. **Receivables:** Staff loans (rent advances) and purchase advances make up the bulk of the receivables of the University, followed by sundry debtors. Staff loans are not less than **88%** of the total outstanding balance of receivables each year. Recoveries are being effected in addition to the recoveries made on behalf of the Staff Corporative Society.
- i. Our random sampling of the effect of these various deductions including the recovery of loans and advances, pensions, membership dues, contributions to associations, and others, indicated not less than 45% of the gross salaries of staff are deducted to the extent that some staffs' take-home in a month was **N800**.
- ii. Also, there are cases of loss of funds due to resignations or death of staff members such that recovery becomes difficult to be effected.

- h. **Cash and Cash Equivalents:** One of the entity's vital health indicators is its capacity to generate cash and cash equivalents. Thus, an entity (commercial or public) with relatively high net assets and significantly less cash and cash equivalents can mostly be considered an indication of non-liquidity (not meeting financial obligations as they fall due).

It comprises short-term obligations "with temporarily idle cash and easily convertible into a known cash amount". An investment normally counts as a cash equivalent when it has a short maturity period of 90 days or less, and can be included in the cash and cash equivalents balance from the date of acquisition when it carries an insignificant risk of changes in the asset value.

Cash includes coins, currency, cash in current and savings accounts, bank drafts, money orders, petty cash, and cash equivalents are commercial papers, marketable securities, money market funds, short-term government bonds, and treasury bills. For the purpose of cash flow statements, bank overdrafts are included in cash and cash equivalents.

- i. **Monthly reconciliation** of banking transactions (bank statements) with the position of the University's (cash book) are done in arrears, (three (3) months after the end of the month of transaction).
- ii. N85,789,314.24 receipts per the general ledger (cash book) but not identified in the bank statements, and N77,526,522.58 unidentified credits in the bank statements not in the cash book were the reconciling items in the December 2019 reconciliation of College of Medicine bank transactions. The reconciliation difference might be the sum or net of the above figures.

iii. **Term Deposits and Treasury Bills:** The University is only allowed to invest the endowment and other related funds in treasury bills. As at the end of year 2019, ₦3,270,362,765 228 was standing to the credit treasury bills at a marginal interest rate that downwardly affected interest income since migration of all bank accounts balance to TSA.

- a) The investment in treasury bills did not cover the balance of ₦4,902,519,325 (2018) and ₦5,705,008,884 (2019) standing to the credit of endowment funds. Annual balances of investments in treasury bills were lesser by ₦2,871,629,402 and ₦2,434,646,119 for the year 2018 and 2019 respectively.
- b) In addition, total interest earned from the treasury bills during the period under review, recognised as investment income to the University and therefore available to spend was ₦54,640,270; only 8% of the total interest earned, ₦688,559,805 during the period of year 2011-2015.
- c) The above interest earned from investment of endowment funds is not the University's income, it should have been credited to the funds. We could not verify any appropriation of the investment income to the credit of the endowment funds.
- d) The forgoing position of the funds and the corresponding financial assets look very bad and not acceptable. However, we could not ascertain the following:
 - i. correctness of the annual balances of the funds;
 - ii. if they are being utilised in accordance with the specific requirements of the donors;

- iii. crediting each and every fund with applicable share of investment income;
- iv. correct accounting treatment of fresh additions and disbursements.

Our repeated request for the general ledges of each fund were not attended to, instead, the Panel was given the University's cash book that contains all transactions for the whole period under review.

- iv. We observed that the Bursary Department of the University has no control over the UBA bank account number 1000071364 opened and operated in the name of Unilag Faculty of Law Staff Association by the Faculty of Law.

- a) This account (UBA bank account number 1000071364) details were made available to the Pro-Chancellor, Dr. B O. Babalakin for the payment of the financial pledge he made to the faculty for purchase of Law Reports. ₦500,000 per month for 27 months amounting to ₦13,500,000 were paid into the account by Dr. B. O. Babalakin in fulfilment of the pledge.
- b) There were series of letters sent to the Pro-Chancellor acknowledging receipt, and appreciation; but some petitioners believe that the Pro-Chancellor did not pass the donations through the right channel.
- c) Our enquiry revealed that the University has no control over the above-mentioned bank account and therefore the application of the donation was not in accordance as intended by the donor. It could be interpreted that this bank account was deliberately

provided to the donor to avoid or exclude the bursary from managing the funds belonging to the University.

5.2.2.2 Recommendations

- a. The Panel recommends that officers should be responsible enough to identify and manage risks that arise from the utilisation and ownership of financial assets; and obtain versatile knowledge in capital and money markets in the financial sector because each financial asset type could be exposed to specific inherent risk.
- b. The University should make a valid case to change the perception of the regulatory bodies on the restriction of investments in Treasury Bills only. Major portions of the Special Funds are within the current account with the CBN.
- c. The University should take control of the donations made to it. Each departmental head should be educated on the implications of sending wrong bank accounts to donors and the possibility of being sanctioned.

5.2.3 Working Capital Management

Proper management of liquidity ensures that the University possesses enough cash resources for its ordinary business needs and unexpected needs of a reasonable amount. It's also important because it affects a University's creditworthiness, which can contribute to determining success or failure.

5.8 Table 9: Summary of current liabilities and net assets

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N
Current Liabilities:					
Payables:					
Exchange Transactions:					
Retention fee	435,812,908	415,889,516	400,494,210	376,791,916	
Suppliers	69,889,214	29,946,359	102,865,408	96,918,510	
Non-Exchange Transactions:					
Unique Corporative Society					
Taxation	22,358,558	36,246,608	79,080,935	107,773,582	
VAT				(34,579,363)	
Prepaid Motre	405,966,585	491,527,515	540,755,442	518,124,453	
Unilag Medical Centre					
Earned Allowance					
Others - CMUL & IGUS	896,726,064	998,025,289	856,015,471	140,921,493	
Others - Associations	160,350	3,623,279	13,982,921	43,756,219	
Accrued Expenses	16,038,744	19,680,491	240,733,266	294,361,983	
Rent on M A Okusanya	3,305,260				
Treasury Refund Provision	105,128				
	1,850,362,811	1,993,949,147	2,233,927,653	1,544,063,793	
Deferred Grants					
TEFunds:					
Balance	312,030,251	1,499,096,799	895,358,134	1,138,384,563	
Receipts	1,983,446,844	235,445,643	983,741,995		
Refined Advance			(49,561,350)		
Recurrent Cost (transfer)					
Learned Conference	(17,743,406)	(28,530,895)	(13,446,050)		
Research Expenses	(13,779,204)	(114,147,671)	(21,634,748)		
Scholarship Awards & Staff Training	(31,347,527)	(34,564,753)	(57,987,984)		
Capital Projects Cost (transfer)					
Library Books					
Teaching & Research	(116,929,966)				
Office Furnitures	(46,288,696)				
Buildings	(527,282,439)	(661,842,989)	(433,860,449)		
Plant & Machineryes	(43,007,056)				
TEFunds Balance C/F	1,499,098,801	895,356,134	1,302,609,548	1,138,384,563	
Needs Assessment	1,585,981,535	895,771,976	525,264,265	797,747,176	
Constituency Projects Funds	146,503,507	146,503,507	146,503,507	146,503,507	
Current Liabilities:	5,081,946,655	3,931,580,764	4,208,304,973	3,826,704,039	
Net Current Assets	9,839,915,127	8,118,612,355	7,058,582,659	9,298,172,883	

5.2.3.1 Finding/Observation

The University has a good working capital base, on average, current liability is 33% of current assets. The working capital could be seen as being managed well, and the University is liquid enough to meet its current financial obligations.

5.2.3.2 Recommendation

While acknowledging the performance of the University in working capital management (current assets less current liabilities), there is always room for improvement. We recommend that the University should keep this healthy position and strengthen it further.

5.3 QUALITY OF INTERNAL CONTROL SYSTEMS

Internal controls system includes a set of rules, policies, and procedures an organisation implements to provide direction, increase efficiency and strengthen adherence to policies. An effective internal control system will have both preventive and detective basic categories of internal controls as each serves a different purpose.

Preventive controls aim to decrease the chance of errors and fraud before they occur, and often revolve around the concept of separation of duties. From a quality standpoint, preventive controls are essential because they are proactive and focused on quality.

Detective controls are designed to find errors or problems after the transaction has occurred. Detective controls are essential because they provide evidence that preventive controls are operating as intended, as well as offer an after-the-fact chance to detect irregularities.

5.3.1 Budget and Budgetary Control

BCS is used for budgeting and budget execution, as well as for active monitoring of available funds (manage income and expenditure). The budget control system includes functions for budget planning, entering, updating and carrying forward budget, as well as availability control. It ensures performance.

5.3.1.1 Findings/Observations

- a. This Panel was not presented with year 2020 budget either as a draft or approved by the Governing Council. It therefore follows that the finances for the year in question were executed probably on the approved budget for the year 2019.

- b. The University operates a structured budget processing system. The budget process seems complete except that a bulk allocation of funds was made to each department, and they are each at liberty to allocate amount available as they deem fit. This is totally inconsistent with the structured process and needs to be revisited.
- c. The format of periodic budget performance report presented to the Governing Council has major deficiencies. It lacks the critical aspect of good management information, performance review criteria and presentation. There is no section for the statement of financial positions that could have disclosed the fixed asset and all financial assets and liabilities of the University.

It is a half-baked reporting template used over the years for the quarterly financial reporting, however, it might not have been intentionally generated with the view towards hiding useful financial information from the Governing Council and the Management of the University.

- d. We also noticed some inconsistency between the figures of the approved budget and that of the budget performance report. It points to the fact that subordinates are not being supervised as required. With a staff strength of 120, such errors should not be continuous and mistakes are not expected from the Bursary Department.
- e. The Budget Performance Reports concentrated on the monetary aspect of operations and also failed to determine the variance between the budget and the actual performance of each critical functional areas of the university, which include direct teaching, research and human resource development. The assessments of the qualitative aspects are much better

for a Federal University operating environment because education instruction is of public character and have not been established as profit-oriented entities.

- f. **Virements** of a total sum of ₦1,858,458,137 were consistently made from recurrent votes to finance capital projects during the period under review. This is a major breach in budgetary control and has been consistent year to year. The practice is totally out of place in the budgetary system of financing operations, it results in killing activities that could have qualitative benefits in favour of capital projects that were not initially budgeted and consequently culminating in the sinking of scarce resources over a long period of time with low financial returns.
- g. There are budget assumptions but these were almost the same each year. It is therefore not realistic as they are not in trend with current economic realities. Relying on unrealistic financial and programme estimates to run an entity could be disastrous.
- h. The budgeted activities and funds for the Income Generating Units are not consolidated with that of the University Main Campus and the College of Medicine. Preparation of annual budget should ordinarily be in line with the format of actual financial reporting to achieve seamless records and basis of comparison.

5.3.1.2 Recommendations

- a. The University should ensure proper implementation of budget so that the purposes of its budgeting are met. There should be no virement, flexibility of budgeting system does not suggest breaching of the rules.

- b. Zero based budgeting system be adopted. And the University should stop the habit of providing bulk budgeted fund to each department. The departments should identify their needs and provide estimates and timeline required to execute the activities.
- c. The University should adopt National Chart of Account in the preparation of the budget and for the general account system to achieve better integration, orderly record keeping, storage, analysis and reporting of budget and accounting data.
- d. The University should develop a standardised performance review template that will assess both quantitative and qualitative performances, and determine issues with short term plans requiring immediate corrective actions in respect of every aspect of the University's activities which include education, research, innovation and development, and businesses. This should be structured to further enhance the exposure of the Executives and Governing Council to the financial position and level of achievements made on every single programme and projects of the University.
- e. We recommend proper review of yearly budget preparation to avoid differences in the opening balances and corresponding year disclosure. This will give more credit and reliance to the budget position.

5.3.2 Governing Council Supervisory Obligations

5.3.2.1 Findings/Observations

- a. The **new approval limits** for expenditure as contained in the Procurement Act appears to have excluded the need for the Finance and General-Purpose Committee of the Governing Council. Therefore, the Governing Council where the Procurement Act is interpreted as a single

law without reference to the Act establishing the University of Lagos, and the Governing Council responsibilities regarding the general control and superintendence in Policy, Finance and Property, and Public Relations, should be spelt out as charged by law. Within the University, the following are the approval limits:

- i. Expenditure below ₦50 million are to be approved by the accounting officer and the Parastatal Tender Board, the accounting officer is also the head of the Parastatal Tender Board.
 - ii. Expenditure above ₦50 million are to be approved by the Federal Executive Council.
- b. **Sub-Committee of Council on 2020 Budget:** During the period under review, the Governing Council at its meeting held on Thursday, November 14, 2019 approved the constitution of a sub-committee to review the 2020 budget estimate of the University of Lagos. The decision arose from the findings of the Chairman of Council that the budget estimates submitted to the National Assembly and the one presented to the Finance and General-Purpose Committee was at variance and irreconcilable.
- i. This four-member Sub-committee was chaired by Professor Eddy Omolehinwa of Department of Accounting.
 - ii. Our review of the Sub-committee's report is indicative of fairness in discharge of the term of reference, the committee advised the Council on the best practice and that those responsible to prepare the budget should be allowed to take charge.

- iii. The Sub-committee drew the attention of the Council to look into cost control measures especially the electricity bills and cost of diesel and maintenance of generators.
 - iv. The Sub-Committee also recommended the need for the establishment of vetting Committee on Cost Effective Procurement that reports to the Vice-Chancellor, so that procurement system aims at achieving value for money and fitness for purpose of the contract.
 - v. The Sub-Committee drew attention to the fact on 2019 concerning consolidated budget, ₦202,569,362 for "Other Operating Expenses" at the same time when a sum of ₦106.018 million was provided for contingency". Within the context of a public University in Nigeria, with this kind of provision, the budgeting system cannot be regarded as transparent.
 - vi. All the four members of this Sub-committee signed off the final report on 19-02-2020 and presented same to the Governing Council.
- c. **Sub-Committee of Council on 2020 Budget-II:** During the period under review, the Governing Council at its meeting held on Tuesday, January 21, 2020 approved the constitution of a sub-committee to come up with 2020 budget estimate containing realistic anticipated income and expenditure.
- i. This Thirteen-member Sub-committee was chaired by Professor Eddy Omolehinwa of Department of Accounting. Among other TORs, the Sub-Committee was to:

- a) Peruse the reports of Council Sub-Committee on the overhaul of operations of the income generating units of the University of Lagos.
 - b) Peruse the report of the Sub-committee on the review of budget performance from January to September 2019.
 - c) Peruse the report of the Committee adviser's report on the financial reports to the Council and internal control matters.
- ii. Our review of the Sub-committee's report is indicative of fairness in discharge of the term of reference.
- iii. It is glaring that the three (3) accounting softwares in use by the bursary department are not working well and not producing accurate information largely due to inability of the users to make the best use of the applications despite series of training on the software. Computer system is garbage-in-garbage-out, therefore, the users have competency issues.
- iv. On the realistic anticipated income and expenditure for the 2020 budget estimate TOR, the above sub-committee looked into one of the recommendations of the Adviser to the Council Sub-Committee on May 2017-Sept 2018 expenditure headed by Dr, Saminu Dagari, which was, "The Need for the Governing Council to Know the Bank Balances of the University with the Central Bank of Nigeria (CBN), as part of the quarterly budget performance reports". In summary, the committee reviewed the resources to the university up to 31 December, 2019.

- a) The balances in the various University accounts at CBN as at 31 December 2019 amounted to ₦9,797,756,723.56. This does not represent the amount that is available for spending by the University, as the money belongs to the University and other Unilag stakeholders, like Faculties and Facilitators on part-time programmes. Only ₦88,628,700.43 out of the ₦2,8 billion of the University's portion was available for spending as at that date.
 - b) There is no surplus to be remitted to the Federal Government, there is no binding law for universities to remit surpluses to the Federal Government.
 - c) The year 2019 account was not ready because of the deficiencies in the current accounting software in use as clearly mentioned above.
 - d) The Sub-Committee was able to reconcile the nine-months performance report submitted by the Bursar to the National Assembly as well as the Governing Council.
 - e) Every other member of the Sub-Committee signed the report except Dr. Saminu Dagari.
- d. Our review of the report of the Adviser to the Sub-Committee of the Council on Review of the University's Expenditure from May 2017 to 30 September 2018 is indicative of:

- i. Acceptance and rejection with explanations, by the Management, of the breaches in internal and financial reporting principles identified by the Adviser.
 - ii. Some of the findings and recommendations that were accepted by the Management in its responses, to achieve best practices relate to non-compliance with basic bookkeeping; preparation of monthly trial balance; reconciliation of bank accounts; cost control through setting of quarterly expenditure limits; undisclosed assumptions in budget preparation; mixture of cash and accrual basis of accounting despite adoption of IPSAS; in-exhaustive report on internal control issues by the internal audit; lack of adequate information on endowment funds; various deficiencies in reporting budget performance, and others.
 - iii. Explanations were given by the internal auditor in refuting positions of the Adviser regarding, inadequacy of internal audit activities that resulted in excess payment of contract sums; lack of evidence of contract renewal; and overshooting of approval limits by the Accounting Officer (Vice-Chancellor) in the contract for the provision of waste management, and cleaning services and facilities maintenance and janitorial services of students' halls of residence to Mr. Wash Nigeria Limited, Total Facilities Management Limited, and Ora Egbunike and Associates.
- e. **Sub-Committee of Council on 2020 Expenditure:** During the period under review, the Governing Council at its meeting held on Wednesday, September 5, 2018 constituted a Sub-committee of the Council to review the expenditure of the University from May 2017 to 30th September 2018.

- i. This five-member sub-committee was chaired by Dr. Saminu Dagari. Otunba Olutola Senbore was consultants (Adviser) to the Sub-committee.
- ii. Our analysis of the Sub-Committee's report is indicative of reasonable review of available documents and references to the guiding rules and regulations; interactions with relevant departments and officers were carried out to achieve the requirement of the terms of reference. The Committee advised the Council of its observations which were majorly on some issues concerning:
 - a) Approval limit of transaction amounts and splitting of contract to meet approval limit
 - b) Lack of existence of relevant documents to support execution and payment for contracts, services and the University programmes.
 - c) Lack of renewal of expired contracts, especially the provision of waste management and cleaning services.
 - d) Differences in the budget figures, overpayments, excess money to be returned to the Consolidated Revenue Fund (CRF) of the FGN.
- iii. This Sub-committee reviewed the following selected expenditures for the period covered by the ToR.
 - a) Provision of waste management and cleaning services.
 - b) Facilities maintenance and janitorial services of students' halls of residence.
 - c) Janitorial services for faculties and library.

- d) Janitorial services of auditorium unit, sports centre, centre for information technology and systems (CITS) and the medical centre.
 - e) 2017/2018 convocation ceremonies.
 - f) Purchase of motor vehicles.
 - g) Expenditure on security.
 - h) Duty tour and subsistence.
 - i) Renovation, refurbishment/rehabilitation of staff quarters and academic buildings.
- iv. There are different versions of the report produced by this Sub-Committee. In one, only the Chairman of Sub-Committee, we noticed, signed the report. No other members of the Sub-Committee, nor the consultant, appended his or her signature to the report. On the other version, every other member of the Sub-Committee plus the consultant signed the report, with the exception of the Secretary to the Sub-Committee.
- v. The observations of the Sub-committee as contained in the report were responded to, by the relevant officers, the bursar and the Bursary Department of the University of Lagos. The responses tried to provide explanations to refute most of the findings.
- a) Regarding approval limits and splitting of contracts and services, the Bursar and other parties that we interrogated, including the Head of Procurement, based their position on lack of funds to take on the whole contract sum at once.

b) On the overpayment, they explained that the excess of amounts paid for services were additional cost on certified work that became inevitable despite expiration of the first contract agreement.

vi. *The explanations given were mere justifications to the breached contract tender processes that resulted in contract splitting, not out of ignorance of the requirements of the rules and regulations that have been substantively enacted. See Part IV-Fundamental Principles for Procurements, Procurement Act, 2007.*

The University was financially very liquid over the period under review, enough free cash flow to base activities plans and meet resulting financial obligations.

In the strict sense of well enacted laws (due processes and procedures), targeted at curtailing human excesses in discharge of assigned responsibilities and ensuring financial prudence, probity, and accountability, notwithstanding any prevailing circumstances, the rule of law should be followed to the letter.

vii. Our independent verification of the University staff emoluments especially for the year 2019, in order to determine the correctness or otherwise of the claim by the above Subcommittee that there was excess of ₦3,191,428,258.63 from ₦7,530,428,535.69 received from the Federal Government to pay staff salaries of ₦4,339,000,277.09 for the 9 months covering January to September 2019 revealed that:

- a) The amount paid as staff gross emolument and net paid has been consistent in figure from month to month over the years.
- b) The sub-committee did not identify any excess in the previous years.
- c) The Chairman of the sub-committee agreed before our Panel that his committee did not consider deductions made from staff salaries in arriving at the monthly net salary paid to staff which they used in comparing the amount received from the FGN.
- d) Not less than 43.92% was deducted from staff salary each month to service loan repayments, dues, pension and others
- e) There was a difference of ₦120,738,705 representing an excess of amount received over the personnel cost of the University for the Year 2019, based on the personnel cost documents that were made available to the Panel, not the ₦3,191,428,258.63 as per the Sub-Committee's report. The table below gives the details of the ₦120,738,705 difference

5.9 Table 10: Sub-Committee of Council on 2020 Expenditure

Year	Month	Deductions	Paye	Net Paid	Gross	Total Personnel
		₦	₦	₦	₦	₦
2019	January	318,017,532	32,796,927	462,572,021	814,386,480	814,386,480
2019	February	298,435,728	32,292,808	449,975,533	780,704,159	780,704,159
2019	March	323,988,684	31,855,115	439,850,887	795,494,686	795,494,686
2019	April	321,298,042	31,673,733	434,863,284	787,835,059	787,835,059
2019	May	336,332,083	32,549,301	438,128,827	807,010,211	807,010,211
2019	June	323,126,924	31,961,460	426,943,827	782,032,212	782,032,212
2019	July	323,879,265	32,636,551	440,485,693	797,001,510	797,001,510
2019	August	321,484,600	33,982,701	470,868,255	826,330,555	826,330,555
2019	September	323,436,635	31,482,572	428,713,053	783,632,260	783,632,260
2019	October	272,239,958	24,610,073	434,001,984	730,852,015	730,852,015
2019	November	323,594,003	32,285,700	432,199,449	788,079,159	788,079,159
2019	December	323,396,362	34,294,815	495,395,983	853,087,159	853,087,159
		3,810,229,816	382,421,852	5,353,793,797	9,546,446,464	9,546,446,464
	NHIS	482,386,633	-	-	482,386,633	482,386,633
	Pension - Employee	723,579,949	-	-	723,579,949	723,579,949
	Pension - Employer	723,579,949	-	-	723,579,949	723,579,949
		1,929,546,531	-	-	1,929,546,531	1,929,546,531
	Total Personnel Cost - Unilag	5,739,776,347	382,421,852	5,353,793,797	11,475,991,995	11,475,991,995
	Total Personnel Cost - FGN GIFMIS	-	-	-	-	11,596,730,700
	Difference	-	-	-	-	120,738,705

f. Governing Council at the meeting held on Tuesday, May 14, 2019 constituted a five-man Sub-committee of the Council chaired by Professor Eddy Omolehinwa to **overhaul the operations of the Income Generating Units in the University of Lagos**. The University has commenced implementation of some of the recommendations of this Sub-committee of the Council.

g. **Sub-Committee of Council on Occupancy of University Properties:**

During the period under review, this Six-member committee was constituted by the University Management to assess, review and recommend the alternative uses of the University properties through a letter dated January 10, 2018.

- i. The Sub-committee was chaired by Professor L. O. Chukwu.
- ii. The Committee followed the term of reference which include identification of the University properties, assessment of the present condition of the properties, reviewing the proof and status of the occupancy of the properties, recommend alternative uses of the properties, and make appropriate recommendation to the management based on the committee's findings.
- iii. The Committee worked with the asset register, summary of the University properties obtained from the Legal Department, and update of the properties under the Directorate of Unilag Property Management and Development Board.
- iv. The Committee limited its assignment only to the landed properties outside the university campus. Physical inspections

and questionnaire were used to capture relevant information about the properties.

v. Thirty-Three (33) landed properties were identified by the committee out of which ten (10) are located within the Federal Housing Authority, Gwarimpa Estate, FCT, Abuja, the remaining 23 are located in Lagos State. The Committee was unable to physically inspect the status of the properties located in Abuja.

vi. Among other recommendations,

- a) Through engagement of team of experts (Architects, Surveyors, and Builders) some of the properties could be redesigned, refurbished and rehabilitated for alternative uses to enhance their value and revenue
- b) There is need to revise and update the assets register in light with the current realities
- c) There should be monitoring and maintenance as some of the properties are in a deplorable state
- d) On the properties under litigation, there is need to speed up the litigation or settle out of court
- e) The properties that were developed under Built, Operate and Transfer (BOT) Agreements should be documented and be done as required.
- f) There is also need to properly document the underdeveloped lands of the University.
- g) The committee also recommended that the University properties be managed by the Property Management, Development and Investment Office.

5.3.2.2 Recommendations

- a. The Governing Council should be protected against any loophole in any Act that looks undermining the supervisory role of the Governing Council.
- b. The Procurement Act should be read and interpreted together with the law that established the University of Lagos. It should be appreciated that the law establishing the University of Lagos is quite different from that of other Nigerian federal universities.
- c. The Governing Council should continue to improve on the strategic reasoning in ensuring financial probity and good image of the University being the Government's and general public's watchdog over the affairs of the University.
- d. The Governing Council should continue in the discharge of all the responsibilities as entrenched in the relevant laws with the view of moving the University to achieve its basic and auxiliary objectives.

5.3.3 Internal Audit

Internal auditing is positioned as an "independent, objective assurance and consulting activity designed to add value and improve an organization's operations. This helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."

Ironically, "independence", the freedom from conditions that threaten the ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner, is perhaps one of those ideas that works better in theory than in practice; it poses a challenge in its expectation of the internal auditor to be both "watchdog and consultant".

5.3.3.1 Findings/Observations

- a. The internal audit section exists in the University of Lagos but does not seem to be functionally effective. There are summary reports on findings of the Internal Audit Department for the years 2016 to 2020 addressed to the Vice-Chancellor. The reports covered almost every section of the University.
- b. Our review of the internal auditor's submissions and the above-mentioned reports, is indicative of minimal exceptional cases of defaults in laid down procedure on payments by some Internal Revenue Generating Units. The report also identifies:
 - i. Obsolete and damaged stock.
 - ii. Noncompliance to tax laws.
 - iii. Errors in payroll.
 - iv. Lack of adequate information to perform their activities.
 - v. Uses of substandard invoices.
 - vi. Weakness in safeguarding control for properties.
 - vii. Loss of income due to dormancy of activities in the swimming pool.
 - viii. Huge indebtedness of the University to the Unilag Community Pharmacy.
 - ix. Updating of fixed assets register.
- c. These reports claimed confirmation of proper accounts being kept and internal controls were appropriate and effective exception of few cases of breaches.
- d. Based on our review of the External Auditors' Management reports and our direct interactions with the Head of the Internal Audit:
 - i. The internal audit does not cover final accounts.

- ii. Implementation of the internal audit recommendations is at the discretion of the Vice-Chancellor.
- iii. Purview is limited to post transaction audit work on procurement, payment and payroll.
- iv. Corrections are unilaterally done by internal audit without reverting to the originating unit.
- v. Internal audit report to the Provost of the College of Medicine and Vice-Chancellor.
- vi. There is no proof that the Audit Department has access to accounting software.
- vii. No evidence of existence of audit plan for year 2016.
- viii. *The Head of Internal Audit is not conversant with the need for "written and approved principles for overall risk management to seek for minimisation of potential adverse effects on an entity's financial performance".*

- e. The control implication of ineffective internal audit cannot be over emphasized. Internal audit, in summary, is to ensure safety of the University's properties and prevent any possible losses inherent in business and financial risks. This seems unachievable under the current status of the internal audit of the University of Lagos.

5.3.3.2 Recommendations

- a. The University should appoint knowledgeable and dedicated person with the capacity to report and recommend control measures to the Management to head the internal audit as recommended in the code of corporate governance. This personality should be a professionally registered with a recognised professional body, and be placed at senior management level.

- b. In compliance with code of corporate governance recommendation, the University should appoint an independent external Body to assess the effectiveness of the internal audit function at least once every three years. Alternatively, the visitation Panel to Universities, regular or statutory inspections by the Auditor and Accountant General Offices can be tasked to perform this role.
- c. The University should encourage independence of internal audit to enable it effectively perform its role. In exceptional cases, the internal audit could brief or make presentation to the Governing Council if necessary.
- d. The Management, Governing Council, Audit Committee, and other stakeholders should be sensitized of the role and importance of the internal audit; while internal auditors should endeavour to improve their working relationships with these organs.
- e. The Internal Audit Unit should be able to interface with the Bursary electronically with adequate authority and control.

5.3.4 Financial and Business Risk Management

The level of the University's core and auxiliary activities exposed it to most financial risks including foreign exchange risk, interest rate risk, credit risk, legal risk and procurement risk.

5.3.4.1 Findings/Observations

- a. There is no **written and approved principle** for overall risk management to seek for minimisation of potential adverse effects on the University's financial performance, and reputations. The activities of Management are not completely indicative of its ability to initiate a risk

management programme capable of minimising potential loss of funds that could adversely affect the University's financial position.

- b. **Insurance policy:** The University has different types of insurance policies through a reputable insurance broker, Hogg Robinson Insurance Brokers. A total of ₦277,704,270 was paid as insurance premium for the whole five years, starting from 2016 to 2020, under review. The total sum of ₦123,387,689 was claimed for damages within the period of this review, representing 44% of the premium. We could not determine the actual value of the damages.
- c. **Foreign exchange risk:** There were no major transactions in foreign currency during the years under review, with the exception of UNESCO Coupons and NUC foreign currency balances. Therefore, the University is not exposed to foreign exchange risk that could affect the core activities. In year 2019, ₦65,164,845 was recorded as unrealised exchange gains due to fluctuation of exchange rate.
- d. **Price risk** is the risk of a decline in the value of a security or a portfolio in the future below the purchase price that can be minimised through diversification unlike the market risk. Investors in the capital market can use a number of techniques to hedge price risk; relatively conservative decisions, like buying put options, or more aggressive strategies, like short selling and inverse Exchange Traded Fund (ETFs). The University is exposed to price risk as it holds investment in equity instruments.
- e. **Interest rate risk** is the risk that an investment's value will change due to a change in the absolute level of interest rates. Such change usually affects securities inversely and can be reduced by diversifying or hedging.

Financial assets and liabilities affected by interest rate fluctuations include bank and cash deposits as well as bank borrowing.

The University is exposed to interest rate risk as the University has investment in treasury bills. There was no indication that the University manages interest rate risk. It is not exposed to interest rate risk in respect of interest expenses because the University has no borrowing or overdraft facility with any bank in Nigeria.

- f. **Credit risk** refers to the risk that a counterparty will default on its contractual obligations resulting to financial loss to the University.

The University is not exposed to credit risk relating to outstanding receivables and committed transactions except recovery of staff loans from deceased and retired staff. The maximum exposure to credit risk for account receivables approximates the amount recognised in the statement of financial position.

- g. **Liquidity risk** is risk that the University will not be able to discharge its financial obligations as they fall due. This could be managed by maintaining sufficient funds for operational needs through effective working capital and cash flow management. The University is not geared, it will be able to meet obligation without incurring unacceptable losses or risking damage to the University's reputation.

- h. **Procurement risk (commodity price risk):** Commodity price risk arises from the University being subject to price fluctuations caused by supply conditions: weather, economic conditions and other factors. The University's procurement risk is very high due to untimely execution of capital projects.

- i. **Litigation risk:** the business world faces ever increasing regulatory and litigation risk requiring proactive ways to manage the risk effectively. It is therefore important for in-house counsel and other decision-makers to adopt a structured approach to litigation risk management, focusing on avoidance, document and data management, and response planning to help minimise the existence and impact of disputes.

The University of Lagos is exposed to litigation risk.

- a. There are 21 land related cases, 16 in respect of employment, 5 involving students, and 3 fundamental rights enforcement proceedings. Estimated contingent liability was put at ₦57,840,579
- b. The College is unable to produce the title documents evidencing ownership in the case of College of Medicine vs Rosemary Ukenuon, 8, Owukori Crescent, Alaka Estate, Lagos.

5.3.4.2 Recommendations

- a. The University should have a written risk management governing policy which are procedures that describe the University's standard process for risk management that includes: risk identification, analysis, evaluation, mitigation, control and treatment.
- b. The University to set up a Risk Management Committee as required in the Code of Corporate Governance and that should meet at least twice every financial year to review and recommend for Council's approval the following:
 - i. Development of IT strategy and policy.
 - ii. Proactive monitoring and management of cyber threats and attacks as well as adverse social media incidents.

- iii. Management of risks relating to third-party and outsourced IT service providers.
 - iv. Assessment of value delivered to the company through investments in IT.
 - v. Periodic independent assurance on the effectiveness of the company's IT arrangements.
- c. We recommend training of key staff in proactive litigation risk management so that in the event of a dispute or regulatory situation, the understanding of detail procedures of the key areas of focus mentioned above will help senior management plan ahead and to gain control over situations when they arise.

5.3.5 Cost Control Measures

Cost control involves targeted expenditure reductions in order to financially impact planned activities. Implementing this level of control can have a profoundly positive impact on the bottom-line over the long term.

Taking short-term reactive measures are inevitable. But, as the financial crisis of 2008/2009 has shown, entities that deployed sustainable cost reduction programmes significantly outperformed.

Our review of the cost of operations revealed:

5.10 Table 11: *Summary of recurrent expenditures by nature of expenditure*

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N	Period Total N	Total Contribution %
Recurrent Expenditure By Nature							
Employee Benefits	10,781,808,133	10,905,665,561	11,467,577,110	9,314,102,086	9,867,133,875	52,306,086,745	66.34%
Staff Training & Development	192,709,760	212,407,057	154,686,105	54,037,893	-	613,840,824	0.81%
Transport & Travelling	207,245,297	188,210,626	216,378,653	126,448,734	8,835,673	747,018,985	0.99%
Teaching Material	72,041,393	229,041,208	135,904,104	87,883,453	-	524,950,158	0.70%
Research & Publications	72,323,216	170,877,187	78,121,157	35,804,024	-	363,125,584	0.48%
Extermination Cost	71,279,787	82,284,069	84,508,513	140,545,166	-	378,617,535	0.50%
Printing & Stationeries	87,012,808	102,332,742	108,416,030	101,225,236	-	399,786,816	0.53%
Maintenance Cost	398,942,467	532,462,949	503,249,104	515,572,820	-	1,950,227,140	2.59%
Legal Expenses	20,424,206	19,993,405	12,888,531	11,462,410	-	64,867,552	0.09%
Professional Fees	11,119,442	17,547,172	20,981,684	8,296,124	-	57,944,422	0.08%
Audit Fees	14,323,737	8,475,850	8,866,521	5,225,850	-	34,891,958	0.05%
Finance Charges	18,269,035	13,235,797	18,047,337	54,085,953	-	103,638,122	0.14%
Council & Committee Cust	62,666,401	89,866,423	94,304,503	37,680,630	-	284,517,959	0.38%
Hospitality	119,232,959	132,645,231	150,248,339	41,341,313	-	445,667,842	0.59%
Communication Cost	23,784,834	11,504,241	17,875,081	38,788,763	-	91,032,919	0.12%
Internet Services	157,144,714	131,380,344	187,918,530	131,255,214	-	607,699,902	0.81%
Advertisement	23,278,489	26,556,045	24,063,121	5,369,879	-	79,068,433	0.10%
Water Consumption	113,790,562	91,420,337	51,268,431	68,370,380	-	324,857,810	0.43%
Power Consumption	929,883,615	983,311,045	1,464,726,473	1,067,714,699	-	4,445,635,832	5.89%
Medical & Health Service	8,610,137	6,013,361	3,327,042	-	-	17,950,540	0.02%
Service Charge - IGUS Contributor	-	-	-	-	2,545,526,101	2,545,526,101	3.37%
Insurance Premium	60,123,541	67,881,483	72,779,570	77,219,676	-	277,704,270	0.37%
Computer Software	149,403	1,618,836	37,456,914	7,162,392	-	46,427,595	0.06%
Academic Ceremonies & Others	71,017,441	142,316,538	153,489,966	145,066,550	-	512,890,495	0.68%
Capital Cost from Recurrent Votes	482,556,375	446,941,591	542,024,100	386,935,671	209,115,171	2,067,573,308	2.74%
Contingencies	31,707,376	87,188,554	61,785,437	52,529,711	101,434,031	336,546,108	0.45%
Operating Expenses Kulu	200,329,231	219,510,848	196,234,457	-	-	616,074,536	0.82%
Depreciation & Amortisation	1,137,133,889	989,069,557	1,090,001,418	957,510,897	-	4,173,723,761	5.53%
Other Operating Expenses	333,973,789	95,522,408	205,145,875	383,079,531	-	1,017,721,603	1.35%
	15,670,370,125	16,008,981,909	17,167,215,106	13,855,922,955	12,732,044,851	75,434,534,946	100.00%

5.11 Table 12: Summary of recurrent expenditures by cost centre

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N	Period Total N	Total Contribution %
Recurrent Expenditure By Cost Centre							
General & Administration	2,164,409,891	2,364,910,408	2,742,786,124	1,901,893,596	2,646,960,132	11,820,990,150	15.68%
Finance Cost	18,269,035	13,235,797	18,047,337	54,085,953	-	103,638,122	0.14%
Employee Benefits	10,266,101,410	10,195,220,054	10,893,436,475	9,225,375,388	9,867,133,875	50,447,267,202	66.93%
Departmental Operation	583,393,583	438,741,539	310,343,378	279,201,151	8,835,673	1,580,515,324	2.10%
Other Academic	299,675,371	660,340,239	491,781,068	401,781,341	-	1,843,578,019	2.45%
Student Services	710,830,471	910,492,324	1,078,795,206	623,966,113	-	3,323,084,114	4.42%
Capital from Recurrent	482,556,375	446,941,591	542,024,100	386,935,671	209,115,171	2,067,573,308	2.74%
Depreciation	1,137,133,889	989,069,557	1,090,001,418	957,510,897	-	4,173,723,761	5.54%
	15,670,370,125	16,008,981,909	17,167,215,106	13,790,788,110	12,732,044,851	75,369,370,101	100.00%

5.12 Table 13: Summary of capital expenditures

	12 Months 2016 N	12 Months 2017 N	12 Months 2018 N	12 Months 2019 N	12 Months 2020 N	Period Total N
Fixed Assets Additions - Cost						
Land	15,586,450	4,806,750	-	-	-	20,393,200
Buildings	205,030,833	212,979,457	544,240,409	-	-	962,250,699
CWP - Buildings	2,439,927,368	1,309,774,548	(114,114,530)	-	-	3,635,587,386
Furniture & Fittings	107,393,625	63,783,943	49,222,759	9,106,367	-	229,506,694
Plant & Infrastructures	335,428,654	92,848,753	465,592,261	125,728,414	-	1,019,598,082
CWP - Elevator	-	-	-	-	-	-
Office & Computer equipment	29,621,475	54,660,216	22,333,000	2,065,194	-	108,679,885
Teaching & Research Equipment	79,468,030	-	1,119,000	-	-	79,587,030
Library Books	6,741,409	7,273,215	10,019,475	-	-	24,034,099
Motor Vehicles	145,996,500	326,189,307	111,037,500	121,923,215	-	705,126,522
Art Collections	-	-	-	-	-	-
	3,954,194,344	2,707,296,189	2,089,149,874	2,582,225,190	-	5,730,769,597

5.13 Table 14: *Comparison of summary of five years expenditure by expenditure nature*

	5 Years 2016-2020 N	5 Years 2011-2015 N	5 Years Change N	Remarks
Recurrent Expenditure By Nature				
Employee Benefits	52,306,086,745	58,482,435,061	(6,176,348,316)	Decrease
Staff Training & Development	613,840,824	694,677,004	(80,836,180)	Decrease
Transport & Travelling	747,018,985	1,537,464,268	(790,445,283)	Decrease
Teaching Material	524,950,158	988,835,939	(463,885,781)	Decrease
Research & Publications	363,125,594	246,980,619	116,144,975	Increase
Examination Cost	378,617,535	248,037,881	130,579,654	Increase
Printing & Stationeries	399,786,816	568,742,513	(168,955,697)	Decrease
Maintenance Cost	1,950,227,140	2,462,968,489	(512,741,349)	Decrease
Legal Expenses	64,687,632	131,297,842	(66,610,211)	Decrease
Professional fees	57,944,422	180,052,215	(122,107,793)	Decrease
Audit fees	34,891,958	41,975,000	(7,083,042)	Decrease
Finance Charges	103,638,122	45,361,962	58,276,160	Increase
Council & Committee Cost	284,517,959	550,701,181	(266,183,222)	Decrease
Hospitality	445,667,842	649,783,074	(204,115,232)	Decrease
Communication Cost	91,032,919	91,089,216	(56,297)	Decrease
Internet Services	607,699,902	637,168,043	(29,468,141)	Decrease
Advertisement	78,068,433	202,707,696	(124,639,263)	Decrease
Water Consumption	324,857,810	547,455,621	(222,597,811)	Decrease
Power Consumption	4,445,635,832	4,039,659,896	405,975,936	Increase
Medical & Health Service	17,950,540	151,292,615	(133,342,075)	Decrease
Service Charge - IGUs Contributions	2,545,526,101		2,545,526,101	Increase
Insurance Premium	277,704,270	358,982,241	(81,277,971)	Decrease
Computer Software	46,427,595	37,163,396	9,264,199	Increase
Academic Ceremony & Others	512,890,495	322,950,952	189,939,543	Increase
Capital Cost from Recurrent Votes	2,067,573,308	5,592,383,558	(3,524,810,250)	Decrease
Contingencies	336,646,108	258,864,051	77,782,057	Increase
Operating Expenses IGUs	616,074,536	515,954,572	100,119,964	Increase
Depreciation & Amortisation	4,173,723,761	5,905,890,013	(1,732,166,252)	Decrease
Other Operating Expenses	1,017,721,603	2,136,142,140	(1,118,420,537)	Decrease
	75,434,534,946	87,649,481,956	(12,214,947,011)	

5.14 Table 15: *Comparison of summary of five years expenditure by cost centre*

	5 Years 2016-2020 N	5 Years 2011-2015 N	5 Years Change N	Remarks
Recurrent Expenditure By Cost Centre				
General & Administration	11,820,990,250	9,484,728,147	2,336,262,103	Increase
Finance Cost	103,638,122	45,361,962	58,276,160	Increase
Employee Benefits	50,447,267,202	57,566,968,430	(7,119,701,228)	Decrease
Departmental Operation	1,580,515,324	4,547,924,915	(2,967,409,591)	Decrease
Other Academic	1,843,578,019	1,830,138,475	13,439,544	Increase
Student Services	3,332,084,114	2,676,086,456	655,997,658	Increase
Capital from Recurrent Votes	2,067,573,308	5,592,383,558	(3,524,810,250)	Decrease
Depreciation	4,173,723,761	5,905,890,013	(1,732,166,252)	Decrease
	75,369,370,101	87,649,481,956	(12,280,111,855)	

5.3.5.1 Findings/Observations

- a. The Governing Council of the University, under the chairmanship of the Pro-Chancellor, by law has the responsibility for general control; and superintendence in policy; finance and property; and public relations. Sitting only four times in a year is not enough to exercise this control.
- b. The University has a section called, Efficiency Section of the Tender Board. This section is charged with the responsibility of ensuring value for money spent by conducting all necessary procedures including market survey and selecting the contractor/suppliers that will deliver jobs as maybe agreed.
- c. Our analysis of the Financial Statements is indicative of too much emphasis placed on the cost centres instead of the nature of costs. It is through the nature of costs that better decision and cost control measures can be implemented effectively.
- d. The University also uses expenditure approval limits for the Principal Officers, the Council and the Tender Board. There are cases where the principal officers exceed approval limits by approving related and similar expenses that ordinarily should be a single piece of procurement. This could be interpreted as splitting of contracts or services for it to be within the limit of an officer and avoid rules governing big tender, breach of the Procurement and Fiscal Responsibilities Acts.
- e. In year 2016, the sum of ₦25,085,306 was paid to Nugabass Consultants Ltd as professional fees in respect of recovery of ₦447,000,000 from PENCOM out of the ₦3 Billion indebtedness of the FGN to the University. This is an avoidable cost that the University could have established a more cordial relationship with PENCOM and used it to recover the debts.

- f. Migration from GIFMIS to IPPIS for the payment of staff salaries appeared beneficial to the staff, and State Government. Deductions of PAYE and Pensions are now properly computed and remitted as required. The table below summarizes the effect of the application of IPPIS.

5.15 Table 16: Effect on the Application of IPPIS

	GIFMIS Year 2019 #	IPPIS Year 2020 #	Difference #	Remarks
Other Deductions	3,810,229,816	1,581,825,586	2,228,404,230	Overstated
Payee	382,421,852	966,856,350	(584,434,499)	Understated
Net	5,353,793,797	7,792,768,081	(2,438,974,284)	Understated
Gross	9,546,445,464	10,341,450,017	(795,004,553)	Understated
Pension - Employee	723,579,949	797,552,687	(73,972,738)	Understated
Pension - Employer	723,579,949	797,552,687	(73,972,738)	Understated
NHIS	482,386,633		482,386,633	
Total Cost	11,475,991,995	11,936,555,392	(460,563,397)	Understated

- e. The COVID-19 pandemic has also had a severe impact on higher education as universities closed their premises and countries shut their borders in response to lockdown measures. Although higher education institutions were quick to replace face-to-face lectures with online learning, these closures affected learning and examinations as well as the safety and legal status of international students in their host country. Perhaps most importantly, the crisis raises questions about the value offered by a university education which includes networking and social opportunities as well as educational content. The new normal has its attendant cost in the ICT infrastructure and subscriptions to secure network.

5.3.5.2 Recommendations

- a. The University should create a baseline by establishing a standard or baseline against which actual costs are to be compared. These standards may be based on historical results, a reasonable improvement on historical results, or the theoretically best attainable cost performance as well as current market prices. The middle alternative is generally considered to yield the best results, since it sets an achievable standard.
- b. Calculate variance between actual results and the standard or baseline noted in the first step above. Emphasis should be given to the detection of unfavorable variances, which are those actual costs that are higher than expected. If a variance is immaterial, it may not be worthwhile to report the item to management. To actualise this, budget should be realistically projected.
- c. Investigate the variance by conducting a detailed drill-down into the actual cost information to ascertain the reason for an unfavorable variance.
- d. Take corrective actions. Based on the information found in the preceding step, recommend to management whatever corrective actions are needed to reduce the risk of continued unfavorable cost variances.
- e. Employ ICT application for reaching out to the Pro-Chancellor in matters of major financial transactions and major activities of the University. It should be noted that the provisions of the Procurement Act did NOT preclude the supervisory role of the Governing Council as charged by the enabling law.

- f. The University should carry out a critical analysis of the expenses in power consumption, contingencies, transport and travelling, maintenance and janitorial services, and every other overhead cost with the aim of identifying loopholes and provide solutions to mitigate possible abuse.
- g. The University management and the responsible officers should endeavour to wholistically consider the reasonability of monetary value of expenditures, their necessity, and relevance in achieving set objectives. Well-conceived programme will always have the support of the University's authority, there will be no need for possible splitting of contract or services.
- h. The University should deploy structural performance improvement programmes in order to quickly overcome the recent COVID-19 crisis and respond to the 'new normal' of lower revenues in the mid-term. For these programmes, leaders will first have to develop a clear target picture for the University in three to five years. This should include the future core business model and operating model. In fact, the flexibility in the implementation of the 25-year strategic plan as we recommended is being justified here.
- i. To remain relevant, universities will need to reinvent their learning environments so that digitalisation expands and complements student-teacher and other relationships. Cost saved might be expended in the ICT infrastructure for the online lecture platforms.
- j. University should seize the opportunity in COVID-19 to renegotiate some fixed contract amount/fees because the pandemic has forced

many to be considerate and understanding. Renegotiating might be favourable for some; it might not yield any result for others. However, it will not cost the University anything to hope and see if it can reduce cost through this method.

5.3.6 25-Year Strategic Plan – (Golden Strategic Plan for 2012-2037)

This is an ongoing well-executed plan that will chart the precise future of an entity in detail as conceived by the Onosode Council. In all, the strategy has helped set the current resources, goals and explained what is needed to be executed in getting the entity to the position of greater profitability, heighten competence, ensures returns to the stakeholders as the future unfolds. The plan could be seen as a major aspect of the overall corporate risk management of the University.

5.3.6.1 Findings/Observations

- a. The University developed 25 years Strategic Plan helped towards achieving three main objectives within the short; medium; and long-term perspectives:
 - i. To strategically position the University as the number one University in Nigeria by the January 2014 Universities ranking.
 - ii. To position the University towards becoming one of the 5 top Universities in Africa by year 2016 and the African 'No. 1' choice.
 - iii. To position the University towards becoming one of the top 100 Universities in the world by year 2035.
- b. This plan detailed out the current status of the University, applied Strengths Weakness Opportunity and Threat (SWOT) analysis to identify the strengths, weaknesses, opportunities and threats to the University.

Current statistics, administrative structures were clearly itemized and presented for a better knowledge of the University community.

c. Detailed plans are centred on:

- i. Academic matters.
- ii. Student matters.
- iii. Human resources.
- iv. Physical infrastructure.
- v. Environment.
- vi. Health, safety and security.
- vii. Finance.
- viii. Monitoring and Evaluation.

5.3.6.2 Recommendation

The University should make this strategic plan to be flexible to keep the management on top of the effects of inevitable change in yearly budget, human and financial resources, programmes and projects targets. With this, it will help in appraising and monitoring how the University has, at a particular time, evolved and its continuity of growth into the future.

5.4 QUALITY OF FINANCIAL REPORTING

Financial reporting means disclosure of important financial information & other activities of an organisation to various stakeholders (investors, creditors/ bankers, public, regulatory agencies, and government) for helping them get the idea about the actual financial position of the organisation at any point in time

International Public Sector Accounting Standards (IPSAS) are the only internationally recognised financial reporting standards for the public sector. They are set by an independent International Board of Public Sector

(IPSASB) finance experts and help public sector entities address specific, key public sector issues. IPSAS are high quality global accrual-based accounting standards which enable governments to produce high-quality financial information that leads to better decision making and builds accountability and trust with citizens.

In line with the trend in globalisation, Nigeria Government considered the IFAC expectation and the IPSAS was adopted in 2010, as the latest initiative in public sector reforms in Nigeria. Good governance, high-quality accounting standards, and leadership are critical in ensuring strong public financial management.

5.4.1 Audited Financial Statements

Annual Audit of Financial Statements by an external auditor, qualified chartered accounting firm is a statutory requirement. An audited financial statement is statement that has been certified to fairly, in all material respect, represent the financial position of an entity at any given time. That the statements adhere to general accounting principles and auditing standards. This verification gives the various users confidence that the statements are accurate and reliable for an Informed decision.

5.4.1.1 Findings/Observations

- a. The Financial Statements of the University for the Five years, 2016 to 2018, were audited by Olaolu Olabimtan & Co. (Chartered Accountants) and approved by the Governing Council.
- b. The Financial Statements for the year 2019 are still at the Management account level as at the time of writing this report.

- c. The Auditors issued Management Letters in which they raised some issues concerning wrong application of accounting principles and related matters that might have adverse implications on internal control systems. The Management Letters also spelt out some practicable recommendations on ways to achieve best practices by both the University and all the related segments (IGUs). The Bursary Department commented on the external auditors' observations, noted, accepted, and where required, provided explanations.
- d. Some of the financial operations are partially automated but not linked to each other. All the accounting applications are deficient in many aspects and probably users are not conversant with the applications, for example:
- i. Sage 1000 is not compatible with the requirements of IPSAS.
 - ii. The faculties finance offices and the accounts offices of the IGUs are not integrated.
 - iii. The Internal Audit Unit is not interfaced with Bursary electronically.
- e. **IPSAS and IFRS adoption:** The University of Lagos adopted the International Public Sector Accounting Standards in year 2014. This is great and commendable. Thus, Financial Statements for the year ended 31st December 2014 was the first financial statements of the University prepared under the International Public Sector Accounting Standards (IPSAS). The Income Generating Units have equally adopted IFRS for the financial reporting. By extension, these were changes in the accounting policies and disclosure requirements. There were no any deviations from the application of the adopted standards in the subsequent years. However, the audited IPSAS based Financial Statements for the years 2016, 2017 and 2018 **lack** relevant components of Financial Statements as listed below:

- i. Statement of comparison of budget and actual amounts.
- ii. Chairman's (Chancellor) statement.
- iii. Report of the chief executive officer (Vice-Chancellor).
- iv. Corporate governance statement.
- v. Corporate social responsibility statement.
- vi. Report of the directors (Governing Council).
- vii. Statement of directors' (Governing Council) responsibilities.
- viii. Progress on follow up of auditors' recommendations.

f. It took 18 to 40 months after the end of Financial Years of the period under review to prepare and sign off on the Audited Financial Statements of the University. This was grossly in contrast with the 3 months specified in the Fiscal Responsibility Act. Financial information is much more relevant and useful in strategic decisions, if made available within the shortest possible time. Good ICT, MIS structure, and exceptional employee commitment to assigned duties, and the willingness to excel in service delivery can achieve this milestone.

g. *Only one external audit firm that has been auditing the financial statements of the University Main Campus, College of Medicine, and all the IRGUs. The University is a large educational institution with many, and demanding activities. A single firm of auditors seems inadequate to handle the annual audit of the institution along with its numerous subsidiaries. There is the need for joint audits, and where appropriate, continuous audit arrangements.*

h. **Operating segments**, based on the requirement of IFRS 8, that operating segments be determined based on the entity's internal reporting to the Governing Council chaired by the Pro-Chancellor. It is the Governing

Council that has the responsibility for general control and superintendence in policy, financial and property, and public relations.

The University's operating segments comprises Five (5) major activities and two locations within Lagos State of Nigeria:

- i. Regular educational activities in the main campus.
- ii. Regular educational activities in the college of medicine.
- iii. Irregular educational and training activities.
- iv. Research and development activities.
- v. Commercial business through the internal revenue generating units.

The financial statements appeared not to have been clearly structured to adequately reflect this segmentation. Emphases were on the subsidiaries and units not on the nature of services/products.

- i. **Prior year adjustments:** We noticed a consistent prior year adjustment with significant values year in year out. These adjustments are cash related transactions, complete omission and over or understatement of financial transactions.

- i. Total of ₦1,765,211,753 was debited to the accumulated fund as prior year adjustments in the audited financial statements for the year 2016, 2017, and 2018.

We understand that financial reporting is a continuous exercise and such adjustments are acceptable with clear explanations and as one-off event. Where it becomes a repeated affair, will render the financial statements unreliable for decision making. There is the need for acceptable explanations. It also signifies that the financial reporting structure has not been working properly over the years.

j. Revaluation of Fixed Assets and Disclosure of Revaluation Surplus

The Audited Financial Statements did not specifically and adequately disclose the adoption of the revalued number of landed properties of the University. It only stated the inclusion of ₦52,501,672,075 in the deemed cost based on the Macgregor & Ojutaylayo, a chartered Surveyors' valuation report and opinion of September, 2011.

The resulting revaluation surplus as at the time of the adoption was recognised in the accumulated fund instead of a separate line item 'Revaluation Reserve' within the stakeholder's funds in the statement of financial position or balance sheet. The consequence of this treatment is that over time, the true position of revaluation vanishes, it will look as if the cost of the assets were purely historical and actual cost of the acquired assets. It also signifies window dressing of the financial statements.

k. Overstatement of Revenue and Expenditure: The Financial Statements of the University are consolidated, consisting of the Main Campus, College of Medicine, and all the 100% owned income generating units.

- i. It came to our knowledge that for the whole period under review, the reported consolidated revenue earned were overstated due to inclusion of contribution received (as income) from the Income Generating Units by the University while consolidating the full income earned by the IGUs.
- ii. Also, the expenditures, classified as service charges were correspondingly overstated by equal amount of the contributions from the IGUs.

iii. The overstatement in each year was, ₦329,894,747 (2016), ₦1,229,872,579 (2017), ₦953,310,941 (2018), ₦924,901,347 (2019), and ₦Pending (2020).

iv. *These erroneous treatments have zero effect on the bottom-line but will paint a different picture of absolute values and ratio analysis results*

- i. **Recognition and Disclosure of Grants for Capital Projects:** For the funds received from Needs Assessment, Constituency Projects, TETFunds and capital subvention, the current practice of recognising the portion appropriated to capital expenditures directly in the accumulated funds to the extent of the value when such expenses has been incurred, is wrong. Rather, it should be treated as deferred income and to be recognised in the statements of performance on the bases of the useful life of the items of property, plant, and equipment that the funds were used to procure. The total amount of capital grants recognised directly in the accumulated fund were ₦2,831,400,199 (2016), ₦1,396,356,288 (2017), and ₦1,678,495,953 (2018).

5.4.1.2 Recommendations

- a. The University should upgrade the financial structures and systems to On-line Real-time operations that makes for efficiency. This should be a priority because what is presently in use does not achieve the mission and vision of the Bursary Department.
- b. IT training programs for Accountants should be organised regularly. There should be continuous training (including in-house) to raise the productivity of staff. Non-professional existing staff should be encouraged to acquire relevant professional skills.

- c. The University should have complete integration of finance and accounting activities of the Main Campus, College of Medicine, and the Income Generating Units. Provision of additional office spaces might be required.
- d. Stewardship and report generation as and when due should be established.
- e. The Bursary Department should take ownership of the preparation of management accounts as it should be. The application of IPSAS in the Nigerian public sector is no longer a new reform, where considered appropriate in addition to the trainings already given to staff, intensive training should be conducted at regular interval across every cadre of staff.

5.4.2 Business Performance Review

Business-orientated strategies originated in the private sector and has subsequently been adapted by the public sector into an audit mechanism for improving the performance, productivity, accountability and transparency of public services. This is to remedy the perceived inadequacies of the public sector. The introduction of performance management in education has not been without controversy, particularly since it can be perceived as a form of managerial control over professional work. It should be seen as being about doing the work as well as being about the results achieved.

5.4.2.1 Finding/Observation

Our findings indicated a lack of monthly, but prevalence of quarterly budget performance reviews by the Governing Council of the University. MIS involves provision of data and analysis of business data for the assessment of performances at regular intervals so that current and future opportunities can

be maximised; and to address issues faced by each functional units of the University.

5.4.2.2 Recommendations

- a. The University should implement a realistic flexible budgetary system as well as flexible control of the actual operations. At regular intervals, the actual performance of the University be measured against the budget, identifying variances and the causes of such variances.
- b. Business performance management requires setting performance standards for each operation and personnel. These should be taken with keen interest so that the University will be in line with evolving business world and demand for excellence.

It should be appreciated that the business world is constantly evaluating its methods to find business processes that are more efficient in terms of cost and the achievement of goals. The practice of creating metrics to measure performance is just one of the ways that business owners and managers attempt to get a better return on investment for their business processes. Business performance management is to monitor the methods a company uses to reach its goals and then using data, find better methods.

5.5 QUALITY OF COMPLIANCE WITH STATUTORY REGULATIONS

5.5.1 Findings/Observations

- a. Statutory deductions of personal income tax (PAYE) were not accurately computed in the University's staff payroll. A **5% flat rate** was applied. This resulted in heavy tax burden for the lower income earners that are required to pay **1%** of their gross salary where annual taxable income is

less than ₦300,000. And conversely, benefited the higher and average income earners whose PAYE should have been computed and deducted in line with the following graduated rates on taxable income.

First ₦300,000	@	7%
Next ₦300,000	@	11%
Next ₦500,000	@	15%
Next ₦500,000	@	19%
Next ₦1,600,000	@	21%
Above ₦3,200,000	@	24%

- b. The above wrong application of 5% as PAYE resulted in gross under deduction of PAYE from the staff salaries over the years and therefore gross under remittances of PAYE to the Lagos and Ogun State Governments. Our sample check is indicative of ₦584,434,499 average under deduction and remittance per annum. (₦2,922,172,494 in 5 years under review). Correct average annual PAYE stood at ₦966,856,350 as against wrongly deducted average PAYE of ₦382,421,852.
- c. The Pension Act of 2004, as amended in 2014, stipulates that employees are to contribute 8% of their gross emolument (transport, basic, and housing) while employers contribute a minimum of 10% of employees' gross emolument on their behalf into the contributory pension scheme. But the University's pension contributions had been at 7.5% of the consolidated salaries by the employees, and 7.5% of consolidated salaries by the employer. These rates are not in line with the provision of the reformed contributory pension scheme.
- d. As contained in the minutes of meetings of Finance and General-Purpose Committee dated 5/12/2016, the University was assessed by the Federal

Inland Revenue Service to pay tax liabilities amounting to ₦531,000,000. This total liability was subsequently reduced to ₦15,000,000 after the engagement of Abolaji Israel & Co., Tax Consultants. Amount paid to the Tax Consultants for services rendered was not disclosed. The outrageous 97% reduction of the assessed tax liabilities calls for proper explanations. Above all, it points to noncompliance with the tax laws.

- e. The University adopted the International Public Sector Accounting Standards in year 2014. But there are gaps requiring improvement to be fully in compliance with the IPSAS requirements.

5.5.2 Recommendation

The University should be in compliance with the tax laws and related levies. Remittance of statutory deductions should always be effected as prescribed in the enabling laws to avoid penalties attached to non-compliance. Compliance with contributory pension, ITF, and others has been found to positively motivate staff, earn their loyalty and commitment to duty.

5.6 QUALITY OF STRUCTURE OF BURSARY DEPARTMENT

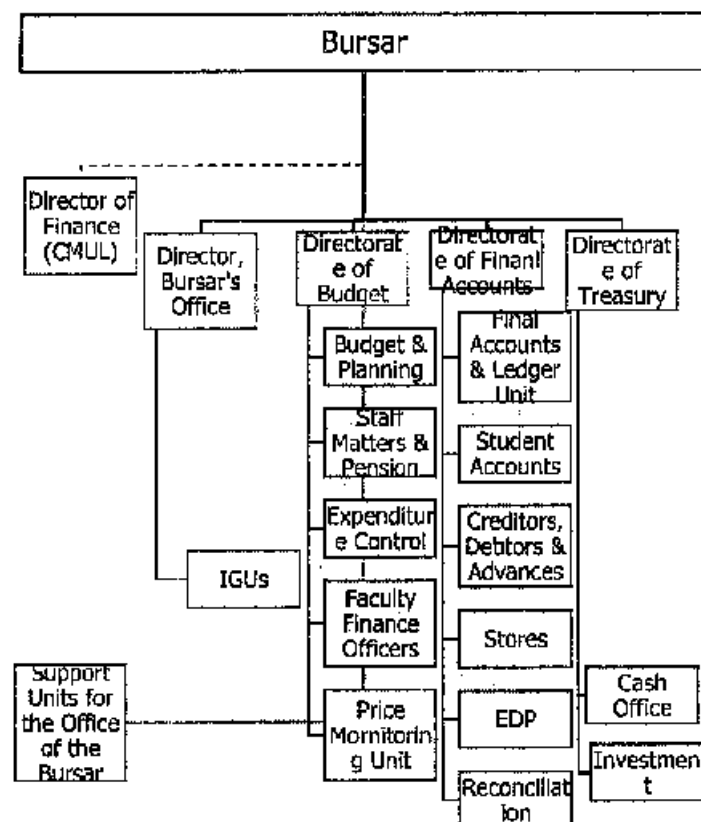
There is segregation of duties in the bursary section of the University. The key activities of the Bursary are performed through the Bursar's Office and the Directorates. The Directorates are:

- a. Directorate of Budget Planning and Control which looks after the budget planning, preparation and control.
- b. Directorate of Final Accounts which undertakes book-keeping, and renders financial reporting obligations as necessary. It also maintains an archival system, as well as management of insurance system on both the assets and the personnel of the University.

- c. Directorate of Treasury, ensures fund mobilisation, receipt and payment of money to University's stakeholders such as students, staff, service providers, government and many others. The Directorate's activities also include investment of funds, foreign exchange management and custody of University's financial instruments such as investment and treasury certificates and receipts.
- d. The Finance Department of the CMUL headed by a Director, has a broken line relationship with the Bursary of the Main Campus. The Director who is responsible to the Provost keeps a reporting relationship with the Bursar in terms of budget, grant appropriation and financial statement consolidation.

Below is the organogram of the Bursary Department of the University of Lagos:

5.16 Table 17: Organigram of Bursary Department



Based on the profile of the Bursar, the Bursary in its current form is managed by a seasoned professional accountant whose varied experiences include investment, public sector accounting and finance, business assurances, taxation and tax management, systems processes and reviews, financial management and cost efficiency.

5.6.1 Recommendations

Generally, in addition to the various recommendations the Panel made to enhance the financial management of the University of Lagos, it is recommended here that the Management and the Governing Council should:

- a. Quickly take every necessary and appropriate actions as contained in the various extant regulations (Internal and external) against any officer that is found wanting or lagging in performance.
- b. Encourage team work and constantly monitor the finance function and performance as team work will give access to essential data that can turn around the University.
- c. Address any friction between various departments and the finance team and find ways to expedite finance processes.
- d. Create a work calendar and make sure that all team members meet the deadlines.
- e. Encourage innovative and collaborative ideas to increase productivity.

CHAPTER SIX

TERMS OF REFERENCE FOUR

TO INVESTIGATE THE USE OF FUNDS, PARTICULARLY SPECIAL GRANT AND LOANS MEANT FOR SPECIFIC PROJECTS IN ORDER TO DETERMINE THE STATUS OF SUCH PROJECTS AND THEIR SUITABILITY FOR FURTHER FUNDING.

6.1 SPECIAL GRANTS FOR SPECIFIC PROJECTS

The main sources of funding for projects in the University of Lagos are:

- a. FGN capital projects
- b. FGN needs assessment projects
- c. TETFund
- d. Local and international private and public donors

The projects executed with funding from these sources can be classified as:

- a. Building construction
- b. Procurement of goods, furnishing and equipment
- c. Maintenance services
- d. Procurement of vehicles
- e. Procurement of fuel
- f. Janitorial services
- g. Consultancy services
- h. Power supply
- i. Water supply
- j. Maintenance/Renovation/Auxiliary (IGR) projects

The execution of the projects can be through the use of the:

- a. Department of works and physical planning
- b. External consultants

Administratively, the various department and units involved in the execution of projects are Management (Vice-Chancellor, Registrar, Bursary), Department of Works and Physical Planning, Procurement Unit, Legal Department.

6.2 LIST OF CAPITAL PROJECTS FOR WHICH FUNDS HAVE BEEN EXPENDED ARE CONTAINED IN APPENDIX 1

The summary is made up as follows:

6.2.1	2016 Capital Projects	-	₦2,838,503,032.35
6.2.2	2017 Capital Projects	-	₦36,496,340.50
6.2.3	2018 Capital Projects	-	₦875,965,452.78
6.2.4	2019 Capital Projects	-	₦49,768,548.29
6.2.5	2020 Capital Projects	-	₦361,223,094.00

Donor funded projects are contained in Appendix 2.

6.3 INCOME GENERATING UNITS (IGU) OF THE UNIVERSITY OF LAGOS

There are twenty-nine (29) Income Generating Units in the University of Lagos; twenty-one (21) units are in the Main Campus and 8 units are in the College of medicine. They are:

6.3.1 IGU in the University of Lagos Main Campus

- 1) UNILAG Holding Company Limited (UNIHOLD)
- 2) University of Lagos Guest Houses and Conference Centre Limited
- 3) University of Lagos Press and Bookshop Limited, combining the Press and the Bookshop
- 4) University of Lagos Pharmaceutical Limited
- 5) University of Lagos Ventures Limited

- 6) UNILAG Consult Limited
- 7) University of Lagos Property Development and Investment
- 8) University of Lagos Property Management and Development Company Limited
- 9) School of Postgraduate Studies
- 10) Human resources Development Centre
- 11) Distance Learning Institute
- 12) School of Foundation Programme
- 13) Institute of Continuing Education
- 14) UNILAG Maritime Studies
- 15) International School, ISL
- 16) Auditoria Management Unit
- 17) UNILAG Staff School
- 18) Sports Centre
- 19) UNILAG Medical centre
- 20) UNILAG Media Centre
- 21) UNILAG Television
- 22) UNILAG Radio

6.3.2 IGU in the College of Medicine, University of Lagos

- 1) MEDILAG Ventures Limited
- 2) Department of Medicine Laboratory
- 3) MEDILAG Consult/Pre-Natal Diagnosis Centre
- 4) A-Lab
- 5) Pediatrics D4 Laboratory
- 6) Clinical Pathology Laboratory/Toxicology
- 7) Central Research Laboratory
- 8) Anatomic Molecular Pathology Laboratory

6.3.3 Findings/Observations

Our key findings and observations are as follows:

1. The Works Department devotes too much time to tasks that are unrelated to construction and maintenance such as personal issues and direct involvement in consultancy and the actual construction of the works at the same time; this has compromised the quality of performance of its core functions.
2. Observance of due process procedures for procurement is weak and proper accounts and records are not kept for executed projects. This can be seen as a violation of the requirements of the Public Procurement Act 2007. Section 12(page A218) of the Act states ***"Every procuring entity shall maintain both file and electronic records of all procurement proceedings made within each financial year and the procurement records shall be maintained for a period of ten years from the date of the award."***
3. The Department of Works and Physical Planning lacks a clear and effective organisational structure; this fact is very evident in the time it takes to get even basic information about projects.
4. Staff of the Department of Works and Physical Planning use their personal funds to carry out maintenance work. The funds are then recouped as "Reimbursable expenses". This is both inefficient and unreliable, likely to cause delay and uncertainty and poor-quality execution. It is also open to abuse.
5. Rather than working closely and being a critical integral unit to the functioning of the Department of Works and Physical Planning, the Procurement Unit often functions as a stand-alone entity.

6. There are serious manpower problems at the Department of Works and Physical Planning; many members of staff are too old for the physically demanding nature of their jobs. Awareness of and readiness to assimilate modern, professional work processes are also lacking.
7. The Department of Works and Physical Planning plays a very important role in the execution of capital and maintenance projects. However, the Department has not had substantive Director for about three (3) years. This explains to a greater extent the gaps in compliance and due process relating to the execution of many contracts.

6.3.4 Recommendations

1. The Department of Works and Physical Planning should be overhauled by employing competent professional members of staff. It should be equipped with more contract administration and project management software packages.
2. A substantive Director of Works and Physical Planning should be immediately employed.
3. A process and procedures handbook should be recreated and updated to meet contemporary challenges.
4. An imprest account should be created for minor and/or emergency works instead of allowing members of staff to use personal funds.
5. Members of staff of works and physical planning should be transferred to other departments as they advance to the retirement age of sixty-five (65) years.

6.4. NEW LIBRARY BUILDINGS

6.4.1 Brief description of the project:

9-storey (9 levels) reinforced concrete framed structure made up of:

- a. Basement level.
- b. Ground floor level.
- c. Seven upper floor levels.

Foundation type: Reinforced concrete cellular raft foundation

Contract sum:	N1,935,135,087.35
Contract period:	18 months
Commencement date:	11 th May, 2018
Completion date:	9 th November, 2019
Approved extension of time:	15 weeks and four days
Revised completion date:	February 2019

Progress of work as at February 2019 was at the level of casting of reinforced concrete first floor slab. The entire building was expected to have been fully completed and handed over to the client in February 2019.

- a. Collapse of formwork during the casting of section C of the first floor:
14th February, 2019.
- b. Suspension of work date: 14th February, 2019
 - Advance payment: N290,270,263.10
- c. Advance payment amortised (Repaid): N44,702,174.50
- d. Advance payment still with contractor: N245,568,088.60
- e. Cumulative Valuation of work done
to 2nd October, 2018: N457,903,417.47

On March 17, 2014; Unilag appointed the following consultants (individually and not as a Consortium) to prepare designs and supervise the construction of the New Library Project. The consultants are:

- Comprehensive Project Management Services Limited (CPMS) - Project Manager
- ATO Architects Limited (ATO) - Project Architect
- Landmark Integrated Technologies Limited (LMIT) - Structural Engineer
- Interactive Engineering Consult Limited (IEC) - MEP Consultants
- Jojo & Partners Limited (Jojo) - ELVS, and
- Tubeer Consultant Limited (Tubeer) - Quantity Surveyor

The planned duration for the project was 21 months, comprising 3 months for designs and 18 months for construction. These time lines were not kept due to the challenges of briefs by the client.

6.5 SCHOLARS' HOSTEL

6.5.1 The contracts for the execution of Scholars' Hostel are made up as follows:

- a. Construction of Scholars' Hostel Building, Block A.
- b. Construction of Scholars' Hostel Building, Block B.
- c. External Civil Works for the Scholars' Hostel.
- d. Construction of Access Road to the Scholars' Hostel.
- e. Supply of various Furniture items for the Scholars' Hostel.
- f. Additional Furniture and Fixtures.

The request for commencement date, completion date and final account figure in a schedule format for Scholars' Hostel in particular and for all the projects in general was not done.

Contract Bills of Quantities and drawings for Scholars' Hostel were not made available for sighting even after several requests. Instead, recently prepared Bills of Quantities that were not signed by the client and contractors were made available on Thursday, 10th June, 2021.

The certificate of practical completion for supply and installation of various Furniture Items to the Scholars' Hostel states:

- | | |
|--|---------------------------------|
| a. Contract date: | 18 th December 2014 |
| b. Completion date: | 12 th March 2015 |
| c. End of Defects liability period: | 12 th September 2015 |
| d. Date of signing certificate of
practical completion: | 12 th March 2015 |

There is additional furnishing contract of ₦24,589,738.16 that was completed in 2017, that has an award letter dated 17th March 2020.

The Scholars' Hostel contract execution has all the incidence of contract splitting; which is splitting of tenders to enable the evasion of monetary threshold set. An offence contained in item 3d (page A244) of the Public Procurement Act 2007.

6.5.2 Findings/Observations

1. The consultant Architects and Engineers designed the building based on the brief provided by the Management of the University of Lagos.
2. The prequalification and selection of contractors was done by the Department of Works and Physical Planning in the first instance.

3. The tendering process that led to the selection of contractors was conducted twice.
4. The first tender process was cancelled in July, 2015 after the Quantity Surveyor wrote the tendering and evaluation report.
5. The bids for the second tender were received and opened on 16th March, 2016 by the Procurement Unit. The tendering process and the evaluation report were done to the exclusion of the consultants.
6. On 3rd May 2016, i.e., after 40 days of receiving and opening the bid, the Deputy Director of Works and Physical Planning sent a mail to the Quantity Surveyors i.e., the consultants requesting them to write the tender and evaluation report for bids that were opened on 16th March, 2016. The Consultants never sighted the tenders as they were not passed to them. In many respects, this is a gross violation of procurement process that amounts to illegality. The required timeframe for tendering, encompassing receipt and evaluation of bids, notification of award and obtaining necessary approvals, as stipulated in schedule 5 of the Public Procurement regulation for Goods and Works, is 30 calendar days.
7. HALLS OF RESIDENCE FOR STUDENTS: All the halls of residence for the students are in a deplorable state; the renovated ones inclusive. The halls are densely over populated by students.
8. ELKANEMI HALLS OF RESIDENCE: Specifically, the construction of the halls was poorly done and the workmanship used for the finishing elements is rated as below standard and as such will require a high maintenance cost structure to reduce the rate of deterioration.
9. The Panel further observed that the splitting of tenders to enable the evasion of monetary threshold set in the award of some contracts are bad practices.

During an interactive session with Panel members, the Acting Director of Procurement, Dr James Akamu, referred to the splitting of tenders action as 'lotting of contracts' and claimed that the action was in line with the Public Procurement Act.

10. Contrary to the Acting Director of Procurement's claim, the Panel found out that Section 162(2) of the Procurement Act, which allows "lotting" in respect of disposal of public assets but not procurement of goods, work, services and consultancy. The Act further stated that "Assets to be disposed of shall be grouped in contracts or lots in a manner which attracts maximum possible competition".

6.5.3 Recommendations

The problems the construction of the new library has encountered are due to manipulation of the tender process; the contractor was not properly evaluated to ensure that the project was being awarded to the contractors most likely to faithfully execute.

But the contract for the library is still valid despite the suspension of construction activities and the fact that the project has not been delivered after the contractual completion date.

The consultant Architects should instruct the contractor to:

- a. Renew for an extended period the Contractor's All Risk Insurance.
- b. Renew for an extended period the advance payment bond.
- c. Renew for an extended period the performance bond.
- d. The contractor should be instructed to use part of the unamortised sum of ₦245,568,088.60 to renew the above documents.
- e. After putting in place these new documents, the Vice-Chancellor through the Architects should terminate the contractor's employment under the

contract by evoking clause 8.4 of the JCT Standard Building contract (2011 edition) or its equivalent clause of the contract.

The Heads of the Department of Works and Physical Planning and the Procurement Unit should be sanctioned.

The work on projects sponsored by donors is generally of a higher quality. The Central Bank of Nigeria Centre of Excellence building show how high quality of work is possible. This underscores the need for complete, root and branch overhaul of the Department of Works and Physical Planning.

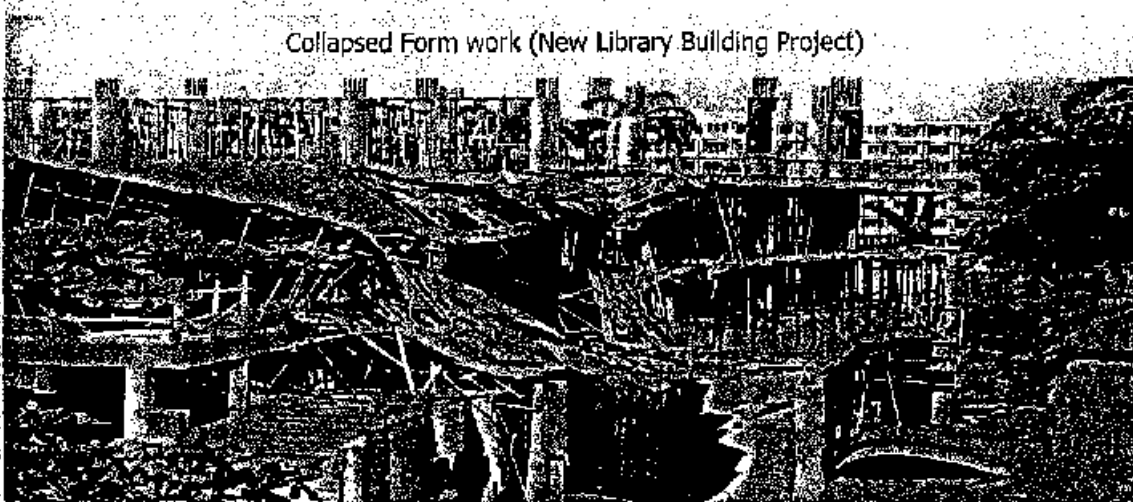
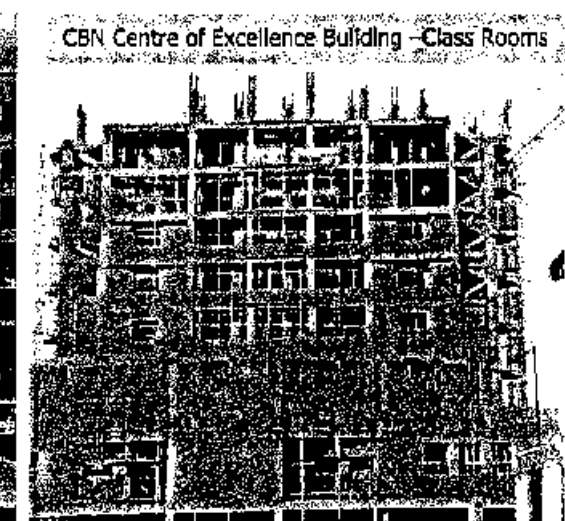
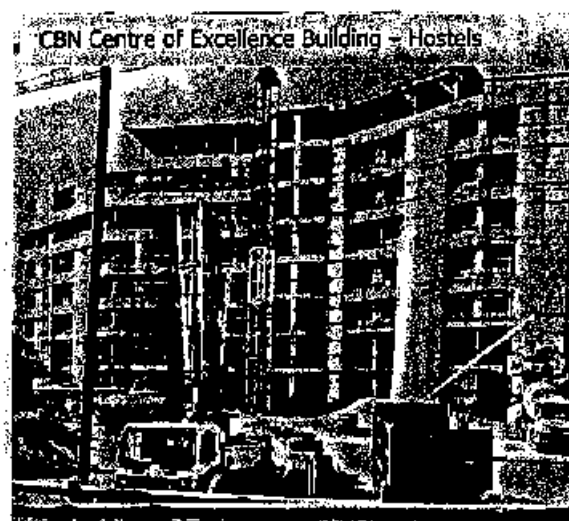
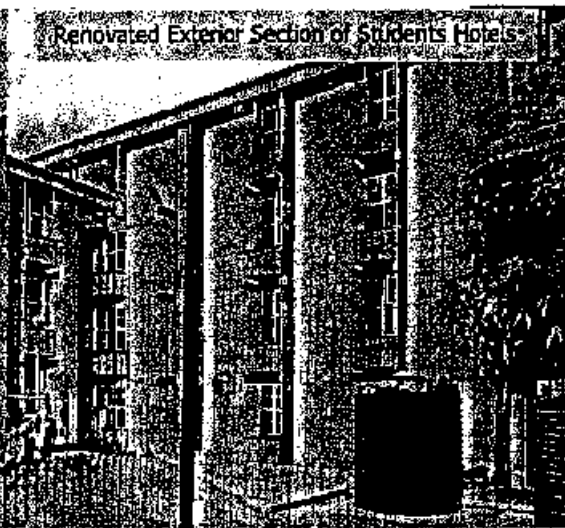
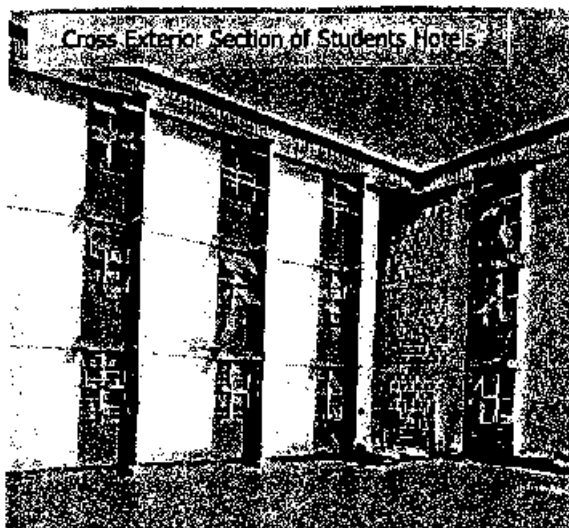
New leadership should be brought in, subject to transparent evaluation standards and procurement methods should be strengthened. As part of key reforms, the procurement process should be completely transformed into an electronic system.

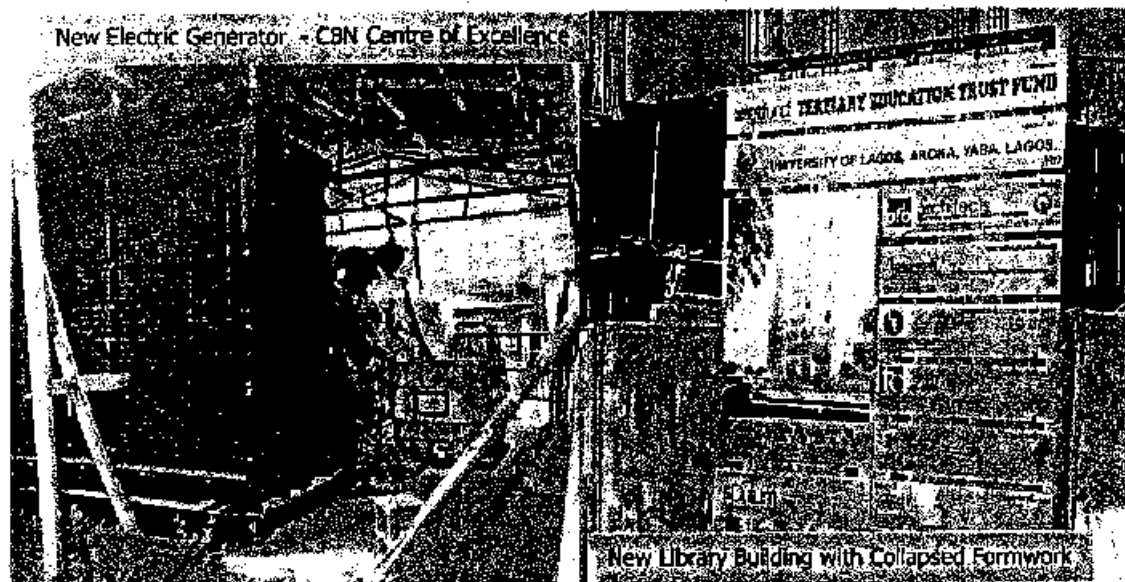
The decisions on the design and execution of the new library building project should be taken based on the recommendations of the consultants.

The delays suffered by the library project through the contractor's nonperformance and the added suspension period means the project cannot be completed as designed at the contract sum of ₦1,935,135,087.35 (One billion, Nine hundred and thirty-five million, One hundred and thirty-five thousand, Eighty-seven Naira and Thirty-five Kobo). The consultants should therefore apply the principles of "DESIGN TO COST" to complete the project at the sum of ₦1,935,135,087.35 with a new capable contractor.

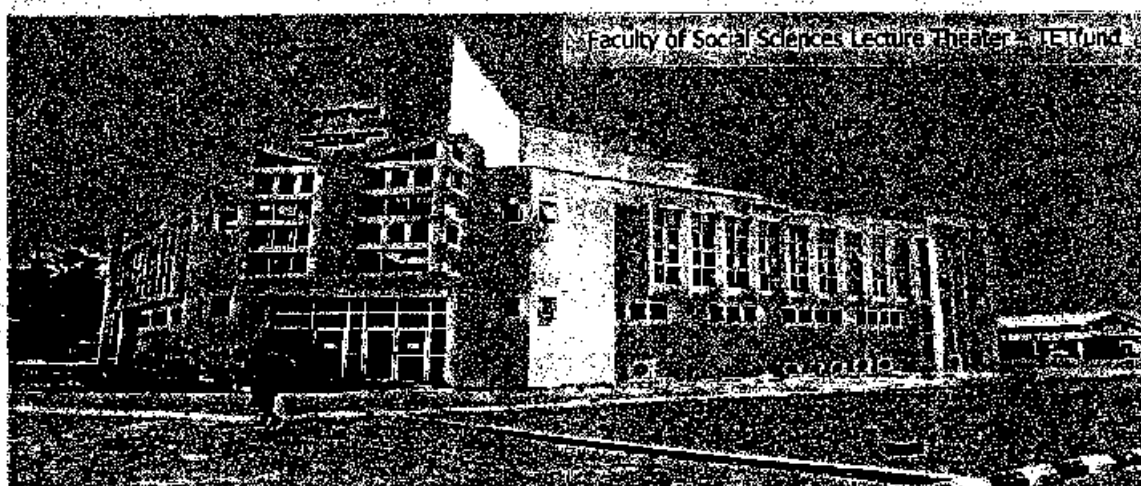
All the halls of residence be renovated using capable professional constructors.

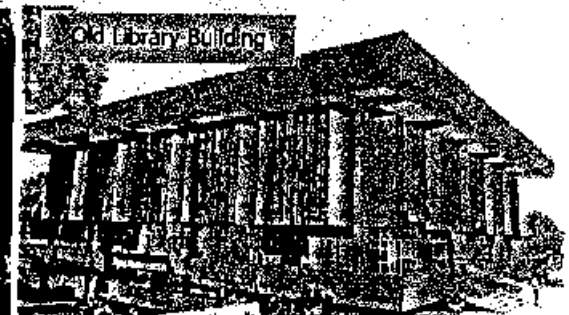
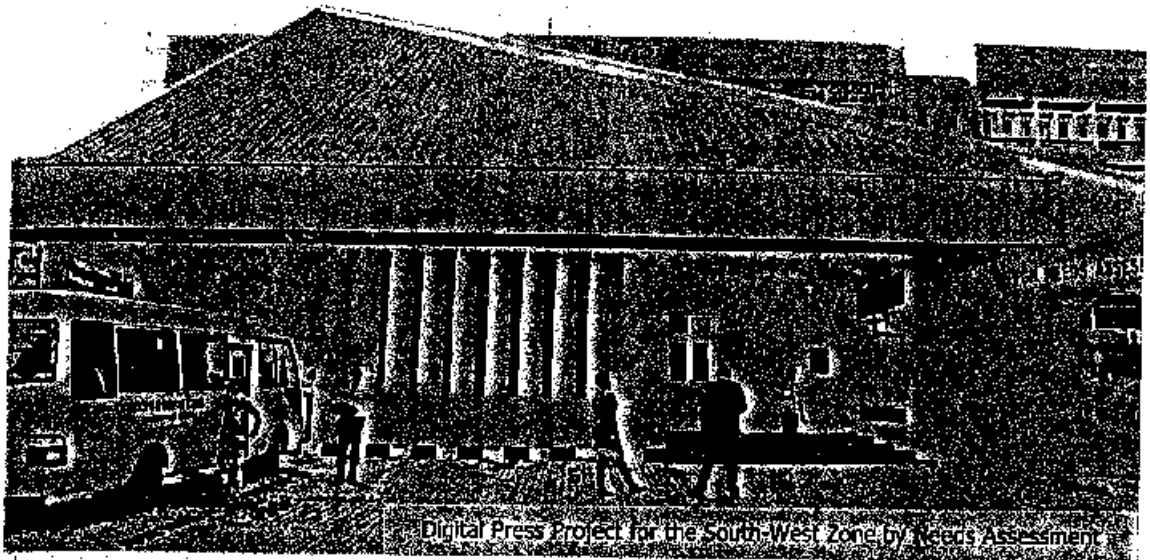
The University of Lagos Management should desist from splitting of tenders for the award of contracts by adhering to item 3d (page A244) of the Public Procurement Act 2007. However, when disposing of public assets, the Management can rely on section 162(2) of the Procurement Act where the use of lotting is permissible.



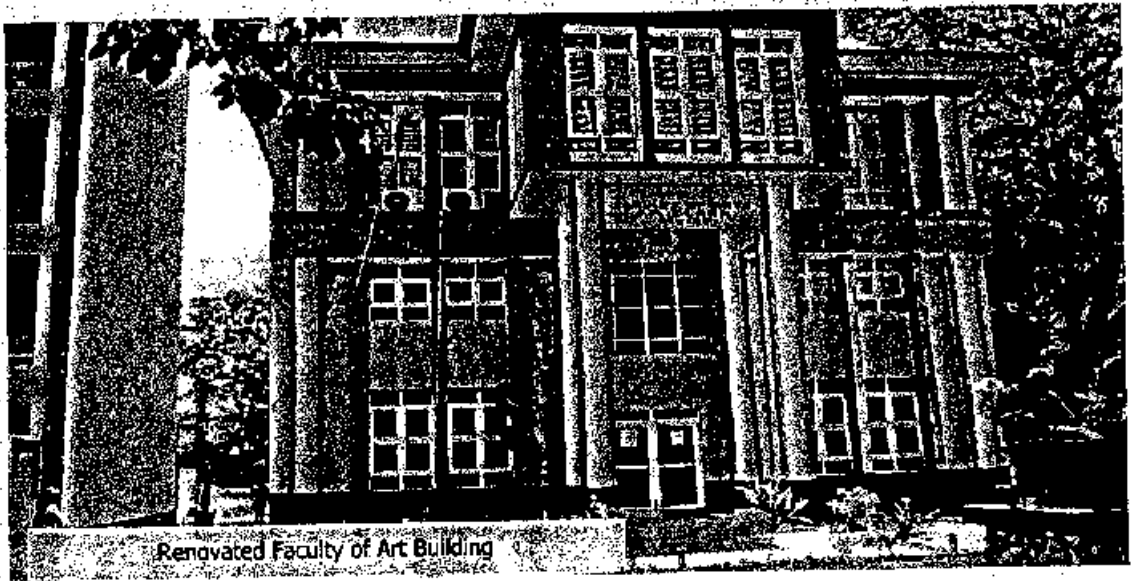
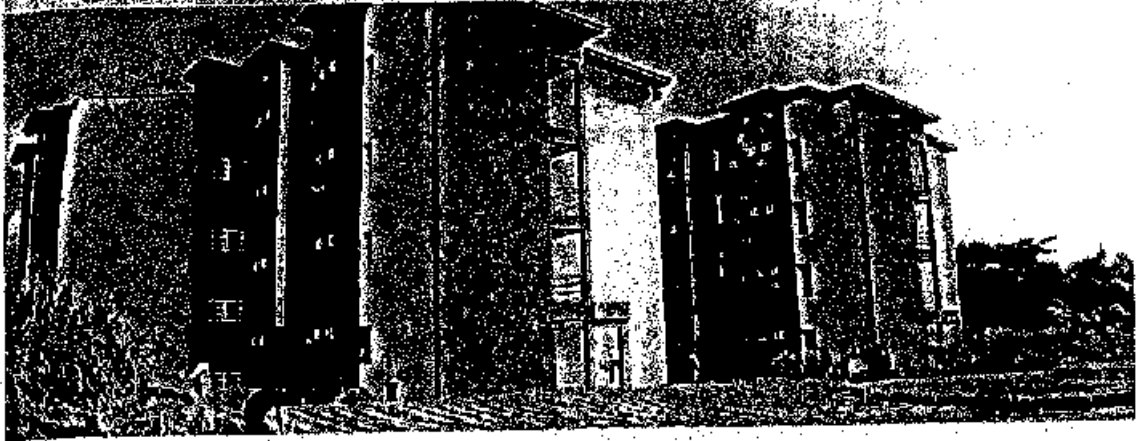


Collapsed Form work (New Library Building Project)





A Section of the New Structure of El-Kanemi College for the Students



Renovated Faculty of Art Building

CHAPTER SEVEN

TERMS OF REFERENCE V

TO EXAMINE THE ADEQUACY OF STAFF AND STAFF DEVELOPMENT PROGRAMMES

7.0 INTRODUCTION

The Panel notes that the entirety of quality assurance process in tertiary institutions in Nigeria is predetermined mostly by the following few factors:

- a. The quality of students at the entry level.
- b. The academic staff qualification and relevance in their programmes.
- c. The quality and relevance of curriculum enshrined with national and global best practices.
- d. The availability of human and material resources to facilitate learning in a conducive environment.
- e. The quality assurance process put in place to ensure the production of quality graduate for national development.

The Joint Admission and Matriculation Board (JAMB) is a Parastatal under the Ministry of Education established in 1978 and saddled with among other functions, the responsibility of conducting Matriculation Examination for entry into all Universities, Polytechnics and Colleges of Education in Nigeria and place suitably qualified candidates in the tertiary institutions.

The quality of academic staff remains the hallmark of Higher Institute of learning. Hence, the minimum qualification of a university lecturer is Ph.D. as stipulated by the National Universities Commission to strengthen quality assurance mechanism, process, policies and ensure the delivery of quality university education.

In congruent to the preceding and to maintain effectiveness and efficiency in training of manpower for the transformation of society, it is expedient to emplace a minimum standard on staff/students' ratio to enable the delivery of qualitative education at the university level.

Similarly, the quality of academic staff is predetermined by their output in the areas of teaching, research and contribution to community development being the tripartite mandate of university education while the relevance and richness in the curriculum is coalesced with how graduates acquire requisite skills for employability.

Furthermore, the provision of soft and hard infrastructures to facilitate learning process in an academic environment is germane. Such facilities include: Library, Laboratories, Workshop as well as infrastructural support on which they depend.

As knowledge evolved, In recent times, the deployment of Information and Communication Technology (ICT) facilities as a major auxiliary element for learning was introduced as one of the leading components in contemporary educational ecosystem. This was used to compensate for the weaknesses in some of the areas of educational ecosystem and the inadequacy of it, threatens earning full accreditation status.

It was consequent upon the foregoing parameters this panel judgement was influenced in the assessment of staffing and academic programme at the University of Lagos.

7.2.0 STAFFING

7.2.1 University Policy on Recruitment, Retention, Dismissal and Welfare

The Panel found out that the University of Lagos policy on staffing is largely hinged on recruitment, retention, dismissal and welfare, consistent for administering and managing the affairs of members of Staff of the University

of Lagos towards the realization of efficiency and effectiveness as briefly explicated below:

7.2.2 Recruitment

The University has four methods of recruiting staff to meet any shortfall in the establishment.

1. The first method is through Internal and External Advertisements. The University usually advertises in National Dailies for various positions for Academic, Administrative and Technical posts.
2. Another method is through Unsolicited Applications from candidates who may apply without responding to an advertisement. Such candidates are given temporary appointment if they are in urgent and important areas of needs.
3. The University Graduate Scheme which stipulates that any Student of the University whose performance after graduation is exceptional, shall be given employment as Graduate Assistant and given scholarships to further their education to obtain masters.
4. Contract appointments are offered to Experienced Academic Staff who are usually given visiting appointments to carry out teaching or research work in the faculties. Contract appointments can also be made to fill some vacancies for a specific period.

7.2.3 Promotion

Promotion is done annually, based on performance and productivity in accordance with the University laid down regulation. For Academic Staff, performance, productivity and publications are some of the criteria for

assessing the promotability of a particular staff. Also, promotion to higher cadres is based on availability and vacancy of such post.

7.2.4 Retention

All Academic and Administrative permanent appointments are subject to confirmation after three and two years of appointment, respectively. Once a Staff appointment is confirmed, the Staff is retained until age 65 for academic and 60 years for administrative and technical staff, respectively.

However, the Panel noted that some members of the Management Staff questioned the rational of keeping drivers, some administrative and technical staff until they attain 60/65 years of retirement.

7.2.5 Dismissal and Termination

A permanent Staff can either be dismissed or have his/her appointment terminated on a proven case of gross misconduct.

7.2.6 Welfare

The University Welfare Scheme includes 42 days leave enjoyed annually by the staff with 10% of Basic salary consolidated with monthly salary as Leave Allowance, Research Grant from Central Research Committee of the University or from TETFund as well as 26 days Research Leave annually are available for approved Research proposals. Academic Staff are also entitled to Journal Allowance and Grant for learned Conferences.

7.2.7 Staff Development

Provisions are made annually for study leave with or without pay for both Academic and Administrative Staff to develop their potentials nationally and internationally. With reference to the documents provided, the Tertiary Education Trust Fund (TETFund) expended the sum of Four Hundred and Forty-Seven Million, Four Hundred and Thirteen Thousand, Two Hundred and Nine-Six Naira (**N447,413,296**) Only on sponsoring some members of the University nationally and internationally for Staff Training and Development from 2016 to 2020.

7.2.8 Notes for New Appointees

7.2.8.1 Appointees offered Temporary Appointments

Based on responses elicited from academic and non-academic Staff, it was noted that Employees of the University on temporary appointment are entitled to the same rights with full time employees. However, employees below the rank of Lecturer II can embark on study leave as temporary staff while those above cannot until they are confirmed. For example, they are entitled to all allowances that are payable to members of staff, enjoy the same medical facilities as their colleagues on regular appointment and have their passages and estacode paid if approval is given to travel overseas. The other restriction is in respect of advances, employees on temporary appointment are not normally given car advance, or any other long-term loan.

7.3 ADEQUACY OF STAFF

The categorisation of academic Staff in the University ranges from Temporary, Permanent, Contract, Sabbatical etc. Notably, the employment of Staff was subject to vacancies and the provision of fund by the Government to pay salaries. In a similar vein, this is also subject to the quota given by government establishment in certain areas and cadres. However, with the introduction of the payment system by the Federal Government called the Integrated Payroll and Personnel Information System (IPPIS) in streamlining payment of salaries to its employees halted the disbursement of fund.

The Panel notes that to ensure an effective and efficient quality university education, the adequacy of staff cannot be over-emphasised. Admittedly, academic Staff should be properly screened to ascertain their competencies in requisite knowledge and pedagogical skills in their respective specialties. Furthermore, the minimum qualification for a university's lecturer, according to the NUC policy on academic staff, is Ph.D. Hence, two major factors account for comprehensive elucidation of staffing in the University, namely:

- a. Staff Strength and qualifications.
- b. Quality and adequacy of infrastructures and facilities.

7.3.1 Staff Strength and Qualifications

7.3.2 Staff by Rank

The Panel observed that from 2016 to 2020, the University employed Thirty-Nine (39) additional staff which increased the number to 4885 compared to 4846 from 2011-2015, comprising Academic and Non-academic staff. This category includes: senior academic, researcher, administrative, technical, junior staff and others. Hereunder is the breakdown of academic and non-academic staff strength of the University:

7.1 Table 18: Academic and Non-Academic Staff Strength

S/N	MEMBERS OF STAFF	NO. OF STAFF	%
1.	Academic	1673	34.5
2.	Non-academic	3182	65.5
	Grand Total	4855	100

7.3.3 Academic Staff

In a similar vein, the adequacy of qualified and experienced academic staff is one of the basic components for evaluating the quality of education being offered in a university. Therefore, the analysis below shows the summary of academic staff strength by rank and percentage (%) in the University:

7.2 Table 19: Percentage of Academic Staff

S/N	RANK	No. OF STAFF	%
1.	Professor	244	14.8
2	Assoc. Professor	188	11.2
3	Senior Lecturer	385	23
4	Lecturer 1	292	17.4
5	Lecturer 11	258	15.4
6	Graduate Assistant	72	4.3
7	Reader Librarian	3	1.4
8	Research Fellow	1	
9	Librarian I	3	
10	Librarian II	1	
11	Senior Librarian	5	
12	Senior Research Fellow	2	
13	University Librarian	1	
14	Assistant Curator	1	
15	Assistant Librarian	7	
16	Assistant Lecturer	210	12.5
	Grand Total	1673	100

7.3.3.1 Finding/Observation

Based on the information extracted in the document provided, it was confirmed that only 623 academic staff have Ph.D. and 1,050 are without. This therefore explains that only 37% of academic staff has Ph.D. and 63% is without. Hence, by implication, this is not in consonance with the NUC minimum requirement of 70% of academic staff should possess Ph.D.

7.3.3.2 Recommendation

The Panel recommends that the University should as a matter of urgency, employ more academic Staff with Ph.D degree to make up for the shortfall. To do this, it is recommended that the Federal Government depletes the

cumbersome procedures emplaced for Federal Universities in recruiting academic Staff as this was underlined by some members of Management staff as a major hinderance.

7.3.4 Non-academic Staff

As it was highlighted in table 7.3.2 above, there was a total of 3,182 non-academic Staff comprising both senior and junior cadres who are also spread across faculties to carryout administrative and technical functions in their respective categories.

7.3.5 Staff Strength by Faculties

The University, in 2020, had Thirteen (13) Faculties, One (1) College, Two (2) Institutes, Fifty-three (53) Academic Departments and School of Post graduate studies. The total number of academic staff had increased its population, compared to 2015 of 3,810 to 3,882 members of Staff comprising 1,355 academic staff, 2,033 non-academic Staff who are senior administrative, technical Staff, and 494 junior Staff.

The Academic and Non-Academic staff strength of the University in all the Faculties as at 2020 is illustrated below:

7.3 Table 20: Staff Strength by Faculties

S/N	STAFF	NO. OF STAFF	%
1.	Academic Staff	1355	35
2.	Non-academic Staff	2033	52
3.	Junior Staff	494	13
	Total	3,882	100

7.3.7 Staff/Students' Ratio

To determine the staff/student ratio, the Panel was provided some documents containing the total number of academic staff and students in the University. Leaning on these documents, the Panel found that the total

number of academic Staff and Students as at 2020 stood at 1,673 and 56,000 respectively.

Consequently, it can be noted that the minimum requirement for teacher/student ratio is an enabling factor in determining the adequacy of staff. The ratio as provided by NUC, differs from one Faculty to another:

7.4 Table 21: Staff/Students' Ratio

NUC Guidelines on Academic Staff/Students Ratio by Discipline

i. Agricultural Science	1:15
ii. Arts/Humanities	1:30
iii. Administration/Management	1:30
iv. Education	1:30
v. Engineering/Technology	1:15
vi. Environmental Science	1:15
vii. Dentistry	1:10
viii. Law	1:30
ix. Medicine/Medical Sciences	1:10
x. Social Science	1:30
xi. Sciences	1:20
xii. Pharmacy	1:15
xiii. Veterinary Medicine	1:10

7.3.7.1 Staff/Students Ratio by Disciplines/Faculties in the University in 2020

The presentation of Staff/Students' ratio as shown in the table below is for each of the Faculties in the University as at 2020, with reference to the document provided herein **annex as Appendix...:**

7.5 Table 22: Staff/Students Ratio by Disciplines/Faculties

S/N	FACULTY	No. OF STAFF	NO. OF STUDENTS	RATIO	REMARK
1	Faculty of Arts/Humanities	178	3544	1:19	Ok
2	Basic Medical Science	86	615	1:7	Ok
3	Management Science	106	4384	1:14	Ok
4	Clinical Science	183	825	1:4	Ok
5	Dental Science	39	55	1:4	Ok
6	Education	153	6571	1:43	Not ok
7	Engineering	201	3590	1:17	Not ok
8	Sciences	273	5358	1:19	Ok
9	Environmental Science	108	1442	1:13	Ok
10	Pharmacy	66	687	1:10	Ok
11	Law	65	1897	1:29	Ok
12	Social Sciences	157	3747	1:23	Ok

7.3.7.2 Findings/Observations

- i. The breakdown in the table above clearly shows that Non-academic Staff is more than academic Staff by faculties - this is a deviation from the NUC's minimum requirement.
- ii. Based on the information provided, the total number of Academic and Non-Academic Staff in all the Faculties is 3,882. The total Academic and Non-academic staff of the entire University is 4,855. However, there is no breakdown to show that the Non-academic staff in the Offices like Library, Registry, Research Institutes etc is 973.
- iii. Given the above analysis (Paragraph 7.3.7.1), in comparison with NUC guidelines as provided above (Paragraph 7.3.7), there is the dearth of Staff in Education and Engineering Faculties.

- iv. Based on the document provided, Students population by faculties as shown in the table stood at 32,715 as against 56,000 being the total number of students in the University earlier presented by the Management.
- v. The Panel deduced that the balance of 23,285 students who might be in some of the omitted faculties/disciplines and Distance Learning Institute (DLI) of University of Lagos, among others, were not accounted for.

7.3.7.3 Recommendations

- i. The Panel recommends that the Federal Government should prune down the cumbersome procedures in staff recruitment to enable the University to initiate action on employing more academic Staff in various faculties that are inadequate as presented in the above staff/student ratio's table.
- ii. There should be capacity building on efficient and effective record keeping for non-academic staff across faculties and other administrative quarters to curb inconsistencies in providing information.
- iii. The University should endeavour to adhere to the guidelines on recruiting academic and non-academic staff by ratio in faculties as provided by NUC.
- iv. The University should develop an effective Management Information System (MIS) to cut across faculties, Schools and other Departments for effective information management.

7.4 QUALITY AND ADEQUACY OF FACILITIES FOR LEARNING

7.4.1 Findings/Observations:

Having inspected facilities on all the three Campuses of the University, members of the Panel adduced the following:

- i. The expansion of programme to meet the present needs of the society is imperative. Thus, in the period under review, more programmes have been

mounted by the University and duly accredited by NUC and Professional Bodies.

- ii. The consequent increase in Students' population following the expansion of programmes and infrastructural facilities arrived at 56,000 which matches the growing students' enrolment.
- iii. It was observed that due to the flexible nature of the institution in the area of collaboration, the University of Lagos attracts several interventions from TETFunds and other corporate entities for infrastructural development.
- iv. Admissions are done based on JAMB prerequisite but the number of students seeking admission into the University always exceeded the approved quota due to its antecedent.
- v. The University established the Centre for Information and Technology System (CITS) in 2015 to complement the e-library in resonating ICT and other associated activities in the University.
- vi. The ICT unit in University of Lagos main Campus is well equipped with facilities and internet connectivity whereas other Campuses are partially equipped with these facilities and epileptic internet connectivity.
- vii. The University has an impressive Library with a set of facilities that are well equipped and fairly maintained. Panel notes the relative quality of books and journals. The University main Library has a seating capacity of Three Thousand and Twenty-Five (3,025) students at a stretch with an auto database to download students' textbooks as well as two robots that can communicate, direct one to the location of books and answer questions that are related to the University's profile. The Medical Library at Idi -Araba has a

seating capacity of four hundred and sixty-one while Radiography Library has a seating capacity fifty (50).

- viii. Furthermore, the University has an Inclusive Library Services for Students with Visual Impairment. The passion and need to meet the information need of students with visual impairment necessitated the establishment of Visually Impaired Resource Centre in 2016. The Centre is located at the basement of the library and is well equipped for provision of information resources in alternative formats and provides support services which include:
- a. Appointment for in-depth assistance (Virtual reference services)
 - b. Installation and configuration of assistive tools on students' personal devices
 - c. Conversion of learning resources to accessible format using applications such as ABBYY fine reader and other assistive tools
 - d. In cases where students download and print learning materials from Moodle, the University Learning System, the library scans and converts such learning to readable formats in braille or audio.
- ix. Staff Offices are fairly adequate in number, ventilated with few of the air-conditioners not functional, refrigerators, ceiling fans, extra chairs etc. Taps water run in various offices and toilets. More significantly is the presence of Secretaries in the Dean's, HoD's and some Professors' offices in some of the faculties.
- x. Staff/Students' ratio is the parameter that determines the strength of staff in relation to the students in the University. Therefore, the ratio within the period under review was adequate in compliance with the provision of NUC as analysed thus, total number of students was 56,000 as at 2020 and 1,673 was for academic staff, hence, the cumulative staff/students' ratio in

that year was 1.33. This is subject to the documents provided.

- xi. The Panel observed that 37% of academic Staff had Ph.D. in 2020, that was earlier noted as a minimum requirement for academic staff.

7.4.2 Recommendations

- i. The University should sustain its drive for more intervention funds from TETFund and other corporate entities for infrastructural development.
- ii. The University should provide adequate equal facility and steady internet connectivity in all its campuses.
- iii. The University should create a more conducive environment for its Staff by providing adequate office space, furniture, equipment and functional rest room.

7.5 ACCREDITATION STATUS

The Panel noted that significant number of the University's programmes were assessed by NUC in 2011 and 2014 using the parameters that determine the accreditation status of programmes. Notably, the NUC policy in this wise, states that any programme that earned full accreditation status is revisited every 5 years, interim accreditation status is to be remedied in a space of two years and denied accreditation status is for a period of one year where applicable. Within the said period, a quantum of the programmes assessed, earned full accreditation status.

Based on the extant precept on accreditation of university's programmes, the next accreditation visits were conducted in 2017 and 2019, respectively with the analysis below:

7.6 Table 23: Analysis of Accreditation Status

S/N	NO. OF PROGRAMME	STATUS	YEAR
2017			
1.	27	Full	2017
2.	1	Interlm	2017
3.	2	Denled	2017
2019			
1.	45	Full	2019
2.	9	Interim	2019
3.	-	-	2019

NB:

A total of 30 programmes were assessed in 2017 and 54 in 2019 with their statuses as presented in the table above, respectively.

7.5.1 Assessment of Specialised Programmes by Professional Bodies

Towards aligning with university's tradition on specialised programmes in equipping students with the professional ethics in their said callings, some of the recognised professional bodies assessed their programmes with a view to fostering best practices. These bodies are presented in the table below:

7.7 Table 24: Assessment of Specialised Programmes

S/N	DEPARTMENTS/PROGRAMMES	PROFESSIONAL BODY	STATUS	YEAR	MATURITY DATE
1	Building	Council of Registered Builders	Full Accreditation	2016	2021
2	Architecture	Architects Registration Council of Nigeria	Full Accreditation	2019	2021
3	Quantity Surveying	Quantity Surveyors Registration Board of Nigeria	Full Accreditation	2017	2022

4	Medical Laboratory Science	Medical Laboratory Science	Full Accreditation	2017	2022
5	Surveying and Geoinformatics	Surveyors Council of Nigeria	Full Accreditation	2018	2023
6	Radiography	Radiographers Registration Board of Nigeria	Interim	2018	2020
7	Physiotherapy	The Medical Rehabilitation Therapists Reg)	Partial Accreditation (3 years)	2018	2021
8	Accounting	The Institute of Chartered Accountants of Nigeria (ICAN)	Full Accreditation	2018	2021
9	Estate Management	Estate Surveyors and Valuers Registration Board of Nigeria	Full Accreditation	2017/2018	2022/2023
10	Urban and Regional Planning	Town Planners Registration Council of Nigeria	Full Accreditation	2019	2024
11	Nursing Science	Nursing and Midwifery Council of Nigeria	Full Accreditation	2019	2024
12	MBBS	Medical and Dental Council of Nigeria			
13	Dentistry			2019	2019
14	Chemical Engineering	Engineering in Nigeria (COREN)			
15	Civil and Environmental Engineering	Council for the Regulation of Engineering in Nigeria (COREN)	Full Accreditation	2019	2024
16	Computer Engineering	Engineering in Nigeria (COREN)			
17	Electrical & Electronics Engineering				
18	Mechanical Engineering				
19	Metallurgical & Material Engineering				

20	Petroleum & Gas Engineering	Engineering In Nigeria (COREN)	Interim 2years	2019	2021
21	Systems Engineering		Full Accreditation	2019	2021
22	Pharmacy	Pharmacists Council of Nigeria	Full Accreditation 5 years	2019	2024
23	Insurance	Chartered Insurance Institute of Nigeria	Full Accreditation	2019	2024

7.6 STAFF TRAINING AND DEVELOPMENT PROGRAMME

7.6.1 Introduction

University as a complex and dynamic institution, makes Staff Training and Development imperative as well as a sine qua non. Staff training and development is one of the oldest institutions and tradition in the University because members of staff employed, require proper orientation, internalisation of the peculiar University values and doctrines by way of internalising and channeling of human capital resources towards the achievement of goals and objectives.

Under the present dispensation, it is referred to as **BRANDING**. Whether in formal or informal setting, Direct or Indirect the place of staff training and development is pivotal to the growth of the University as a tertiary institution because the challenges in a higher institution are not static but flexible.

7.6.2 Form of Staff Training and Development Programme

Academic Staff Development can take any of the undermentioned forms:

7.6.3 Fellowships

These are short-term visits of between three to twelve months undertaken to finish an on-going research or carry out freshly conceived research project. The Fellowships are awarded by international bodies like the Association of

Commonwealth Universities, Education Trust Fund (E.T.F), and Foreign Governments, i.e., Japan, etc., Ford Foundation, Rockefeller Foundation, Fulbright Scholarship, Carnegie Corporation, etc.

7.6.4 Scholarships

Coupled with the effort being made by the university in this light, scholarships are being awarded by international bodies such as ACU, Foreign Universities, i.e., Corpus Christie College – University of Cambridge, Smithsonian Institution, USA Lambo Foundation, Rockefeller Foundation, Ford Foundation, CODESTRM. The duration varies between One Year and Three Years. The Scholarships are awarded to Academic Staff who wish to pursue higher degrees – M. Phil. and Doctorate.

7.6.5 Attendance at Conferences/Workshops (Local and International)

Attendance at these conferences and workshops were said to funded by the University. It was however also noted that should the University in any case unable to sponsor attendance, assistance is sought from some Ministries Department and Agencies (MDAs) and other domestic and international donors i.e., Federal Ministry of Science & Technology, Federal Ministry of Finance, Federal Ministry of Economic Development and Planning and also from international bodies, such as the World Academic of Sciences (TWAS), UNESCO, UNDP.

7.6.6 Collaborative Project

This takes the form of research project jointly carried out by two or more Faculties or Departments.

7.7.0 The Creation of Staff Training and Development Centre

The Panel observed that the University put in place modalities to sustain the drive of keeping with the tempo and managing Staff training and Development, ensuant upon the birth of the Centre. The Centre is presently headed by a Director, Shodimu, Oluwarotimi O.A, Esq and is vested with the responsibility of developing a framework that would accommodate the

plethora of trainings and development needs for staff of the University. The staff of the University straddled across thirteen (13) Faculties, one (1) College, three (3) Institutes with over 250 Departments as at 2020 with constituent parts of a population of 3,882 made up of 1,355 academic staff, 2,033 non-teaching staff - representing a tasking senior administrative staff and 494 junior staff with enormous training and development needs for the advancement of the University resources.

The policy framework for the realisation of trainings, development goals and objectives are captured in the University's strategic plan (herein annexed) which runs from one period to the other.

7.7.1 The Role of Staff Training and Development Centre

- i. Budget is allocated annually to support the Centre and acts as a focus for the coordination, planning and provision of a range of training activities, arranging seminars, workshops and short courses for all categories of staff and prioritizing its activities according to identified needs and demand.
- ii. It provides information and assistance to Departments in the development of staff training proposals, identifies and takes account of the training and development needs emanating from University's overall policy evolution, and implements the policy laid down by the Staff Training and Development Committee.
- iii. As a catalyst for capacity building, the Centre reviews all Department proposals for training and education programmes that have University-wide impact.
- iv. The Centre monitors the delivery and evaluates those training programmes that meet the criteria of having university-wide impact.

7.8 ANALYSIS OF STAFF WHO BENEFITTED FROM STAFF TRAINING AND DEVELOPMENT PROGRAMME

Spanning the period under review, the Panel confirmed that the Centre conducted in-house trainings for members of staff in all categories. From 2011 to 2020, 277 members of staff were beneficiaries of the Academic Training Staff and Development (ATS&D)(TETfund) Scholarship to undertake Masters, Ph.D. and Post-Doctoral Research, respectively.

Consequently, a good number of staff had also benefitted from the Training and Development programmes from 2016-2020 in the Centre.

Based on the documents submitted to the Panel, it was observed that the University had sustained its tradition on Staff Training and Development within the given period as shown in the table below:

7.8 Table 25: Staff Training and Development Programmes

2016-2020

S/N	TRAINING & DEVELOPMENT PROGRAMME	NO. BENEFICIARY
ACADEMIC STAFF		
1.	Ph.D. Programme	16
2.	MSc. Programme	5
3	Conferences, workshops and other programmes	57
NON-ACADEMIC STAFF		
1.	Non-academic across Board (Local/in house training)	1696
2	Foreign Conferences	30

7.9 SUMMARY AND GENERAL COMMENTS ON THE TRAINING AND DEVELOPMENT CENTRE

Members of the Panel made deliberate effort to articulate documents presented spanning 2011 to 2020 as highlighted thus:

1. The orientation at the inception of the University in 1962 made it imperative for staff training and development either formally or informally. The goal and objectives had been revised, re-engineered for best practices for a PARADIGM SHIFT;
2. At a time in the transition, it became apparent that the Staff Training and Development Unit and later Centre is more relevant to the non- academic staff. It was at this time the Unit was superintended by the Registrar with the supervision of the Vice-Chancellor. Subsequently, it became pertinent to develop conscious policy framework through various University Strategic Plans which led to the involvement of Deputy Vice-Chancellor (Management), Deputy Vice-Chancellor (Academic and Research) in Staff Training and Development programmes as part of the programmes to expand the frontiers of knowledge.
3. Staff Training and Development are now fully transformed and have become virtually a daily affair through policies, seminars, workshops which provided avenues for meeting up the new challenges in a dynamic academic environment.

4. Conceptual Review and Reorientation

The Centre is presently being repositioned for the current demands of addressing staff stagnation, re-designation etc. to remove frustration and motivate the affected staff.

Conscious efforts are being made by the University to create academic Role Models and Mentorship. The challenges of new entrants into the academic

are enormous in making headway in their career path especially in creating awareness on what is expected of the newly employed like Graduate fellows, and Assistant Lecturers.

5. **'Meeting your Mentor'** programme was initiated to allow the Senior Academic Staff to share experience with the newly appointed on the demands of seminar/workshops learned conference and publications in both local and international journals. This to open up the Centre and Change the mind-set that the Staff Training and Development Centre is created mainly for the non-academic staff.

6. **Scope of Training and Development Programmes**

As earlier mentioned, it is now a regular programme through workshops, seminars, conferences. The University devotes enormous amount of its annual budget on learned Conferences. The University, known for what it stands for, produces the highest manpower in the Country. Thus, members of the academic and non-academic staff must be trained to align with evolving and responsible research and allowed for collaboration with staff and students at intra and inter Faculty/ College levels with prizes and grants attached as a motivation. This was made possible with the Annual Research Fair which has been regular in the past 20 years.

7. (a) **Involvement of Agencies** - many agencies like UNIDO, TETFund, PTDF etc. are involved in the giving of grants for various Training and Development programme for enhancement and empowerment of staff to meet the global challenges.

(b) At the local level and on Campus the Human Resources Development Centre was created to provide the much-needed training of staff for enhancement and empowerment

8. The Panel observed that the International Partnership prospects Department in the Vice-Chancellor's Office coordinates Memoranda of Understanding Agreements, Collaboration with both Local and International Institutes.

The University has a lot of such memoranda of Understanding, Agreements and Collaboration with other Tertiary Institutions and Agencies. **The component of such document has a major part in content dominated by Staff Training and Development with exchange of staff across borders.** The partnering office coordinates the programmes and ensures resources are harnessed for the mutual benefit of the institutions. The emphasis is always on staff empowerment or development as the case may be.

9. The University established Human Resource Development in 1995 as a component of training and development of staff, which is also headed by a Director, Human Resource Development. The Centre is a revenue generating outfit offering capacity development and training services to all and sundry nationally and internationally. This is achieved through variety of competences and skills improvement programmes, such as the Advanced Diploma, Diploma, Professional Diploma, Professional Certificate and other specialized programmes aimed at capacity building, with strong linkages to professional bodies, for the benefits of the target groups in the public and private sector of the economy in Nigeria.

7.9.1 Findings/Observations

The Panel observed the following:

1. There is no uniformity or coherency in the information provided by the University.
2. The general atmosphere of the institution refers to teaching, learning and research environments and the condition of welfare for both staff and

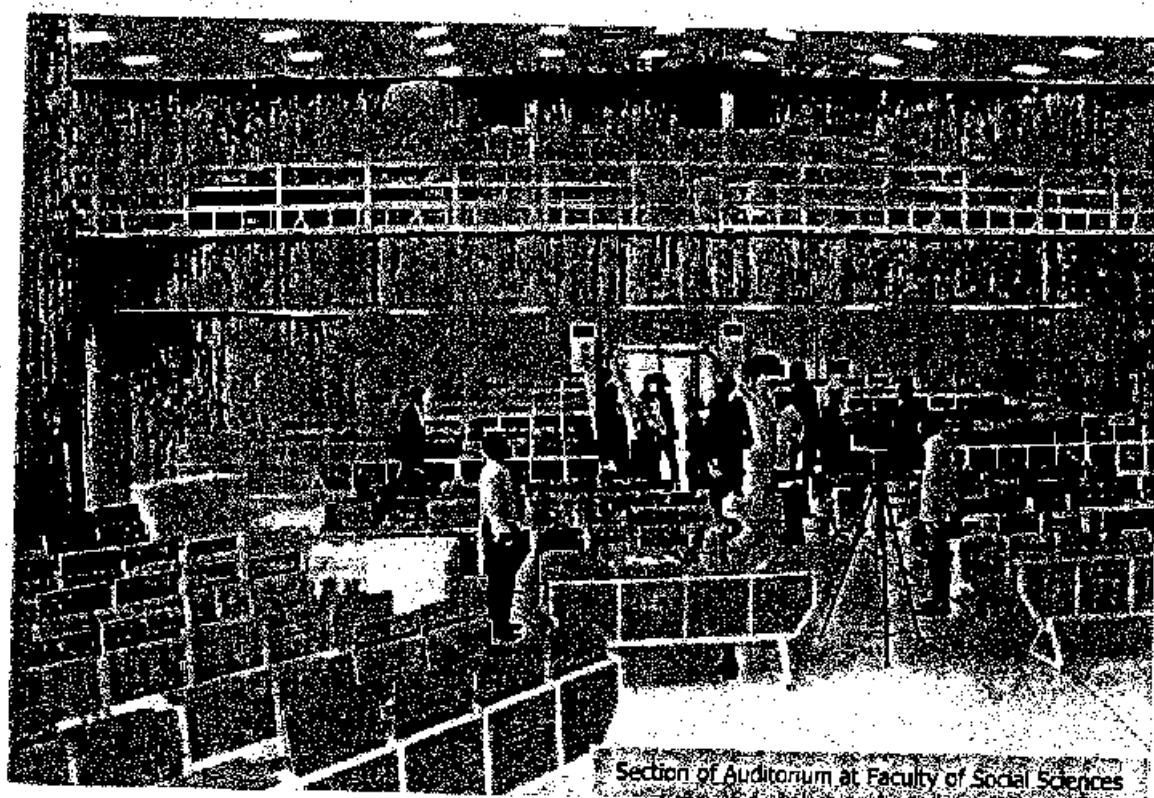
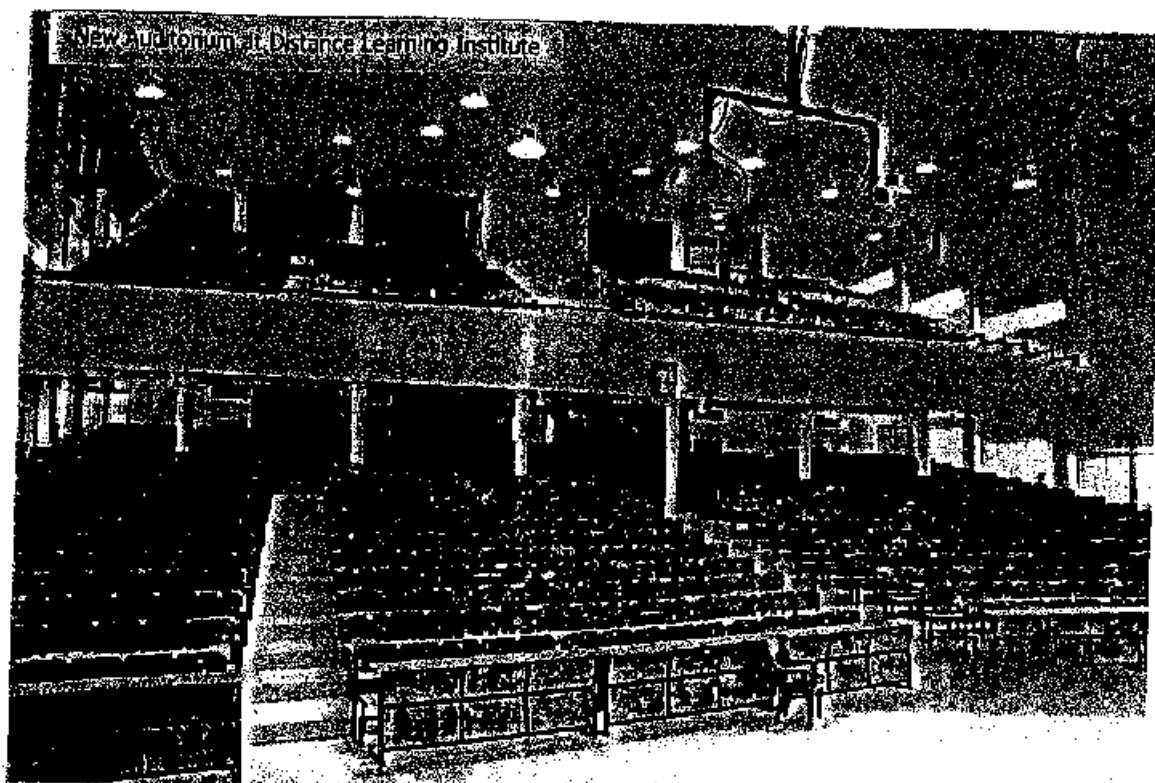
students within the period were quite satisfactory.

3. During the interactive sessions with some members of Staff, the Panel was informed that there is deficit of accommodation for staff, especially, the newly employed.
4. The Panel observed the inadequate physical facilities in some faculties which includes furniture, office space, fittings and none functional air conditioners.
5. It was observed that the International Partnership Prospects Department in the Vice-Chancellor's Office does not only coordinate Memoranda of Understanding Agreements, Collaboration with both Local and International Institutes but also fosters Staff Training and Development with exchange programmes across borders.
6. The Panel noted that '**Meeting your Mentor**' programme is a welcome initiative in which Senior academic Staff share their experiences with the newly employed Staff thereby instilling in them the academic and administrative qualities for optimum performance.
7. The University has made remarkable progress by establishing entrepreneurship Centre for training students in all the faculties to enable the development of entrepreneurial and employability skills.

7.9.2 Recommendations

1. The University should expand on its other properties by acquiring more portions of land within its shores like Ikorodu and other strategic environs to establish more hostels for students' accommodation.

2. There is the need for the Federal Government to deplete the cumbersome procedures in the employment process to enable the ease of employing more academic staff with Ph.D. to augment the extant number of Ph.D. holders in all the faculties.
3. The University should develop a strategy in deploying best practices in keeping records and documentations for proper harmonization.
4. Staff Development Training should be prioritised and upheld towards building competences and exposing members of staff to the present global realities in Higher Education subsector as knowledge evolves.
5. The University should expand and strengthen its international and local partnerships with relevant government agencies, international organisations and other private organizations with a view to contributing towards capacity building endeavours.
6. The University should keep and enhance its initiative of integrating entrepreneurial and employability skills in all programmes run in the faculties.



Section of Auditorium at Faculty of Social Sciences



A classroom at the new school



Panel Member at One-Stop Entrepreneurship Development Centre



CHAPTER EIGHT

TERMS OF REFERENCE VI

TO DETERMINE THE RELATIONSHIP BETWEEN THE UNIVERSITY AND 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 FEDERAL MINISTRY OF EDUCATION)

8.0 INTRODUCTION

In pursuance of the University of Lagos Act, 1967, Universities Miscellaneous Provision Act, 1993 No. II and its further amendment in 2012, the University of Lagos (UNILAG) being controlled by the Government of the federation and listed in the schedule to the Act, is bound to interact with the Visitor (President of the Federal Republic and Commander-in-Chief), the Federal Ministry of Education, Governing Council of the University, National Universities Commission (NUC), Joint Admission and Matriculation Board (JAMB), Tertiary Education Trust Fund (TETFund), Federal Ministry of Finance (FMF), Professional Bodies, Lagos State Government and lastly the Host Community.

8.1 THE VISITOR

The Visitor is required statutorily, ONCE in every five years, to conduct a visitation of the University or direct that such a visitation be conducted by such persons and in respect of any of the affairs of the University as the Visitor may direct.

In the exercise of all powers conferred upon the Visitor by the law, the Visitor shall act in his sole and absolute discretion.

8.1.1 Finding/Observation

In the period under review, 2016-2020, the Visitor of the University of Lagos was Muhammadu Buhari, GCFR. The relationship between the Visitor and the University was cordial as the Visitor attended the joint convocation ceremony of the University on 2nd – 5th April, 2019 who was ably represented by the Honourable Minister of Education, Malam Adamu Adamu.

8.1.2 Recommendation

Government should continue to be represented at high level during the University special activities for instance at convocation ceremony, for it is a good morale booster for universities.

8.2 UNIVERSITY COUNCIL

The Visitor, in exercise of the powers bestowed on him, shall appoint Governing Councils which shall be charged with the general control and superintend the policy, finance and property of the University including its public relations.

In the period under review, there were two Councils headed by two Pro-Chancellors and same number of Vice-Chancellors at different times.

- a. Pro-Chancellor Prof. Jerry Gana, CON Feb. 2013 – 5th May, 2017
- b. Pro-Chancellor, Dr Bolanle Olawale Babalakin, OFR,SAN, 5th May, 2017 – 11th Nov. 2020.
- c. Vice-Chancellor, Prof. Rahamon A. Bello, November, 2012 – November, 2017.
- d. Vice-Chancellor, Prof. Oluwatoyin T. Ogundipe, November, 2017 – 12th August, 2020 (suspended on 12th August, 2020 and later reinstated 12th November, 2020

The preceding Councils, under the leadership of Prof. Jerry Gana had a peaceful and good working relationship with the University.

The succeeding Council under the leadership of Dr. Babalakin, started on a good relationship with the University. However, midway into the tenure, things became wary, as strife and unrest characterised proceeding in the Council. The Council became divided into two camps. One purportedly led by the Pro-Chancellor comprising mainly external members while the other by the Vice-Chancellor populated by internal members of Council. The bickering lasted throughout 2019 and dovetailed into 2020 without any sign of abatement, in spite of several peace interventions from Federal Ministry of Education (FME) and other well-meaning people. The pestering crisis had its root cause on the conflict in the interpretation of the procurement Act 2007 and the Lagos University Act 1967/University's (miscellaneous Act 1993 and its amendment Act 2012). On the other hand, there are allegations from Council that financial information of the University were hidden from Council except for sketchy extract which were hardly transparent for an informed decision. The financial reports presented were said to be too simplistic and appeared manipulated in some instances with most of the Internally Generated Units reporting losses ditto for general expenditure across cost units.

The Council, in the light of the foregoing, set up three Council Sub-committees to prove/investigate the entire revenue and expenditure profile of the University as follows:

- i. Council Sub-committee that investigated the operations of the Income Generated Units of the University headed by Prof. Eddy Omolehinwa.
- ii. Council Sub-committee to probe the finances of the University of Lagos in respect of discrepancies in the budget performance figures presented to the National Assembly and the Governing Council led by Prof. Eddy Omolehinwa.
- iii. Council Sub-committee that probed the expenditure of the University of Lagos between May, 2017 and December, 2019 Chaired by Dr Saminu Dagari.

School of Post-graduate Studies	-	N691,000,000
School of Foundation Studies	-	N590,000,000
Human Resources Development Centre	-	N121,000,000
International School	-	N402,000,000
Maritime Institute	-	N142,000,000
College of Medicine	-	N174,000,000

While the submission recognised that some of the closing figures belong to other stakeholders like the relevant Part-time Facilities and Faculties, the bulk belong to the University.

It was the Sub-committee's view that considering the credit balance in the account, it debunked the austerity situation on campus which depicting ARTIFICIAL SCARCITY IN THE MIDST OF PLENTY. Council, while accepting the reports frowned at the non-disclosure of the Account's position, despite several enquiries.

The other recommendation of the Sub-committee which were deliberated and accepted by Council were enumerated in COUNCIL RESOLUTIONS -Part 2, Pages 2-6, signed by the Registrar and Secretary to the Council on 19th March, 2020, attached as Appendix

The second Sub-committee report on the financial and discrepancies in the Budget Performance figure presented to National Assembly and Council and presented in plenary to Council by Prof. E. Omolehinwa which was NOTED, whereas full deliberation differed to a later date. The Sub-committee report that proved the finances of the University between May, 2017 and December, 2019 Chaired by Dr. Dagari, prepared its report in details, however, the report suffered a technical hitch, as it was not signed by the Secretary of the Committee. We could not see the reaction of the Council on this matter.

Additionally, the findings and recommendations of the Sub-committee on the circumstances surrounding the collapse of part of the formwork of the building be deliberated upon by Council prior to its dissolution. It had a minority report by a member.

These reports are all packaged as reference materials to the main report.

8.2.1 Recommendation

Corporate governance emphasises transparency, accountability and security in all aspect of operations. The need to appoint transparent, honest, academic driven, and with cognate experience in their field of endeavour in the university councils is highly recommended. This important matter will be in the overall interest of the university as a citadel of knowledge.

8.3 RELATIONSHIP WITH FEDERAL MINISTRY OF EDUCATION

FME exercises the overall responsibility on behalf of the Visitor. It sets out the rules and regulations, it however delegates its supervisory role to the National Universities Commission who interact most of the time with the University. The oversight function on the University is to ensure compliance with the rules and regulations in line with government policy thrust.

The relationship between the FME and the University of Lagos during the period was said to be cordial. The FME Representative on Council were Ms. Ann Haruna and later Prince Adetokumbo Adebajo. They monitored compliance and adherence to government policies and directive by the University. The outcomes of all Council decisions were reported to the Ministry in their periodic briefs at the end of every sitting.

In line with the provision of the Procurement Act 2007, all procurement above the threshold of the Governing Council were processed to the Honourable Minister of Education for consideration of the Federal Executive Council (FEC).

The Ministry intervened severally during the crisis of the immediate last Council verbally through its representative as recorded in some of the Council meetings. When the crisis peaked with the suspension of the Vice-Chancellor on 12th August, 2020, the Visitor constituted a special visitation panel to unravel the circumstances leading to the suspension of the VC and the lingering crisis. Following Government acceptance of the Panel report, the Vice-Chancellor was reinstated on 12th November, 2020.

8.3.1 Recommendation

Government should look into mapping out strategies that would forestall any possible future dispute in Council, especially between "internal and external members". Retreat for external Council members after inauguration and periodic Council retreat (for both "internal and external members") be encouraged.

8.4 NEEDS ASSESSMENT IN NIGERIAN UNIVERSITIES (NEEDS)

Needs assessment arose as a takeaway in an agreement reached between the Federal Government, Academic Staff of Nigerian Universities (ASUU), Non-academic Staff Unions and other stakeholders in the nation's education sector, because of the consistent complain of deteriorating physical infrastructures, obsolete equipment and poor welfare conditions in tertiary institutions. As a result, the NEEDS Assessment Committee came into effect sometimes in July 2013 to among others things address the following:

- i. To revitalize the physical infrastructure in Nigerian Universities.
- ii. Come up with projects that were expected to enhance Internally Generated Revenue (IGR) base of the various institutions to cater for staff welfare as well as administrative needs of the Universities on SUSTAINABLE basis.
- iii. The Committee having concluded its assignment with adoption of modus oprandi therein left the execution of the entire package with the Ministry

of Education. In furtherance to the foregoing, the Ministry sent in two tranches of funds to the University as their own share.

- a. First Tranche on 23rd August, 2013, N3,050,000,000.0
- b. Second Tranche, 11th February, 2014. N2,617,407,000.22

The total figure **N5,667,407,000.22**

The funds were tied to specific projects in line with the article of agreement inclusive of staff development and training and were expended as follows.

8.1 Table 26: Breakdown of Funds Tied to Specific Projects

S/N	PROJECT EXECUTED	NUMBER OF COMPLETED PROJECTS	TOTAL CONTRACT SUM (N) (A)	CUMULATIVE PAYMENT (N) (B)	OUTSTANDING BALANCES (N) (C)
1.	Completed Projects	42	3,839,904,619.13	3,788,364,341	51,540,278.13
2.	Ongoing Projects	6	996,199,077.54	824,180,353	172,018,724.23
3.	Terminated or in The Process of Being Terminated	14	534,247,207.55	204,012,189	330,235,018.49
4.	Beneficiary of Staff Development and Training	31	200,019,763.79	199,759,045.52	192,500
		TOTAL	5,570,370,666	5,016,315,928	553,986,520

NB: A=B+C

% of completed projects is 68%

% of ongoing projects is 14.79%

% of seemingly abandoned projects is 3.66%

% of Staff Development and Training is 3.59%

% of outstanding balance is 9.95%

In our interaction, the Unions revealed that the agreement reached with the Government has only been fulfilled in part and therefore expressed their disappointment with this development.

8.4.1 Recommendation

For industrial harmony, Government should endeavour to keep to the agreements reached with the Unions.

8.5 RELATIONSHIP WITH THE NATIONAL UNIVERSITIES COMMISSION

The National Universities Commission (NUC) was established in 1962 as an advisory agency and was in 1974 transformed into a statutory body under the FME to coordinate and liaise between the Government and the Universities charged with the responsibility of development and management of university education. In Nigeria, NUC lays minimum academic standard for all universities and accredits their degrees and other academic award programmes.

In addition, NUC's responsibility includes coordinating the orderly development of Nigeria Universities System, including its academic programmes, physical facilities etc. Further legislation through promulgation of Decrees, notably Decree 16 of 1985 on Education (National Minimum Standards and Establishment of Institutions), to its final amendment by minimum academic standards Decree No. 9 of 1993, expanded the powers of NUC to include the maintenance of Minimum Academic Standards through accreditation of programmes and to extend Federal rules to State and Private Universities.

Within the period under review, the University is said to maintain cordial relationship with the Commission in the development and compliance with the Benchmark Minimum academic Standard (BMAS) for existing and new programmes through Resource Verification and accreditation of Undergraduate and Postgraduate programmes. The University submits appropriate documentation to the Commission as and when due on Statistical

Digest of Nigerian Universities, and the State of the University Report on an annual basis.

8.5.1 Recommendations

- a. NUC should always keep an eye on happenings towards chaos and general insecurity on campuses and give prompt advise and recommendations to Government on ways of arresting the situation as it arises.
- b. NUC should maintain constant follow up to its accreditation visits to ensure compliance with its directives or guidelines and also monitor needs of the various departmental programmes that might need special attention in terms of finance and supervision to bring them within the minimum standard.
- c. NUC should also monitor the movement of staff out of the University either voluntarily or otherwise to ensure that such movement does not adversely affect the programmes being offered in the University.

8.6 RELATIONSHIP WITH JOINT ADMISSION AND MATRICULATION BOARD (JAMB)

The Joint Admission and Matriculation Board is an entrance Board for tertiary-level institutions. The Board conducts entrance Unified Tertiary Matriculation Examination for prospective Undergraduates into Nigerian Universities.

The legal instrument establishing the Board was promulgated by the Federal Government on 13th February, 1978 which was amended twice in 1989 and 1993 by JAMB Decree No.33 and Decree No.4 respectively that empowers JAMB "to place suitability qualified candidates in collaboration with Tertiary Institutions."

The Board conducts entrance Unified Tertiary Matriculation Examination (UTME) into Nigerian Universities.

The relationship between the University of Lagos and the Board has been cordial and quite satisfactory throughout the period under review, particularly over the issues of carrying capacity and meetings deadlines. The University also consistently conducted post-UTME screening as part of quality assurance measures in the admission process.

The University embraced Central Admission Process System (CAPS) immediately it was introduced in 2017/2018 admission exercise. This was with a view to automating and streamlining Admission process and assist in addressing the challenges associated with the manual approach e.g multiple admissions. The University also successfully conducted the 2019/2020 post UTME screening through the virtual online platform in compliance with NCDC protocols. The exercise was reviewed comprehensively and adjudged commendable by the JAMB Registrar and other stakeholders.

Through our interaction with officials of JAMB, they expressed worry over the complex scoring template being adopted in the University in their screening exercise. This should be reviewed.

8.6.1 Recommendations

- a. The use of post-UTME to screen out unqualified and unsuitable candidates should be encouraged and sustained.
- b. The University of Lagos should continue to foster this relationship by adhering strictly and jealously to laid down rules of JAMB.
- c. The post-UTME screening carried out through virtual online platform successfully, portrayed the University's digital pursuit in addressing current challenges should be sustained.
- d. The University should review and adopt a simple/moderate scoring template on screening applicants to minimise encumbrances during evaluation exercise.

8.7 RELATIONSHIP WITH TERTIARY EDUCATION TRUST FUND (TETfund)

TETfund is a Parastatal under the Federal Ministry of Education, established by the Federal Government in 2011 to disburse, manage and monitor education tax to Government-owned tertiary Institutions in Nigeria.

TETfund was formed as a product of the Education Act No.7 of 1993 as amended by Act No.40 of 1998.

The acclaimed good relationship between the University and the TETfund within the period under review could be seen from regular allocations of Normal Interventions, Zonal Interventions and Special Intervention Funds. These funds had impacted positively in upgrading several infrastructures in faculties, such as: purchase of laboratory equipment, and other consumables, Staff Development programmes locally and overseas as well as sponsorship of conference attendance. The University also benefitted from the various Research Initiatives of the Fund such as the Institutional Based Research (IBR), the National Research Fund (NRF) etc. The highlight of the intervention in Staff Development Programmes and Research Initiatives was as follows:

8.2 Table 27: Intervention Funds by TETfunds

S/N	CONFERENCE (2016-2020)	AMOUNT (N)	NO. OF BENEFICIARY
1.	Academic Staff Training and Development	447,413,296	70 Persons
2.	Conference Attendance	Nil	Nil
3.	Institutional Based Research	40,283,283.90	67
4.	Research Grants	445,544,865.70	22

Additionally, TETFund allocated the sum of (N40,000,000) Forty Million Naira Only as entrepreneurship intervention in support of the Entrepreneurship and Skills Development Centre take-off in the University, which is intended for students to acquire entrepreneurial skills that will prepare them to realise their potentials aimed at self-employment and job creation.

8.7.1 Recommendations

- i. The University should continue to guide its excellent relationship with the fund to guarantee its share of various interventions.
- ii. The University to improve on accessing outstanding balance lying fallow with the fund.

8.8 RELATIONSHIP WITH FEDERAL MINISTRY OF FINANCE, BUDGET AND NATIONAL PLANNING

The Federal Ministry of Finance is the government body that manages the finance of the Federal Government of Nigeria including managing, controlling and monitoring Federal revenues and expenditures. Arising from which the Ministry through its Budget and Planning arm collates and consolidates Annual Budgets of the Government and its agencies for the approval of the Federal Executive Council (FEC) and subsequent presentation to the National Assembly for scrutiny and approval.

The University had a fairly good relationship with the Ministry of Finance regarding their budget, full releases of Personal Emoluments and to a large extent overheads and capital votes.

The University related well with the Office of the Accountant General of the Federation (OAGF) which routinely undertake checks on their various aspects of financial operation to ensure compliance with due process.

The bottom line/recurring decimal had always been paucity of fund to upgrade infrastructure, procure equipment etc. to better the environment for

conducive learning and research, however personal emoluments are being met 100%.

The Management of the University of Lagos consistently complained of its unique position on being situated in a difficult topography with attendant space constraint, making it very difficult when it comes to expansion and development at REASONABLE cost. The University is desirous of being given a special status in view of the foregoing natural inhibitions.

8.8.1 Recommendations

- a. The University should continue to be in good relation with the Ministry of Finance, Budget and National Planning on financial matters by being transparent/compliant on extant financial regulations, directive and circulars that are in tandem with the University Laws.
- b. The Council and the Management should explore the possibility of channeling their request for a special status to the appropriate organs of Government through the NUC for a possible review of the University of Lagos Act 1962 as amended in 1967. The National Assembly could be the second port of call on getting the note of NUC.

8.9 RELATIONSHIP WITH ALUMNI

The Alumni Association relationship with the University is very strong and works collaboratively through the Alumni's Office of the University in the area of linkages, sourcing funds, foundations etc, for the stellar improvement of the institution. The Alumni also provides scholarships to several indigent students, empowered twenty Students with N150,000 each on entrepreneurship, food items to 500 University of Lagos Students in 2019. Additionally, they donated a floor to UNILAG BUSINESS SCHOOL, constructed a Garden Park and donated dental chairs to the College of Medicine among others.

The University allocated some parcels of land to the Alumni and in turn, attracted investment into the Campus through the joint venture arrangement with two Nigerian banks (GTB and Zenith Bank) by constructing multi-level commercial buildings whereby both the University and Alumni benefit.

8.9.1 Recommendation

The University should continue to build on the robust and collaborative relationship that exists between them and the Alumni Association, including the possibility of more of them to come and lecture on full-or part-time and put in place a mentorship programme for the betterment of the University.

8.10 RELATIONSHIP WITH THE LAGOS STATE UNIVERSITY TEACHING HOSPITAL (LUTH)

The Lagos State University Teaching Hospital (LUTH) and the Colleges of Medicine University of Lagos (CMUL) coexist in proximate and contiguous premise.

Consequently, they share the same municipal services as light and water.

Whereas the Teaching Hospital has its own Governing Board and is administered by a Chief Medical Director (CMD) who is answerable to the Federal Ministry of Health (FMH), the College of Medicine (CMUL) was and is being administered by a Provost who is answerable to the Federal Ministry of Education (FME) through the University.

The aforementioned differences notwithstanding, the relationship of the two institutions during the period under review is cordial to the credit of the Chief Executives of the respective Institutions in line with their professional callings.

The Hospital supposedly gives space for internship training to the medical students.

8.10.1 Recommendations

- i. The cordial/harmonious working relationship should continuously be maintained in the overall interest of the upcoming Medical Doctors being trained.
- ii. The separation of the Hospital by an Act 10 (Decree 10) of 1985 and its placement under the Ministry of Health should honestly be looked into holistically to not only forestall unnecessary bickering from overzealous and ego driven Chief Executives but also as a cost saving mechanism.

8.11 RELATIONSHIP WITH PROFESSIONAL BODIES

The University had maintained very good relationship with the various Professional bodies in the country. The Professional Accreditation for the various disciplines were conducted as and when due, their respective recommendations faithfully implemented.

Furtherance to the recommendations of the respective Professional Bodies in the course of accreditation exercise, the Appointments and Promotion Board (A&P) of the University had approved the provision of current license as one of the conditions for promoting staff in their respective professional disciplines.

The underlisted Professional bodies are of great value needs in the Training and Research in their respective disciplines:

- i. The Council of Legal Education.
- ii. The Council for the Regulation of Engineering in Nigeria (COREN).
- iii. Institute of Chartered Accountant of Nigeria (ICAN).
- iv. Association of National Accountants of Nigeria (ANAN).
- v. Medical and Dental Council of Nigeria.
- vi. Architects Registration Council of Nigeria (ARCON).
- vii. Pharmacists Council of Nigeria (PCN).
- viii. Association of Radiographers of Nigeria.

- ix. Medical Laboratory Science Council of Nigeria.
- x. The Medical Rehabilitation Therapist Board of Nigeria.
- xi. The Nigerian Institute of Quantity Surveyors.

8.11.1 Recommendation

It is very important to continuously maintain profound cordial relationship with these Professional bodies for quality graduates in their respective discipline.

8.12 RELATIONSHIP WITH LAGOS STATE GOVERNMENT/HOST COMMUNITY

The Lagos State Government in the period under review was under the leadership of two Governors, His Excellency, Akinwunmi Ambode and His Excellency, Babajide Sanwo-Olu.

During the tenure of H.E. Ambode, the University enjoyed excellent relationship with the State Government and benefitted immensely in terms of infrastructural upgrade.

The current administration of H.E. Sanwo-Olu sponsored the remodeling of the University's Main gate. Additionally, the reconstructed and resurfaced quite a number of roads within the Main Campus. Several members of Staff of the University were and continued to enjoy various research grant awards from the Lagos State Research and Innovation Council (LASRIC), which had peaked at (N35,000,000) Thirty-Five Million Naira Only at the end of December, 2020.

8.12.1 Recommendation

The University should continue to guide jealously the cordial relationship with the State Government, in order to guarantee more intervention in infrastructure, facilities upgrade and grants.

CHAPTER NINE

TERM OF REFERENCE VII

TO EXAMINE THE LAW ESTABLISHING THE UNIVERSITY INCLUDING THE RELATIONSHIP BETWEEN THE VARIOUS INTERNAL ORGANS, UNITS, AND OFFICES AND INDICATE THE WAYS THE LAWS HAVE BEEN OBSERVED BY THE COMPETENT AUTHORITIES AND ALSO SUGGEST ANY MODIFICATIONS TO THE LAW.

9.0 INTRODUCTION

This Section aims to examine how authorities of University of Lagos, the "Institution" in question, have observed the law in all ramifications in respect of the University. The governance structure of the University is created under the University of Lagos Act, 1967. Under this law, a Governing Council and Management is created and established and vested with various powers to administer the University. Reference to "authorities" in Term of Reference 7, therefore refers to Governing Council and Management.

The Mandate giving to the Presidential Visitation Panel is to examine the University from 2016 to 2020. It is observed that there has been several Governing Councils and Managements since then.¹ While the report will endeavour to examine the previous regimes, it will pay closer attention to the most recent regime, not just because it is the most recent in time,² but also because of useful lessons that can be learnt from the crisis that engulfed the University in 2020, caused by a schism between the Council and the Management, to see what can be learnt for the sake of the future of the University in particular and other universities.

¹ Onosode, Jerry Gana, Babalakin were appointed Pro Chancellors within this period while Sofoluwe, Rahman Bello and Ogundipe were appointed VCs during this period supported by several Deputy Vice-Chancellors.

² While the Jerry Gana Council helpfully honoured this Panel's invitation and contributed, almost all the Babalakin led internal and external Council members participated and sent in Memoranda to the Panel

The Reference refers to an examination of the "Law" establishing the University of Lagos to determine if it has been observed. The law establishing University of Lagos is the University of Lagos Act, 1967, Cap U9 Laws of the Federation of Nigeria. This Panel however notes that over time, there have been an enactment of several laws by National Assembly that are central to the operations of the University. In determining TOR 7, therefore, the term law is not used in a narrow, restrictive sense.

This Panel will examine these laws, Regulations and Guidelines passed by the National Assembly, issued by the National Universities Commission, the Ministry of Education and such other relevant governmental authority, and internally by the University, in order for this exercise to be meaningful.

9.1 SOURCES OF LAWS REGARDING UNIVERSITY OF LAGOS

The University Management has helpfully identified a number of relevant laws for us, namely:

- a. The University of Lagos Act, 1967.
- b. The Universities (Miscellaneous Provisions) Act, 1993.
- c. The Universities (Miscellaneous Provisions) Amendment Act 2003.
- d. The Universities (Miscellaneous Provisions) Amendment Act, 2012

While the above laws are relevant for the establishment of the University, creation of bodies, establishment of a governance structure and general operation of the university, the Public Procurement Act and the Fiscal Responsibilities Act are relevant for contract procurements and public expenditure of the University.

The Manual on University Management published by National Universities Commission, January 1997, is quite instructive as an operation manual for University's administration.

9.1.1 Finding/Observation

From our interactions with the Council, the Management and other members of staff, requests for modifications to the extant laws will be dealt with in subsequent sections.

Were these Laws observed in all their ramifications by Authorities of the University?

9.2 THE COUNCIL

The Panel found that the Pro-Chancellors for the years in view are:

1. Professor Jerry Gana, CON – February 2013 – May 2017
2. Dr. Bolanle Olawale Babalakin, OFR, SAN, – May, 2017 – November 2020

9.2.1 Findings/Observations

A. Removal of Vice-Chancellor in 2020

The Panel observed that the Vice-Chancellor was removed in August, 2020 by the Babalakin led Council. In its Memorandum to the Panel, Management referenced the statutory powers of the Governing Council to remove a Vice-Chancellor and sought an amendment of the law in order to ensure that the Governing Council is unable to remove the Vice-Chancellor without the participation of Senate's two representatives as provided in Section 5(9) of the Universities (Miscellaneous Provisions) Act of 2003.

The removal and subsequent appointment of an Acting Vice-Chancellor for the University in 2020 falls within the period of review that this Panel is mandated to review.

Consequently, it is relevant to consider whether the Babalakin led Governing Council acted in accordance with the Universities (Miscellaneous Provisions)

Act of 2003 or not. The Panel was informed during interactions that a previous Panel called Special Visitation Panel had looked into the matter. Unfortunately, that Panel's report is not before this Panel to review and consider. However, the Press Statement by the Federal Government accompanying the reinstatement of the Vice-Chancellor in 2020 is available.

This statement states in part that "the process adopted by the Council in the appointment of Professor Omololu Soyombo as Acting Vice-Chancellor of the University was inconsistent with the provisions of the Law relating to the appointment of an Acting Vice-Chancellor...."

In respect of the removal of the Vice-Chancellor, it was said that the Babalakin led Council "did not give the Vice-Chancellor an opportunity to defend himself on the allegations upon which his removal was based." The statement did not reach any conclusion as to whether that Council breached the law in respect of the Vice-Chancellor's removal.

Dr Babalakin appeared before this Panel and presented a Memorandum. His justification for his Council removing the Vice-Chancellor without the participation of two Senate members is that his Council complied with the law fully.

He drew attention to Section 3(8) of the Universities (Miscellaneous Provisions) Act, 1993 as follows:

"The Vice-Chancellor may be removed from office by the governing Council on grounds of gross misconduct or inability to discharge the functions of his office as a result of infirmity of body or mind, at the initiative of the Council, Senate or Congregation after due process"

It is important to point out that the relevant and applicable Section 5(9) of the Universities (Miscellaneous Provisions) Amendment Act, 2003 provides as follows:

"When the proposal for the removal of the Vice-Chancellor is made, the Council shall constitute a joint committee of Council and Senate consisting of-

- (i) Three members of the Council one of whom shall be the Chairman of the committee, and
- (ii) Two members of the Senate, provided that where the ground for removal is infirmity of the body or mind, the Council shall seek appropriate medical opinion."

Section 5(10) provides that "The Committee shall conduct investigation into the allegations made against the Vice-Chancellor and shall report its findings to the Council"

Section 5(11) states as follows "The Council may where the allegations are proved remove the Vice-Chancellor or apply any other disciplinary action it may deem fit and notify the Visitor accordingly provided a Vice-Chancellor who is removed shall have a right of appeal to the Visitor."

Dr Babalakin expressed the opinion that, compared to the 1993 Act where the language of the Act is intentionally different, i.e., "at the initiative of the Council, Senate or Congregation after due process" the removal of a Vice-Chancellor for gross misconduct under the 2003 Act is solely a Council decision after Council has determined that the Vice-Chancellor has committed an act of gross misconduct.

In respect of Section 5(10) of the 2003 Act that states "The Committee shall conduct investigation into the allegations made against the Vice-Chancellor and shall report its findings to the Council" Dr Babalakin noted that Council complied with this provision.

According to him, the Vice-Chancellor received on the authority of the Council, a copy of Dagari's report. The Vice-Chancellor defended himself orally and also in his letter dated 13th May 2019 which was made available to Council members.

According to him, Section 5(9) of the 2003 Act provides that "the proposal for removal of the Vice-Chancellor is made, the Council shall constitute a joint committee of Council and Senate consisting of "Three members of the Council one of whom shall be the Chairman of the Committee, and Two members of the Senate, provided that where the ground for removal is infirmity of the body or mind, the Council shall seek appropriate medical opinion."

Dr Babalakin's argument is that compared to Section 3(b)(ii) of the 1993 Act regarding the interview panel for the office of Vice-Chancellor, Section 5(9) of the 2003 Act does not require Senate members who are not Council members. Section 3(b) (ii) of the 1993 Act expressly provides for "Two members of Senate who are not members of the Council." Section 3(b) of that Act also provides for "Two members of the Council, not being members of the Senate."

According to this position, by simply stating "Two members of Senate" in Section 5(9) of the 2003 Act without the qualification of the restrictive language in Section 3(b)(ii) of the 1993 Act, the draftsmen of the 2003 have to be deemed not to require the Senate members on the Committee not to be Council members.

He explained that those that took the decision to remove the Vice-Chancellor on 12th August 2020 were no fewer than six members of the Senate in addition to six Council members which he argued was a joint committee of Council and Senate in compliance with the 2003 Act.

Applying the well-established canons of statutory interpretation, this Panel finds Dr Babalakin's argument very plausible. To be very fair to the University Management, the force of this argument is not lost on them. In their Memorandum to the Panel, on page 29, third paragraph, Management sought an amendment of the 2003 Act to avoid this interpretation.

"The current wording of section 3(8) (sic) seems to suggest that it is Council that determines or could determine the identity of the two senate

members who are members of the Joint Committee of Council and Senate. There is arguably an imprecision of language which does not augur well for good governance."

As the Panel pointed out earlier, we are not aware that the previous Panel made any categorical pronouncement in its report whether Babalakin Council breached the law on this point.

This Panel recommends that issues of this nature should be encouraged to be interpreted in court, the organ duly constituted based on the Nigerian constitution to Interpret statutes.

B. Appointment of Acting Vice-Chancellor for the University in 2020

On 12th August 2020, Council appointed Professor Theophilus Soyombo as Acting Vice-Chancellor of the University. Section 13 of the 2003 Act provides that the University senate would recommend an acting Vice-Chancellor for Council to appoint.

This provision does not allow Council to independently appoint an Acting Vice-Chancellor without the recommendation of Senate.

The Senate did not recommend Professor Theophilus Soyombo to Council or anybody for that matter. Dr Babalakin in justifying his Council's action in the appointment of an Acting Vice-Chancellor stated that ASUU was on strike during this period and had not met at all for four months preceding August 2020.

According to him, considering that it was a university environment, Council felt that after removing the Vice-Chancellor it had to responsibly manage the affairs of the university by appointing an acting Vice-Chancellor urgently in the absence of the Senate acting during this period.

As noted earlier, this Panel has not seen the report of the previous Panel and therefore does not know the basis for its conclusion that "the process

adopted by the Council in the appointment of Professor Omololu Soyombo as Acting Vice-Chancellor of the University was inconsistent with the provisions of the Law relating to the appointment of an Acting Vice- Chancellor."

C. The composition of the Council

The composition of Council according to the University Laws comprises:

1. Pro-Chancellor	-	1
2. Federal Government	-	4
3. Vice-Chancellor	-	1
4. Deputy Vice-Chancellor	-	3
5. Senate	-	4
6. Congregation	-	2
7. Convocation	-	1
8. Min. of Education	-	1
9. Min. of Finance	-	1
10.Registrar (Secretary)	-	1

The Panel found that the composition of Council seems to defeat the principle of checks and balances and the purpose of corporate governance. The Federal Government appointees (External members) are in the minority and the Vice-Chancellors, by virtue of their executive roles have great influence on the majority (Internal members).

In the Manual on University Management, it is clearly stated that, the Council has the overall responsibilities for the policies and operations of the University, and for certain particular subjects, including matters of finance, staff conditions of service and discipline, the property of the University, building programmes and material provisions for students.

To enable the Council, play its role as stated in the manual, the composition advantage and supervisory control by the Federal Government is necessary.

9.2.2 Recommendations

1. The number of external members should be increased in compliance with the principle of checks and balances and in order to maintain good corporate governance. The appointments of Council members should be gender sensitive.
2. Government must always seek out persons of exceptional integrity, vision and public-spiritedness for appointment as Pro-Chancellors so that they can add value to the Universities as it relates to the Council in controlling and superintending over the policy, finances and property of the University including its public relations.

9.3 VICE-CHANCELLOR AND MANAGEMENT

The Panel found that the Vice-Chancellors for the years in view were and are:

1. Professor Rahamon A. Bello – November, 2012 – November, 2017.
2. Professor Oluwatoyin T. Ogundipe – November, 2017 – August, 2020
November, 2020 to date.

9.3.1 Finding/Observation

Contrary to the dictate and intent of the guiding laws, the Panel observed that there is no harmonious working relationship between Dr Babalakin led Council and Prof. Ogundipe led Management based on allegation of misconduct against Prof. Ogundipe and his Management.

9.3.2 Allegations of misconduct against Professor Oluwatoyin Ogundipe and his Management

From the Memoranda that the Panel received and from presentations made, a number of people made strong allegations of gross misconduct against Professor Ogundipe personally and his management between 2017 and 2020. These are Dr Babalakin, immediate past Pro-Chancellor and Chairman of

Council; Engineer Tunde Oloko, immediate past Acting Director of Works of the University; Professor Oye-Adeniran, retired Professor of Medicine University of Lagos and Council member from 2016 to 2019; Dr Saminu Dagari, former Council member, 2017 to 2020; Dr Bayo Adaralegbe, former Council member, 2017 to 2020, and Mr Rotimi Sodimu, former Registrar and current Council member.

The Panel notes that each of these persons provided documents to substantiate their allegations.

In examining these allegations, it is important to first clarify the legal and statutory framework for governance in the University. The University of Lagos Act recognises three main organs. Governing Council, the office of the Vice-Chancellor and the Senate.

While the office of the Deputy Vice-Chancellor, Registrar, Bursar and Librarian are recognised under this law, the Act does not officially recognise any of them as university "management."

While the Act prescribes for the Vice-Chancellor and the Senate to collaborate over academic programs, students, admissions, teaching and research, Section 7(1) of the University of Lagos Act stipulates that the Governing Council is "charged with general control and superintendence of policy, finances and property of the University."

Section 7 (2) states that there shall be a Finance and General Purposes Committee, which shall, subject to the directions of the Council, exercise control over the property and expenditure of the University." Thus, the University of Lagos Act vests the finances and property of the University in the Council, as well as the expenditure of the University through a committee known as Finance and General Purposes Committee (F&GPC).

Additionally, by Section 15(1) (b) of the Public Procurement Act of 2007, Cap, P44, the University is subject to the provisions of the Public Procurement Act

in its procurement of goods, works and services, and that Act mandates the creation of a Tenders Board for the University in its procurement activities for works, goods and services.

These laws are complemented by the University of Lagos Financial Regulations, especially Chapter Fifteen that deals with University Expenditure(Procurement Procedure); University of Lagos Manual of Operations in the Bursary, which stipulates the process of financial transactions in the Bursary Department; Financial Regulations Act that stipulates government guidelines on foreign travel of public servants; the Fiscal Responsibility Act and financial resolutions/guidelines of Governing Council issued out from time to time, directives, circulars and orders to universities, parastatals and agencies, issued from time to time by the Federal Ministry of Education, Nigerian Universities Commission and other supervising bodies of the federal government.

The implication of the statutory and legal framework for the University's governance is as follows:

- (a) the management of the University of Lagos under the leadership of the Vice-Chancellor is subject to the supervision of the Governing Council;
- (b) the Governing Council of the University of Lagos super intends over all the University finances and in that regard is expected to be abreast of all inflows and outflows into the university's accounts;
- (c) Specifically, by law, since the Governing Council is responsible and accountable in law for the University's finances, the Governing Council is expected to be in charge of an approved budget embarked upon by the University management;
- (d) in accordance with the Public Procurement Act, the University is required to have a Tender Board and organise bids in respect of contracts to be executed in the University in accordance with this Act.

From the Memoranda that this Panel received, the University had an active Governing Council that met at statutorily recommended periods. The University also had a very active F & GPC Committee headed by the Pro Chancellor.

While there was a Tenders Board, which was headed by the Pro-Chancellor under the past Council, the headship of this Tenders Board was very controversial under the Babalakin Council as management took the position that since the Vice-Chancellor was statutorily the Chief Accounting Officer of the University under the Public Procurement Act, he should lawfully be the head of the University's Tenders Board.

It is noteworthy that this relates to Tenders Board alone and not in relations to all finance related matters. This controversy was not resolved until the 2020 crisis and the dissolution of the Babalakin Council.

While many of the allegations against the Vice-Chancellor and his management were repeated in the Memoranda received from Council members like Dr Babalakin, Prof Oye Adeniran, Dr Saminu Dagari and Dr Bayo Adaralegbe, there were others from non-Council members. Engineer Tunde Oloko's Memorandum was different in its details of how the University procurement system functioned under Professor Ogundipe's management and how payments were disbursed from the University resources.

A. Professor Eddy Omolehinwa's Report

The University Governing Council set up two Committees under Professor Omolehinwa in 2019, to "Review the Budget Estimates of the University" and to "Come Up with 2020 Budget Estimates Containing Realistic Anticipated Income and Expenditure." Professor Omolehinwa is a retired Professor of Public Accounting in the University of Lagos and former Council member, 2017 to 2020. The Report's findings were as follows:

1. The Committee found that the sum of N9,797,756,723.50 (Nine Billion Seven Hundred and Ninety-Seven Million Seven Hundred and Fifty-Six Thousand Seven Hundred Twenty-Three Naira Fifty kobo) was in credit of the University's various accounts. From Council Minutes of the meeting in which Professor Ogundipe, his three Deputy Vice-Chancellors and Bursar were all in attendance, the University's Governing Council that was inaugurated in April 2017 and its F& GPC were only getting to know the University's financial position through this Committee's report for the first time in December 2019. This directly violates Section 7 of the University Act that vests the finances of the University in the Council.
2. The Committee found out that out of the total sum of N5,504,298,315.00 (Five Billion Five Hundred and Four Million Two Hundred and Ninety-Eight Thousand Three Hundred and Fifteen Naira) the University management had a budget estimate of N147,000,000.00 (One Hundred and Forty Seven Million Naira), i.e. 2.7% to be expended on all the University's Departments, while twice this amount, i.e. N300,000,000.00 (Three hundred Million Naira) was estimated as budget for janitorial services for the same period.

B. Dr Saminu Dagari's Report

Council set up in 2018 a committee headed by Dr Saminu Dagari; a federal government appointed representative on Council for the "Review of Expenditure of the University." The Committee's findings were as follows. Without Council, F&GPC, Tender Board approvals, and far in excess of his approval limits of less than N2.5million Professor Ogundipe as Vice-Chancellor:

- 1 Paid out the sum of N112,462,990.63 (One Hundred Twelve Million, four Hundred Sixty-two Thousand Nine Hundred Ninety Naira and Sixty- Three Kobo) to renovate the official living quarters of three principal staff in 2018.

- a. Professor Ogundipe approved the sum of N49,434,038.45(Forty-Nine Million, Four Hundred and Thirty-Four Thousand Thirty-Eight Naira and Forty-Five Kobo) to renovate the Vice-Chancellor's official residence;
- b. He approved and spent the sum of N41,817,658.32(Forty-One Million, Eight Hundred and Seventeen Thousand Six Hundred Fifty-Eight Naira and Thirty-Two Kobo) to renovate the Bursar's official residence.
- c. The sum of N16,123,509.00(Sixteen Million One Hundred and Twenty-Three Thousand Five Hundred and Nine Naira) was spent on renovating the official residence of the immediate past Registrar of the University.
- d. The sum of N3,733,494.85(Three Million Seven Hundred and Thirty-Three Thousand Four Hundred and Ninety-Four Naira Eighty-Five Kobo) was spent renovating the Chancellor's lodge while N1,354,290.00(One Million Three Hundred and Fifty-Four Thousand Two Hundred and Ninety Naira) was spent renovating the Pro Chancellor's residence.
- e. The Vice-Chancellor spent the sum of N57,272,050.44(Fifty-Seven Million Two Hundred and Seventy-Two Thousand and Fifty Naira Forty-Four Kobo) on waste management and janitorial services. These payments were not evidenced by any contract.
- f. The Vice-Chancellor spent the sum of N52,080,000.00(Fifty-Two Million eighty Thousand) purchasing two vehicles well above the University's Tender Board limit.
- g. The Vice-Chancellor spent N57,921,581.00(Fifty-Seven Million Nine Hundred Twenty-One Thousand Five Hundred Eighty-One) on estacodes for foreign trips embarked upon by him and some members of his management.
- h. From May 2017 to September 2018 Professor Ogundipe paid Professor Ademola Adeleke, Dean of Students Affairs, the sum of N41,580,300.00(Forty-One Million Five Hundred and Eighty Thousand Three Hundred Naira) through monthly payment of N2,445,900.00(Two Million Four Hundred and Forty-Five Thousand Nine Hundred Naira).

- i. Significantly exceeded 2018 Convocation Budget by N9,739,977.89(Nine Million Seven Hundred and Thirty-Nine Thousand Nine Hundred and Seventy-Seven Naira Eighty-Nine Kobo).

The Panel found that these allegations of payments without due process and necessary approvals are contrary to the provisions of the University Act and the Public Procurement Act.

C. Memorandum of Engineer Tunde Oloko

Engineer Oloko is the immediate past Acting Director of Works of the University. He submitted a Memorandum to the Panel and appeared personally before the Panel.

Engineer Oloko stated as follows:

- 1 Approximately the sum of N2,612,968,279.94(two Billion Six Hundred and Twelve Million Nine Hundred and Sixty-Nine Naira, Ninety-four Kobo) and 16,950.00(sixteen thousand nine hundred and fifty Pounds) was paid to contractors that were in excess of the Vice-Chancellor's approval limit, sometimes without any procurement process or bids arranged, and without the knowledge or approval of the Governing Council.
- 2 Engineer Oloko alleged that the Vice-Chancellor directly engaged in contract splitting and frequently got him to sign off on payments where there was either no execution or the execution had not been completed.

These allegations are contrary to the Public Procurement Act and the Fiscal Responsibility Act.

D. Memorandum of Dr Bayo Adaralegbe

Dr Adaralegbe was a federal government appointed member of Council from 2017 to 2020. He submitted a Memorandum and appeared in person.

1. Dr Adaralegbe stated that at an interview for the position of Director of Works for the University presided over by Professor Ogundipe, the interview process was falsified in an attempt to favour a particular candidate on whose behalf Professor Ogundipe had spoken favorably and pleaded for at a previous Council meeting and causing Council to cancel the interview results. He stated that this happened in the presence of Professor Ben Ogbujiafor, then Deputy Vice-Chancellor of the University, Dr Saminu Dagari, then Council member and two representatives from the Federal Character Commission. Dr Adaralegbe submitted Minutes of Council meeting where the interview process was cancelled because the scoring sheets were altered, to support his allegations.
2. Dr. Adaralegbe alleged that Professor Ogundipe attempted to get the Librarian, Dr. (Mrs.) Olukemi Fadehan appointed as a Professor Librarian, University of Lagos at a time when the University did not have a department for Library Science and was not admitting undergraduate or postgraduate students for Library Science.
3. Dr. Adaralegbe also alleged that the Vice-Chancellor attempted to organise the 2020 Convocation ceremony of the University and confer Honorary Doctorate Degrees on people without Council approval, hence the letter by the National Universities Commission to stop the convocation.

These allegations are contrary to the University of Lagos Act.

9.3.3 Implications of allegations on Professor Ogundipe and his Management

It bears repeating to restate that this Panel does not have the report of the previous Panel and it is not clear whether these allegations were brought to their attention.

This Panel's attention was drawn to Professor Ogundipe's personally signed defense of the allegations against him in the Dr Dagari report. Prof Ogundipe's defense was carefully studied. He did not deny ANY of these allegations and there appears to be no valid justification in law for all his defences.

A number of actions can be distilled from the allegations personally against Professor Ogundipe and his management.

1. Professor Ogundipe and his management ran an opaque administration that hid the finances of the University from the Governing Council, the body vested in law to be the custodian of those finances;
2. Professor Ogundipe and his management were engaged in various acts of contract splitting in their procurement of services, works and goods for the University;
3. Professor Ogundipe constantly exceeded his approval limit as Vice-Chancellor in his spending of the funds of the University.
4. Professor Ogundipe and his management embarked on large spending of the University's funds without the knowledge of the University Governing Council and F&GPC, the statutory bodies that should know by law.
5. Professor Ogundipe and his management procured and paid for services, goods and works that were above his approval limits, without any Tender Board and F&GPC approvals, without organizing bids, without any supporting contractual documents and sometimes without any execution of work by the contractor.

9.3.4 Recommendations

1. Council, in fulfilment of its statutory role, should engage a forensic external auditor of international repute to conduct a comprehensive forensic and diagnostic audit of the university accounts of the years in question.

2. To maintain proper checks and supervision of the finances of the University, the Internal Auditor can have the opportunity to report to Council in exceptional cases.
3. Vice-Chancellors should continue to be appointed by Councils after due scrutiny of their personalities and antecedents to ensure that only the best occupy the post.
4. The office of the Deputy Vice-Chancellors, Registrar, Bursar and Librarian should be recognised under the Act as part of the University Management.
5. Council should examine all allegations and issues brought before it and recommend appropriate sanction where necessary.

9.4 REGISTRAR

The Panel found that the Registrar for the years in view are:

- | | | |
|------------------------------|---|---------------------------|
| 1. Dr. (Mrs.) Taiwo F. Ipaye | - | August, 2013 – July, 2018 |
| 2. Oladejo Azeez, Esq. | - | August, 2018 to date. |

9.4.1 Findings/Observations

The Panel found the current Registrar, Mr. Oladejo Azeez, in outright breach of his statutory duties. He confirmed in writing to dereliction of his duties by refusing to attend management meetings for eight weeks.

He has equally showed his lack of understanding of his statutory roles as the Chief Administrative Officer, the Secretary to Council, the Senate, Congregation and Convocation of the University.

Many minutes of Council meetings although adopted, were found unsigned and he was unable to provide the Panel with the requisite documents needed for verifications.

The current Registrar as a member of the Tenders Board lacks the requisite understanding of the Public Procurement Act of 2007. He admitted to the Panel that the Tenders Board being just a rubber stamp without necessarily scrutinizing the Tenders documents. He admitted to issuing the Award letters for projects

based on the Vice-Chancellor's memorandum without sighting and scrutinizing the projects legal and contractual documents leading to the award of the contracts.

The Panel found the Registry seemingly balkanized. In a letter from the current Registrar to this Panel dated 28th May 2021, he listed the Units that have been excised from the office of the Registrar, namely:

1. Information and Public Relations.
2. Admissions.
3. Student Affairs.
4. Counselling.
5. Legal Services.
6. Procurement.
7. Student Records.
8. Alumni Relations.
9. Staff Training Centre.
10. Office of Advancement.
11. Examinations.
12. Property Development and Investment.
13. Academic Affairs.
14. Senate and Ceremonies.

This has indeed weakened, undermined and reduced the functions of the office of the Registrar who is the Chief Administrative Officer of the University contrary to the provisions of the University of Lagos Act, 1967.

The Panel found that the Registrar lacks custody and control of important, confidential and sensitive documents of the University. By an internal memorandum presented to the Panel by the Registrar dated 8th June, 2021, the bursar, handwrote and signed the release of Memorandum of Agreements and Lease Agreements with the Zenith Bank Plc, UBA Plc and GTB Plc.

The Directorate system in the Registry seems to have weakened and usurped the role of the Registrar.

9.4.2 Recommendations:

1. In Compliance with the University of Lagos Act, 1967, the excised units must be returned to the office of the Registrar forthwith.
2. The current Registrar should proceed on immediate compulsory management training amongst other trainings to enable him become effective and efficient in discharging his duties as a Registrar.
3. The Registry must go through a total overhaul and reorganization for efficient performance of its statutory roles.
4. The Registry is one of the most important Departments in the University, therefore there is an urgent need to subject the Professionals and Non-professional staffs of the Registry to rigorous training sessions and base their promotions on strict Key Performance Indicators (KPI).
5. The Directors in the Registry should report directly to the Registrar to avoid Undermining the Office of the Registrar.
6. The Registrar should be versatile in managing affairs of the various organs of the University under his statutory functions.
7. The Registrar should be in possession and in charge of all important documents and records of the University.

9.5 BURSAR

The Panel found that the Bursar for the years in view are:

- | | |
|--------------------|-----------------------------------|
| 1. Dr. L. Odekunle | - November, 2011 – November, 2017 |
| 2. Mr. O. N. Lawal | - November, 2017 to date. |

9.5.1 Findings/Observations

The Panel found the Bursar, Mr. Lawal as the Chief Financial Officer lacking the requisite competence in advising the Management and managing the finances of the University.

He lacks the understanding of his statutory and supervisory roles of the Bursary.

The Panel found that the University of Lagos Supplementary Report of Council Sub-Committee to overhaul the operations of the income generating units, September 2019, drew the attention of the Council members to a government Circular (The Federal Treasury Circular Ref No: TRY A12 & B12 & B12/2018, OAGF/CAD/026/V.111/324) of 7th August, 2018 entitled NON-COMPLIANCE WITH THE PRESIDENTIAL DIRECTIVE AND CIRCULAR ON IMPLEMENTATION OF TREASURY SINGLE ACCOUNT (TSA). Part of the Circular states as follows;

1. Unless with the written permission of the President, all the University of Lagos limited liability companies are not allowed to keep their accounts with the Commercial Banks. They are supposed to keep their accounts only with the Central Bank through the Treasury Single Account (TSA) system that is already in place. (See Paragraph 3).
2. That any fund not transferred to TSA by the deadline given in the Circular as 19th November, 2018 **"shall be deemed as hidden and forfeited."** (See Paragraph 7)

The Panel found the University in continuous breach of this Directive and Circular by maintaining accounts in Commercial Banks without the requisite written permission of the President.

The Panel found the Bursar in breach of his statutory roles by not presenting the true state of the financial position of the University to the Council for almost three years.

Under his watch, due process was not followed as payments were made for services and projects without the required documentation. A case in question was the payment for cleaning and janitorial services without the required contractual documents and approvals.

The Panel also found him in breach of the provisions of Financial reporting Laws and, in particular, the Public Procurement Act 2007 as it relates to Tenders. He also contravened the University of Lagos Financial Regulations and the contents of the Manual of Operations in the Bursary.

9.5.2 Recommendations:

1. The Council should ensure that the University does not forfeit any of its funds by directing all the University limited liability companies to close all their accounts with commercial banks and embrace TSA as directed by the Government.
2. Council should ensure that competent persons who are verse in University's administration and financial management be employed to manage the finances of the University.

9.6 INTERNAL AUDITOR

9.6.1 Finding/Observation

The Panel found the Chief Internal Auditor, Mr. Abimbola Odufote lacking the required independence and scrutiny required for his job. He comes across as just a rubber stamp in procurement related matters. He lacks the understanding of his roles under the University of Lagos Financial Regulations as it relates to the requisite control processes.

9.6.2 Recommendations:

1. Finance and Audit processes must be digitised.
2. The Internal Audit Unit must be able to interface with Bursary electronically with adequate authority and control.
3. Professional and Non-professional existing staff must be encouraged to acquire relevant professional skills starting with the chief Internal Auditor.

9.7 DIRECTOR OF WORKS

The Panel found that the Director of Works for the years in view are:

- | | | |
|----------------------------|---|-------------|
| 1. Dr. A. E. Adeniran | - | 2011 – 2017 |
| 2. Mr. O. Ayeye, (Acting). | - | 2017 – 2018 |
| 3. Mr. B. O. Oloko | - | 2019 - 2020 |

Professor P. K. Fogam Report on investigation of collapsed part (Formwork) of the new library.

The Panel found that the Fogam's report presented and approved by Council found the following key management staff culpable and recommended that they face disciplinary panel:

1. Prof. Rahamon Bello (Former Vice-Chancellor)
2. Prof. Duro Oni (Former Deputy Vice-Chancellor, Management Services)
3. Dr. (Mrs.) Taiwo Ipaye (Former Registrar)
4. Dr. Lateef Odekunle (Former Bursar)
5. Dr. A. E. Adeniran (Former Director of Works)
6. Mr. Olaniyi Ayeye (Former Acting Director of Works)
7. Dr. J. O. Akanmu (Acting Head, Procurement Unit)

9.7.1 Recommendations:

1. Council and Management to restructure the Works and Physical Planning Department to mitigate against all inadequacies.

2. Works documentation must be digitised to help with paper trail and to prevent loss of important documents.
3. Council and Management should ensure that competent persons, with vast university knowledge and requisite experience be employed to manage the works and Physical Planning of the University.
4. The Professional and Non-Professional staffs of the Department of works need a private sector driven type of mind set. They also need attitude and aptitude upgrade and series of internal and external trainings to improve their skill sets.

9.9 DIRECTOR OF PROCUREMENT

9.9.1 Findings/Observations

- i. The Panel during its interaction with the Acting-Director of Procurement, Dr. James Akanmu, found that the Department is ill-staffed and ill-equipped to carry out the implementation of a sustainable procurement process.
- ii. The Panel also found out that some of the project files are scanty and lack the requisite documentations like letter of awards, contracts and duly executed approvals from the Director of Works, Tenders Board, Finance and General Purposes Committee and Council contrary to the Public Procurement Act of 2007 and the University Financial Regulations of 2016.

9.9.2 Recommendations:

1. To Digitise the Procurement department alongside Bursary and Works Department to enhance digital approvals and trails.
2. To provide the Procurement Directorate with competent staffs with the required skill sets.

3. To train and retrain the Professionals and Non-professional staffs in Public Procurement Act and Procurement processes.

9.10 HEAD OF LEGAL DEPARTMENT

9.10.1 Findings/Observations

The Panel found that the Legal Department has the following number of cases:

1. University Properties	-21
2. Staff/Employment	-16
3. Criminal	-10
4. Student/Ex Student	-5
5. Fundamental Human Rights	-3
6. Rape/Sexual Misconduct	-3

The Panel found out that the Legal Department is poorly staffed and ill-equipped to deal with the legal and risk related matters of the University, including the legal advisory requirements of Procurements.

Most of the requested Contracts and Memorandum of Agreement were not presented to the Panel.

9.10.2 Recommendations:

1. Make Legal Department a Directorate to deal with all the Legal and risk related matters of the University and its Income Generating Units (IGU).
2. Employ more competent and experienced legal practitioners including those from the private sector.

9.11 REPRESENTATIVES OF SENATE

1. Prof. Bola Oboh (Director of Research and Innovation).
2. Prof. Solomon Akinboye (Professor of Political Sciences).
3. Prof. Olukemi Odukoya (Professor of Pharmacology).

9.11.1 Finding/Observation

The Representatives of the Senate were of the view that the Council overreached their authority and therefore suggested that governance and roles of various organs of the University be properly spelt out in conformity with the Act. They particularly complained about Dr. Wale Babalakin led Council's overreaching posture and expressed their preference for a Pro-Chancellor with the right administrative experience to mitigate against being unnecessarily overreaching.

9.11.2 Recommendation

It is expedient to conduct an all stakeholders retreat for members of Council, Management and Senate to discuss and familiarize themselves with their roles under the Acts as well as to understand guiding laws, government policies, programmes, White Papers and Gazettes among others.

LISTS OF SOME OF THE DOCUMENTS REFERENCED.

1. The University of Lagos Act, Cap U9, Laws of the Federation of Nigeria 2004 (enacted in 1967) ("the Primary Legislation").
2. The Universities (Miscellaneous Provisions) Act 1993 ("The Primary Legislation of General Application").

3. The Universities (Miscellaneous Provisions) Amendment Act 2003 ("First Amendment Legislation of General Application").
4. The Universities (Miscellaneous Provisions) Amendment Act 2012 (Second Amendment Legislation of General Application").
5. Public Procurement Act, 2007.
6. Fiscal Responsibility Act, 2007.
7. Financial Regulations of the Federal Republic of Nigeria, 2009.
8. University of Lagos Financial Regulations, 2016.
9. University of Lagos manual of Operations in the Bursary (Finance), 2015.
10. Federal Republic of Nigeria Manual on University Management, 1997.
11. Council Committee Report on the Review of Expenditure of the University of Lagos between May 2017 to 2020.
12. Report of the Council Panel to investigate the circumstances surrounding the collapse of part of the new library building under construction, 2019.
13. Report of the Council Sub-Committee to come up with 2020 budget estimates containing realistic anticipated income and expenditure, 2020.
14. Report of the Council Sub-Committee to overhaul the operations of the income generating units in the University of Lagos, August 2019.

15. Supplementary Report of Council Sub-Committee to overhaul the operations of the Income Generating Units in the University of Lagos, September 2019.
16. University of Lagos Council Resolutions dated 9th March 2020.
17. University of Lagos Council Resolutions (Part 2) dated 19th March 2020.
18. Letter on "Excised Units", from the Registrar to the Panel dated 28th May 2021.
19. Internal Memo titled "Request for Documents" dated 8th June 2021.

CHAPTER TEN

TERMS OF REFERENCE VIII

HISTORICAL EVOLUTION OF THE UNIVERSITY OF LAGOS: TAKING STOCK OF ITS NET ACHIEVEMENTS AND PROBLEMS AS WELL AS ITS STYLE AND DIRECTION

10.0 HISTORY OF THE UNIVERSITY OF LAGOS

The establishment of the University of Lagos in 1962 was informed by the need to intensify the training of a professional workforce for a newly independent Nigeria in search of rapid industrialization and economic development.

It became evident after independence that the country lacked the requisite workforce to actualize the people's dream. There was a big gulf to be filled, and that required establishing more universities.

Towards this end, the Federal Government established the *Eric Ashby Commission on Post-School Certificate and Higher Education in Nigeria* in May 1959.

The Commission's report, entitled "**Investment in Education**", recommended the establishment of a new university in Lagos, the then Federal Capital, to offer day and evening courses in Commerce, Business Administration, Economics and Higher Management Studies.

In 1961, the Federal Government assigned the detailed planning of the new university to a UNESCO Advisory Commission.

However, whereas the Ashby Commission had envisaged a non-residential institution to be sited in the business district of Central Lagos, the UNESCO

Commission opted for a traditional university, "a complete all-encompassing institution" with residential accommodation on a large campus. Following the acceptance of the UNESCO Commission's report by the government, the University of Lagos was established on October 22nd 1962, on the authority of the University of Lagos Act of 1962.

The Act provided for an eleven-member Provisional Council for the University, a Senate to preside over academic affairs, and a separate Council for the Medical School located at the University Teaching Hospital at Idi-Araba, a few kilo metres away from the main campus at Akoka.

This was rather unique for, by authority of the Act, the University consisted of two separate institutions: the main university and an autonomous Medical School. The link between the two institutions was tenuous at best consisting of reciprocal representation on both Councils and membership of the University Senate by professors in the Medical School.

The University began with three faculties:

1. Commerce and Business Administration
2. Law, and
3. Medicine

At its first meeting, the Board of the Faculty of Commerce and Business changed the name to the Faculty of Business and Social Studies. The Faculties of Arts, Education, Engineering and Science were added in 1964.

For the first academic session 1962/1963, the University admitted 46 students to the Faculty of Business Administration and 26 to the Faculty of Law. These students received their first lectures on October 22nd, 1962 at the temporary site in a secondary school at Idi-Araba, adjacent to the Medical School and the Teaching Hospital. Twenty-eight medical students had already commenced lectures three weeks earlier on October 3rd, 1962. The University moved from its temporary location in Idi-Araba to the Akoka main campus in

September 1965. The direction of the University's future development was consolidated with the promulgation of the University of Lagos Decree No. 3 of 1967. The new constitution created an integrated and more structurally coherent institution by establishing a single Council for the whole university. The previous arrangement had two separate Councils: one for the University and the other for the Medical School.

With the new Act, the Medical School ceased to exist as a separate institution and became an integral part of the University of Lagos, subject to the full authority of the Senate. However, in order to ensure a measure of autonomy necessary for the smooth discharge of the responsibilities of some specialised units, the university adopted the collegiate system under which the Medical School became the College of Medicine. The Faculty of Business and Social Studies was divided into the School of Administration and the School of Social Studies. The Federal Advanced Teachers College was integrated into the university as the College of Education. The Institute of Computer Sciences and the Institute of Mass Communication were founded in 1967 and became teaching units a year later. The Institute of Child Health joined the University in 1969.

By the beginning of the 1970s, the University had developed an unwieldy and confusing academic structure in which the faculty system operated alongside the school and the collegiate systems. Law and Engineering were faculties; Education and Medicine were colleges, while Biological Sciences, Mathematical and Physical Sciences, Environmental Design, Social Studies, Administration, Humanities, and African Studies were schools. On 28 June 1973, the Senate finally adopted the faculty system for the whole University, and conceded the collegiate system only to the College of Medicine. The re-designation of the College of Education required a constitutional amendment and following the promulgation of the University of Lagos (Amendment) Decree, 1975, it also became the Faculty of Education. The unwieldy system was transformed into the following faculties: Arts, Business Administration,

Education, Environmental Design, Science and Social Sciences. The College of Medicine retained both its name and its autonomy.

The School of Postgraduate Studies, whose dramatic growth has attracted the sobriquet, "**The Lagoon Lighthouse**", was established on 22 July 1981.

In 1984, Federal University of Technology, Abeokuta (FUTAB) was merged with the University of Lagos, and was subsequently renamed the College of Science and Technology, Abeokuta (COSTAB). However, it was demerged from the University in January 1988 to become Federal University of Agriculture, Abeokuta (FUNAAB).

The University of Lagos currently has a College of Medicine, School of Postgraduate Studies, a Distance Learning Institute (DLI) and twelve faculties, namely:

1. Arts
2. Basic Medical Sciences
3. Business Administration (now Management Sciences)
4. Clinical Sciences
5. Dental Sciences
6. Education
7. Engineering
8. Environmental Sciences
9. Law
10. Pharmacy
11. Science
12. Social Sciences

The University has built a legacy of academic excellence and is now acclaimed publicly as the University of First Choice and the Nation's Pride. The Vision and Mission of the University are as follows:

Vision: To be a top class Institution for the pursuit of excellence in knowledge, character and service to humanity.

Mission: To provide a conducive environment for teaching, learning, research and development, where staff and students will interact and compete effectively with other counterparts globally.

10.1 DEVELOPMENT WITHIN THE UNIVERSITY

The first phase of infrastructural development at the main (Akoka) campus was completed in 1965. It consisted of two academic areas called Academic Group North and Academic Group South; the Dining Hall, Library, Administrative Block, the Central Concourse, staff quarters and students' hostels. The Hydraulic Research Laboratory was constructed with a grant from the Government of the Netherlands, and funding from the Nigerian Ports Authority.

The Senate House Complex was completed in 1984. The University of Lagos International School was established in 1981 and moved to its permanent site in October 1985.

10.1.1 Infrastructural Development

Between 1995 and 2000, the University made tremendous strides in pulling down its heavy cloak of economic dependency by extending the range of its revenue generation activities and securing the generous financial involvement of individuals which assisted to restore its glorious image. The completion and/or inauguration of the under listed projects clearly suggested that the University had moved faster toward economic self-sufficiency, a reflection no doubt of resourcefulness and pragmatic leadership:

1. Construction of two new hostels at the Faculty of Education – Biobaku Saburi Hall for male students, and Madam Kofo Ademola Hall for female students;

2. Construction of a massive water reservoir near the Department of Mass Communication;
3. Construction of a number of boreholes in the service area of the Main Campus;
4. Construction of the first Junior Staff quarters, Phase 1, along Lawani Road, off University Road, Abule-Oja;
5. Painting of the Faculty of Arts Building and of the old Halls of residence both on the Main Campus and at the College of Medicine;
6. Construction of a walkway linking the Faculty of Science with the Faculty of Engineering;
7. Construction of the UNILAG Consult Complex

Between 2000 and 2007, the University witnessed rapid transformation in terms of Physical infrastructural development. **The project executed include:**

1. Extensions to the Faculty of Environmental Sciences;
2. A new Faculty of Social Sciences Complex;
3. New Hostel Blocks and renovation of old Hostels;
4. A new Lecture Theatre donated by the Pro-Chancellor and Chairman of Council, Chief Afe Babalola, *SAN, LLD, CON*;
5. The new Post Graduate Hall of Residence donated by Dr. Erastus B. Akingbola;
6. The rehabilitation of the erstwhile School of Radiography in Yaba to provide a campus for Business Administration postgraduate programmes;
7. The Drug Production Unit of the Faculty of Pharmacy, now called the Herbal Clinic;
8. The Laboratories for the School of Radiography; and
9. A large (500 capacity) female hostel.

Between 2011 and 2013

The Human Resource Development Centre Building was constructed through internally generated revenue (IGR). Other developments are:

1. The Business Simulation Laboratory (Biz SimLab) endowed by Beloxi Industries Ltd in partnership with the African Institute of Business Simulations (AIBS) and located at the Faculty of Business Administration (now the Faculty of Management Sciences).
2. The Afe Babalola Hall was donated by Chief (Dr.) Afe Babalola, SAN
3. Julius Berger Hall was constructed and donated by Julius Berger
4. The J. P. Clark Centre was donated by the former Governor of Delta state, Dr. Emmanuel Uduaghan, CON
5. The Alumni Jubilee House was donated by UNILAG Alumni/ Guaranty Trust Bank;
6. The PTDF Facility for Chemical Engineering
7. The Mass Communication Building was donated by Mr. Biodun Shobanjo of Troyka Holdings Limited.

10.1.2 Most recent infrastructure developments are:

1. The Arthur Mbanefo Digital Research Centre (AMDRC) bequeathed to the University by Chief Arthur Christopher Izuegbunam Mbanefo, MFR, CON
2. Some robots - cloud-based intelligent humanoid robots, (CRZR) were donated to the University by Platform Capital
3. The Human Resource Development Centre renovated by Platform Capital
4. An Auto-Diagnostic & Prognostic Centre, and a well-equipped Webinar room constructed and commissioned at the Faculty of Engineering
5. The donation of a digital fabrication laboratory, known globally as Fab Lab, from the Embassy of France in Nigeria.
6. An Anti-Human Trafficking Hub has been set up in the Faculty of Law.
7. The fourth floor has been added to the faculty building by Alhaji Femi Okunnu, SAN, CON, LL.D.;

8. A state-of-the-art National Information Technology Development Agency (NITDA) Hub was constructed and donated to the University by the Agency;
9. The Academic Publishing Centre building was funded by TETFund.
10. The University of Lagos Business School (ULBS) was officially moved to the Human Resources Development Centre (HRDC) Building which was renovated by Platform Capital.

10.1.3 Recent Evolution in Academic Departments

- a) The Faculty of Pharmacy was created out of the College of Medicine.
- b) School of Radiography, Yaba was taken over by the University.
- c) The creation of the Department of Creative Arts, in the Faculty of Arts to provide programmes in Music, Theatre Arts and Fine Arts leading to a B.A. Degree in Creative Arts
- d) The Department of African Languages and Literatures was renamed the Department of African and Asian Studies. The justification for the change of name lied in the prospect of the important role the continent of Asia would play and the relevance of Asian languages and cultures to Nigeria in the 21st century.
- e) The Department of Modern European Languages was renamed the Department of European Languages.
- f) The Institute of Education has been scrapped and its staff incorporated into Faculty of Education;
- g) Department of Geography and Planning was changed to the Department of Geography, now Faculty of Social Sciences and not Faculty of Environmental Sciences
- h) The Department of Urban and Regional Planning has been resuscitated.
- i) The Department of Architecture and Design is now known as the Department of Architecture.
- j) In the Faculty of Science, two new departments were created out of the Department of Biological Sciences, namely: the Department of Botany and Microbiology and the Department of Zoology, Marine Biology and

Fisheries. Thereafter, the Department of Botany and Microbiology was split into Department of Botany and Department of Microbiology. Also, the Department of Zoology, Marine Biology and Fisheries was split into Department of Zoology and Department of Marine Biology and Fisheries

- k) The Correspondence and Open Studies Institute (COSIT) was renamed Distance Learning Institute (DLI). It has since December 1997 become autonomous, thus terminating its formal relationship with the Faculties of Business Administration, Science and Education. Consequently, it has its own staff within or outside the University for its programmes.
- l) An Institute of Maritime Studies was established with the support of the Nigerian Maritime Administration and Safety Agency (NIMASA) in 2014

10.1.4 Academic Programmes Development

New courses are regularly being introduced and approved by the University.

The following degrees commenced in the 2011/2012 academic session:

B.Sc. (Hons) Nursing in the College of Medicine

- B.Sc. (Hons) Medical Laboratory Technology in the College of Medicine

-B.Sc. (Hons) Geophysics in the Faculty of Science

-B.Sc. (Hons) Geology in the Faculty of Science

- B.Sc. (Hons) Fisheries in the Faculty of Science

-B.Ed. Early Childhood in the Faculty of Education.

In 2013/2014 academic session,

- A Bachelor of Arts programme in Chinese Studies on a 1-2-1 basis was commenced with partner university, Soochow University, China)

- Masters in Security and Intelligence Studies.

The University in partnership with LG Air-conditioning Worldwide established a LG Air-Conditioning Academy at the Faculty of Engineering, The University, also, in partnership with R.T. Briscoe constructed an automobile workshop at the Faculty of Engineering.

The Entrepreneurship and Skills Development Centre officially took off. It is an avenue for students to acquire entrepreneurial skills which would help them realise their potentials aimed at self-employment and job creation.

10.2 RESEARCH AND RESEARCH CENTRES

The establishment of the Research & Innovation Office in the University of Lagos in 2012 has deepened awareness among members of the University community particularly faculty members and students about the prime position of research and innovation activities in driving scholarship, visibility and accelerating national prosperity. Within a short span of time and since the advent of this present administration in 2017 the research and innovation landscape in the university has grown tremendously and the University is becoming globally acknowledged for its exploits in these areas which have impacted society positively.

This recognition has resulted in increased grant portfolios, international partnership as well as more academia-industry collaboration to create wealth and national prosperity. With such focused leadership and management, the University will continue to deliver on its vision and mission statements.

It is gratifying to note that various initiatives put in place by the University Management have resulted in increased grant application by our staff and students. In the last three years, a total grant sum of ₦12 billion has been won by the University.

The scaling up of research activities has also led to nineteen patents and six prototypes such as the Flood detector, Smart Trash bin, Photo Neonate incubator, and Ambuvent Ventilator.

10.2.1 Research Centres

Aside from the WHO approved ANDI Centre of Excellence for Malaria Diagnosis, located at the Department of Medical Microbiology and Parasitology, Faculty of Basic Medical Sciences, College of Medicine which is listed as a testing platform for Nigeria, the University started a strong drive to

development of collaborative research through the establishment of Research Centres in 2017.

Since then, the under listed Research Centres have been established in the University:

1. ARUA Centre of Excellence for Urbanization and Habitable Cities
2. ARUA Centre of Excellence for Unemployment and Skills Development.

The University became a foundation member of the 14-member African Research Universities Alliance (ARUA) launched by the African Union Commission in 2015. The University of Lagos is the only University in Africa except South Africa to have hosted two African Research Universities Alliance (ARUA) Centre of Excellence since 2018.

3. TETFund Centre of Excellence for Biodiversity Conservation and Ecosystem Management (TCEBCEM) inaugurated since 2018 and won the TETFund CoE in 2020. TCEBCEM won and received scientific equipment from Seeding Labs' 2019 Instrumental Access program
4. World Bank African Centre of Excellence for Drug Research, Herbal medicine Development and Regulatory Science (ACEDHARS)
5. World Bank Centre of Excellence in Multimedia and Cinematography
6. World Bank Centre of Excellence for Sustainable Procurement, Environmental & Social standards (SPESSCE)
7. Centre for Housing and Sustainable Development (CHSD)
8. Institute of African Diaspora Studies (IADS)
9. Centre for Economic Policy Analysis and Research (CEPAR)
10. Centre for Altruism and Neuro-Developmental Disorders (CANDO)
11. Centre for Human and Zoonotic Virology (CHAZVY)
12. Centre for Environmental Human Resource Development (CENHURD)
13. Centre for Digital Humanities, Lagos (CENDHUL)
14. The Nigeria -China Development Institute to strengthen a better trade relationship between Nigeria and China.

Further to the establishment of these Centres, the research facilities have been improved over the years. Some of them includes:

1. The donation of a Building from an Alumni, and General Overseer of Mountain of Fire and Miracle Ministries, Dr. D. K. Olukoya, for the establishment of the Central Research Laboratory (CRL)
2. A fully equipped Polyurethane Laboratory was donated by Vita foam Nigeria Plc, to the Central Research Laboratory;
3. Department of Cell Biology and Genetics as well as CEBCEM got equipment from Seeding Labs, USA to the tune of \$200,000 each.
4. The donation of the FABLAB for Climate Change studies by the French Embassy
5. The donation of equipment for setting up the Geo informatics Lab by the current Lagos State Governor, Mr. Babajide Sanwo-Olu.

10.3 INTERNAL REVENUE GENERATION DRIVE

1. The University also established autonomous commercial outfits as a means for generating additional revenue. Foremost among these are UNILAG Consult, UNIHOLD, Distance Learning Institute, and Non-FTE programmes. The latter was recently unbundled into four enterprises – UNILAG Guest Houses, UNILAG Ventures, UNILAG Press & Bookshop, and UNILAG Pharmacy – to further revitalise the revenue generation drive.
2. The University Television Station, UNILAG TV, the first campus television station in Nigeria hit the airwaves on StarTimes Channel 184 in January 2019.
3. The University of Lagos Microfinance Bank was established in 2020 and commenced operations in 2021.

10.4 COMMUNITY AND NATIONAL SERVICE

The University of Lagos has contributed immensely to community and national service in the period under review. A good number of our staff have served as Vice-Chancellors in other universities, such as Late Distinguished Professor Oye Ibidapo-Obe, Alex Ekwueme Federal University, Ndufu-Alike, Ebonyi State; Professor Friday Ndubisi, Christopher University; Professor Sola Fajana, Joseph Ayo Babalola University; Professor Ayo Olukoju, Caleb University; Professor Elijah Ayolabi, Mountain Top University; Professor Kayode Amund, Elizade University.

The University has also had staff who served in Federal or state governments.

They were: Professor Oyelowo Oyewo – Attorney General and Commissioner of Justice, Oyo State; Professor Ngozi Osarenren – Commissioner for Education, Edo State; Professor Hope Eghagha – Commissioner for Higher Education, Delta State; Dr. Jumoke Oduwale, the Senior Special Assistant to the President on *Ease of Doing Business*.

In 2018, the University launched a Young Coders Application Development programme for teenage girls aged 11 to 16 in secondary schools around the University.

More than 50 girls were trained on Web design and android applications development in the first year and this helped them in shaping their career. The success of the programme in 2018 encouraged the University to continue the programme in 2019. This time, more students participated from different secondary schools within and outside Lagos State.

10.4.1 The University's Community Service in the Pandemic

In 2020, being a year heavily struck by the COVID-19 pandemic, the University produced a low-cost Ambubag ventilator which was tested and patented as UNILAG/LASRIC-AmbuVent. The ventilator was named thus to emphasise the partnership between the University of Lagos (UNILAG) and Lagos State Science, Research and Innovation Council (LASRIC), and the

Faculty of Pharmacy and Department of Chemistry produced sanitizers to curb the spread of the SARS-CoV-2 virus.

10.4.2 Communication Unit

The Communication Unit of the University of Lagos, is a division of the Corporate Affairs office, which is an arm of the Vice-Chancellor's Office.

It is the public relations unit of the University of Lagos which is responsible for creating tangible public relations and sustaining public understanding and support, on a continuous and systematic basis, for the University.

It works to facilitate the free flow of information between the University and its various publics (internal and external), using a combination of conventional and new media methods to deliver on this.

The Unit is also saddled with the responsibility of maintaining cordial relations with the University's media partners.

Tasks such as the coverage of University's events, on and off campus, the production of special edition publications, and other ad-hoc assignments are undertaken by the communication unit.

The Unit is made up of five sections:

- a. Advertorial/Media Relations.
- b. New Media.
- c. Photography / Graphic Design.
- d. Reportorial.
- e. Secretarial.

The Communication Unit delivered on its mandate by doing the following:

- a. Event Coverage.
 - b. Publication of Information Flash and Campus News:
 - c. Publication of UNILAG News
 - d. Preparation of Daily Media Report
 - e. Address and Speech Writing
 - f. Press Relations
- g. In aid of the Management's plan to better engage the University Alumni, the Communication Unit began the e-publication of a quarterly magazine called the **Lagoon Gong**, with which the Vice-Chancellor carries along the Alumni of the University of Lagos, world-wide, with the programmes and projects of his leadership, as well as the feats of the university' staff and students.

Related to this is the issue of free software with which personnel of the Unit carry out their tasks. The free versions are limited in capacity, and this often requests users to upgrade to the premium versions in order to get the full options.

The Unit needs dedicated graphic designers and video editors. The same applies to the three New Media/ Publicity Administrators, who, in addition to their core social media management duties, have to combine journalistic writings and committee works with video editing.

10.5 Findings/Observations

The following are the observations and findings:

- a. Annual budgetary appropriation for funding university education system in Nigeria is no more sustainable for contemporary programmes/research requirements.

- b. Antiquated academic curricula and research methodologies are the bane of dysfunctional tertiary educational system for slow economic growth and development in Nigeria.
- c. Irregular Admission System and Selection Process for Students and Academic & Non-academic Staff of the University are catalysts for defective educational programmes and services as well as promotion of mediocrity.
- d. Lack of adequate categorization of Educational System to address individual capability and drive for education.
- e. The University was able to conduct lectures and examination for students online during the pandemic period. Thus, the disruption of the University academic calendar was minimal.

10.6 Recommendations:

After listening and examining the proposals, the Panel recommends as follow:

- a. On Annual Budgetary Appropriation:
 - i. That the Government needs to revisit the plan to fund the university system with tuition fees which reflect the cost of delivering high-quality and modern university education (including providing and maintaining required facilities such as laboratories and students' accommodation).
 - ii. That a combination of means-tested scholarships and government-guaranteed student loans are recommended.
 - iii. That partnership with Nigerian industry/private companies (oil companies, technology/financial services etc.) will result in considerable inflow of research funding. A Whitepaper should be produced on modes of industry-university partnership in elite universities in the United Kingdom and the United States which will provide a template for mutually-beneficial engagement of the private sector (in place of outmoded patterns of

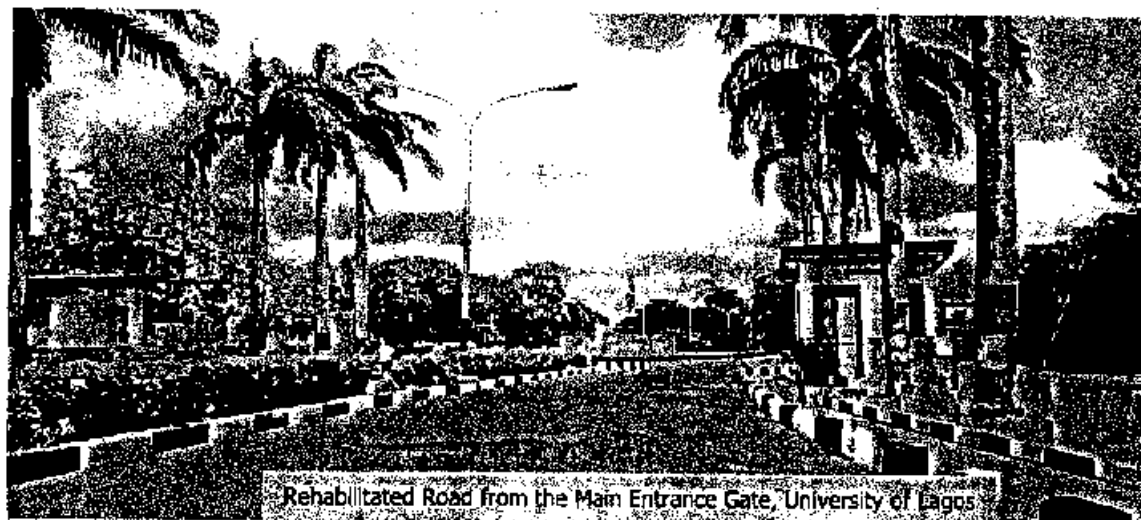
engagement with governance structures which do not provide incentives for Industry)

- b. On antiquated academic curricula and research methodologies, there is need to convene convocation of *Educational Summit* by the Governing Council of all universities, NUC, Professional Bodies, Political Elites, Captains of Industries and other relevant stakeholders:
 - i. To propose and sponsor an Executive Bill on funding and overhaul of the Nigerian universities curricula and research methodologies towards participatory funding system and alignment of universities research findings towards addressing micro and macro-economic problems and industry operational issues.
 - ii. To drive technological innovation and optimal utilization of Nigerian natural resources to attain industrial revolution of self-reliance.
 - iii. To propel productive sector of the economy and promote replacement of import substitution with robust exportation of capital goods and finished products.
 - iv. To stabilize the currency, create employment, check capital flights, wealth creation, diminish inflation and drastically stem down interest rates to promote exponential growth of the Micro and Small Medium Enterprises (MSMEs) for sustainable economic and development growth.
- c. That the irregular Admission System and Selection Process for Students and Academic & Non-academic Staff of the University as catalysts for defective educational programmes services as well as promotion of mediocrity:
 - i. Government should stop politicization of university system as a whole and grant full autonomy to the Governing Council of Nigerian Universities to run the universities according to the University Act.

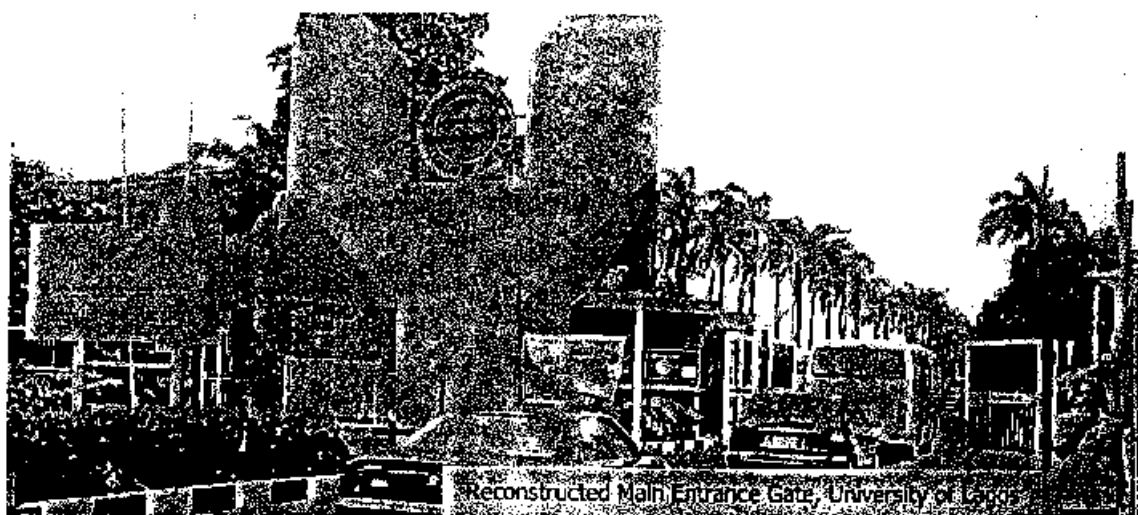
- ii. Staff employment should be premised exclusively on need and merit. Interventions to assist less-privileged (that have relatively small number of university students and graduates) should be focussed on strengthening and expanding the "pipeline" i.e., quantity and quality of pre-university education institutions.
 - iii. A tripartite consultation process (between government, civil society and the private sector) on the (personal, societal and national) goals of university and required strategy of meeting these goals should be held; this should lead to a consensus on funding university education.
- d. That lack of adequate categorization of Educational System to address individual capability and drive for education:
- i. There is the need to convene an Education Summit.
 - ii. At the Educational Summit, education experts should be tasked to formulate programmes for different categories of educational institutions to address individual deficiencies and create opportunities for acquisition of skills as well as technical know-how. Education to be in accordance with individual capability, to enhance literacy level in Nigeria and funding structure will be done in line with funding university education system.
- e. The University should build on the use of online platform for lecturing and conducting examinations in line with the advancement of technology as well as eliminate the challenges associated with limited lecture halls.



Distance View of University of Lagos (Senate House) and Water Front



Rehabilitated Road from the Main Entrance Gate, University of Lagos



Reconstructed Main Entrance Gate, University of Lagos

CHAPTER ELEVEN

TERM OF REFERENCE IX

TO EXAMINE THE GENERAL SECURITY IN THE UNIVERSITY AND HOW THE UNIVERSITY HAS DELT WITH IT AND RECOMMEND APPROPRIATE MEASURES

11.0 INTRODUCTION

GENERAL SECURITY OVERVIEW OF UNIVERSITY OF LAGOS

Nigeria is currently battling a number of threats including Boko Haram insurgency, armed banditry, kidnapping, militancy, Independent People of Biafra separatist agitation and the Incessant pastoralists/farmers conflicts to mention just a few. This has greatly affected national security efforts as the security agencies are overstretched in contending with the challenges, undermining the nationhood of Nigeria and its hard-earned democracy. Activities of criminal elements in almost all the States in the country, have reinforced the need for constant review of security plans to avoid any untoward escalation.

Lagos State is the commercial nerve centre of Nigeria. The security situation in Lagos is very unpredictable because of the high commercial activities in the state which attracts all manner of people into the State. Lagos was worst hit by the aftermath of the #ENDSARS protest in October 2020 with its attendant lootings and destructions of lives and property across the country. These and general insecurity occurrence as experts have explained are fueled by the high rate of unemployment, perceived marginalization, injustices and inequalities, unequal

distribution of wealth, political manipulation, nepotism, corruption and bad governance.

University of Lagos (UNILAG) is situated in Akoka, Yaba area of Lagos, where the level of commercial activities is on the high side.

Due to the high population density in the area, the insecurity situation around UNILAG is very dicey. The University is prone to or could be affected by the activities of its environment, cultists, armed robbers, kidnappers, thieves, rapists, drug peddlers and other hoodlums. It is in this vein that the Panel feels that a safe, stable and secure UNILAG is important and necessary because of the high profile of the University located at the heart of the Nation's business and commercial capital.

11.2 THE SECURITY UNIT OF THE UNIVERSITY OF LAGOS

The University has had a Security Unit that has been in existence since establishment of the University to maintain peace and conducive atmosphere for teaching, learning and research. In order to improve the general security and ensure law and order, the operational activities of the security unit are duly supervised, coordinated and controlled directly under the Office of the Vice-Chancellor for better information, direction, reporting and feedback purposes.

The Security Unit consists of two hundred and forty-six (246) beats where both conventional and contract security personnel are posted throughout the length and breadth of the University to provide effective security coverage. The Unit runs three (3) shifts working all round the clock to ensure safety of lives and properties as its core duties through the mechanisms put in place for excellent service delivery in accordance with the vision of the University. The Unit is saddled with the primary responsibility of dealing with crime prevention, investigation, detection and reporting.

11.3 SECTIONS IN THE UNIT

The University Security Unit (USU) is organised as follows:

- a. Administrative Section: - This Section coordinates all administrative activities in the Unit while relating administratively with other Departments in the University.
- b. Operational Section: - This Section oversees the operational activities, coordinates daily situation/information and reports to the Chief Security Officer (CSO).
- c. Crime Section: - This Section deals with crime prevention, detection and investigation, apprehends offenders and accordingly bring them to book. It also follows up on criminal cases and follows up on all other activities in the courts of law.
- d. Intelligence Section: - This Section is merged with surveillance team. They both deal with timely intelligence gathering on Campus. The Section is actually the engine room of the Unit.
- e. Traffic Section: - This Section deals with all traffic related activities on Campus, ensures free flow of vehicular movement and also brings to book traffic offender(s).

11.4 SECURITY UNIT RELATIONSHIP WITH OTHER EXTERNAL SECURITY AGENCIES

The USU has working relations with the following Nigeria Police Force Divisions:

- a. Sabo Police Division.
- b. Bariga Police Station.
- c. Panti-Yaba.
- d. Area "C".

These Police Divisions help the University to handle social vices such as stealing, sexual assault of different proportions, rape, impersonation and related offences, robbery and other cases categorized as felony.

11.4.1 National Drug Law Enforcement Agency

The NDLEA are contacted for drug related cases like smoking of weeds, suspected to be Indian hemsps, cocaine and other drug related substances after suspect(s) have been tested and found to be positive.

11.4.2 Lagos State Rapid Response Squad (RRS)

The RRS are required in case of any emergency that needs swift response. The USU works in collaboration with the Squad for efficient and effective results.

11.4.3 Lagos State Task Force

The Lagos State Task Force helps USU in raiding of illegal traders and demolition of illegal structures around the Campuses to get rid of the hoodlums and prevent them by exposing any hiding place.

11.4.4 Inspector General of Police (IGP) Intelligence Response Team

The IGP Intelligence Response Team assists the USU if need be, with tracking of stolen items and respond to urgent incident which may involve kidnapping, robbery and other violent crimes.

11.4.5 Nigerian Army (NA)

The USU now has an informal contract with the Nigerian Army (NA) Headquarters 9 Bde. The NA is always on standby upon any call-in aid of the Police and other security agencies in an event of any breach of security in the University or on its environs. However, the NA personnel do conduct routine patrols within the locality of the University.

11.4.5 Department of State Services

The Department of State Services assured the Panel that they will continue to collaborate with the University particularly in the area of monitoring and checkmating the activities of criminals around the lagoon and water ways which crissed-crossed and extended to Delta and Bayelsa states. The Marine Post of the Agency is in position to cover the waterways, the University and the host community.

11.5 NOTABLE CASES TREATED BY THE UNIVERSITY SECURITY UNIT

The USU has treated a lot of cases which includes:

- a. Discovery of the theft of 22,000 liters of diesel out of 33,000 liters by security personnel in the compartments of a truck belonging to the University. The culprits were apprehended and reported to the University Management.
- b. Arrest of some staff members for illegal cutting of metal septic tank.
- c. Cases of rape and sexual harassment were reported and were handed over to the Police for further investigation.
- d. Cases of stealing, impersonation and vandalism that were discovered or reported are quickly investigated and as soon as possible handed over to the University authorities for proper punishment where applicable.
- e. Admission racketeering.
- f. Cases of apprehending criminals using the Campus as thoroughfare to evade detection through waterfront/lagoon. The introduction of armed Legionnaire personnel deployed along the water front/Lagoon has served as great deterrent to criminals.

11.6 MECHANISMS PUT IN PLACE TO ACHIEVE PRESENT GOOD SECURITY SERVICE DELIVERY ON CAMPUS.

The USU has been able to initiate the following packages to improve the general security on Campus:

- a. Initiating electronic camera coverage on campus (CCTV) to compliment security physical presence.
- b. Establishing district officers' team to coordinate and supervise allocated beats under their jurisdiction, while reporting officially to the CSO on a weekly basis.
- c. Routine patrol to all beats for proper security routine checks.
- d. The organised quarterly Security Council meeting consisting of both internal and external security agencies to deliberate on security challenges and the way forward to ensure maximum tranquility on Campus.
- e. Holding weekly parade that are attended by the Unit personnel for information dissemination and feedback.
- f. Stationing patrol vehicles at night at most strategic places on Campus to attend to any forms of security threat or attack.
- g. Attending community policing meeting at intervals since the University is located in an environment that poses threats as an avenue to mitigate likely crimes which can easily extend to the Campus.
- h. Regular meetings with University Management to discuss any security challenges for optimal performance.
- i. The introduction of University security help lines for its community and visitors.
- j. The continuous training of USU staff for effective, quick and rapid response to emergencies and security assistance at all times.
- k. In order to create and maintain relationship with the students, USU attends student programmes on Campus and holds regular meetings with the students' Executives.

11.7 SOME OF THE ACHIEVEMENTS OF THE SECURITY UNIT:

Some notable achievements of the USU include:

- a. Curtailment of cultism to the minimal level.
- b. Reduction of crime on Campus.

- c. Maintenance and sustenance of serene environment for teaching, learning and research.
- d. Prevention of intrusion of street urchins and unwanted elements into the Campus.

11.8 CHALLENGES

Like most organisations, USU has the following challenges:

- a. Inadequacy of manpower to effectively cover all beats on Campus.
- b. Lack of sufficient communication gadgets.
- c. Need for more illumination of Campus to aid security coverage.
- d. Inadequate training and re-training of security personnel to meet the current security challenges in a cosmopolitan setting.
- e. Porous access at Lagoon front, Adenirokun Hall and High-rise base.

11.9 STAFF WORKING STRENGTH

The breakdown of the University Security Unit is as follows:

a.	Conventional Security Officers	-	248
b.	Contract Staff:		
i.	Shelter Guard (AZ)	-	28
ii.	General Legion	-	90
iii.	Gun Men	-	30
iv.	Halls of Residence Legion	-	50

11.10 BRIEF HISTORY OF CONTRACT SECURITY SERVICES IN THE UNIVERSITY OF LAGOS NIGERIA LEGION AND SHELTER GUARDS.

The history of Contract Security Services in the University of Lagos dates back to 2014 during the tenure of Professor Oye Ibidapo Obe as Vice-Chancellor when it was clear that the Security Unit was in dire need of additional hands to beef up its strength to enable it to adequately provide security coverage on Campus. The then Vice-Chancellor directed the Chief Security Officer to liaise

with the Nigerian Legion, Lagos Chapter and Shelter Guards Company for security personnel on contract basis to augment and compliment the USU personnel. That brought about the existence of security contract personnel in the University of Lagos.

11.11 Findings/Observations

The incidence of kidnapping in the past through the waterways compelled the Lagos state government to facilitate the deployment of Marine forces around the Third Mainland Bridge. The deployment shadows the University waterfront as a flashpoint in view of the porous nature of the area. The University of Lagos waterfront towards the Third Mainland Bridge where patrol boat was located is observed to be sinking or weak. The Vice-Chancellor has approached TETfund for support to urgently reconstruct the Marine Post and Police patrol boat to enable them to safeguard the waterways, the neighbouring environment and the University. The Nigerian Army is also supporting this effort by its concluded tactical and operational plans to secure Lagos waterways. The plan includes the University and extends to Lagos State University up to Badagry. The Command has firmed up plans through joint or combined operations with the Police and other sister services to include staging areas and effective communication to strengthen security along the waterways. This when fully implemented, will surely enhance the security of the University of Lagos especially along the waterfront. The Panel noted that the University is proactive on issue of security including the welfare of security personnel.

The Panel made the following observations:

- a. There exists a security vote or imprest of N2.4Million monthly being released to the Chief Security Officer for operations.

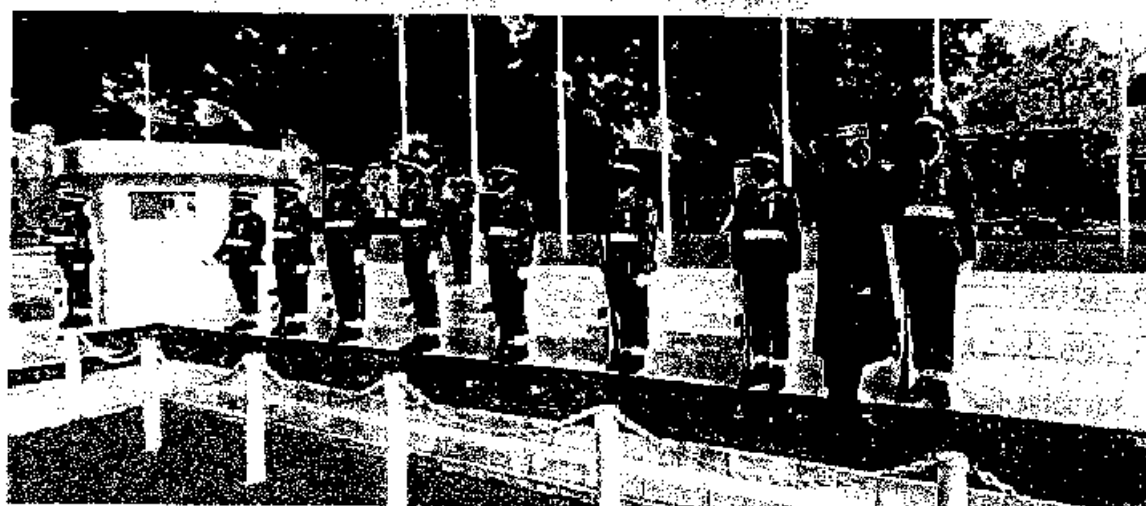
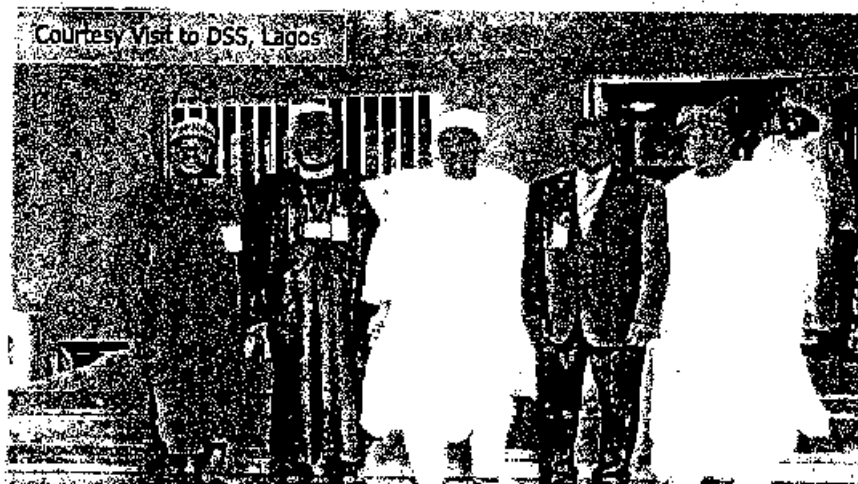
- b. The University is developing some academic programmes with certification (both full and part time) that would align with current Police reforms and will soon liaise with the Police for their input into the programmes.
- c. There are a total number of 405 security personnel comprising 253 on permanent basis, with 170 from Nigerian Legion and 28 from Shelter Guards on contract. This is adjudged to be inadequate to cover the three Campuses (Akoka, Idi-Araba and Yaba).
- d. There is a plan or effort to secure fund from ecological fund, Federal Ministries of Environment and Works and Housing for perimeter fencing of the University along the water front. This is in addition to installation of CCTV cameras to be linked to the central monitoring areas for better surveillance and crime detection.
- e. The security system has improved over the years in the University. Except for occurrence of few cases of theft among students on the Campuses of the institution. Hence, the University has enjoyed relative peace.
- f. The University Management has set up a committee to revamp and redesign the security architecture of the University.
- g. The University has shown its real concern and commitment to ensuring that there is a stable atmosphere and secured environment for teaching, learning and research.
- h. There is a periodic meeting between the University and Security Agencies such as Police, DSS and Civil Defence. It is clear that the meetings are yielding positive results. The setting up of an interagency meeting by Management is a good step in the right direction.
- i. Since communication is the bedrock of every organisation, especially in these days of general insecurity, a provision of communication gadgets that will provide early warning and identification is inevitable.
- j. The fire engines and other related equipment are not fully functional, because only one out of the two fire engine was fully operational.

11.13 Recommendations

The Panel recommends that:

- a. There is need for constant review and redesign of security architecture and for operational efficiency of the USU.
- b. The University is to continue to train and retrain the security personnel on the job to enable them meet the highly required proficiency to meet up with current security challenges.
- c. There is the need to improve security facilities such as Illuminating more places on Campus to ease USU patrols at night.
- d. There is need for the University to continue to work with Lagos State and security agencies (Army, Police, DSS, Civil Defence and NDLEA) for the implementation of the Lagos State Waterway security plan.
- e. The University needs to continue to collaborate with the security services, include them as part of the quarterly security meeting and incorporate them in any of the security committees it will set up to revamp and redesign its security architecture in the future.
- f. There is an urgent need for the University to continue to support the reconstruction of the Marine post and the provision of the jetty for a more effective monitoring and marine patrol to enhance security of the Lagoon corridor by the University.
- g. The University needs to better enhance its security by:
 - i. Equipping the intelligence/surveillance personnel with latest technological capabilities and equipment.
 - ii. Erection of perimeter fence at the lagoon front, Akinrinokun Hall and High-Rise base to reduce porosity.
 - iii. Provision of patrol vans, motor bikes and bicycles to enhance mobility for USU.
 - iv. Erecting of modern security post at lagoon front for effective coverage.
 - v. The deployment of more CCTV cameras.

- h. The fire station and equipment need maintenance and upgrade to enhance their efficiency.



CHAPTER TWELVE

TERM OF REFERENCE X

TO EXAMINE THE PROCESSES AND STRUCTURES OF DISCIPLINES OF STUDENTS IN EACH UNIVERSITY IN LINE WITH DUE PROCESS.

12.0 INTRODUCTION

The essence of enshrining discipline in all institutions of learning for students, is to checkmate their misconduct in diverse aspects of academic and social engagements. This is also geared towards inculcating the right principles, shape their conducts and instill best practices in pursuance of their academic programmes.

12.1 ACTIVITIES CARRIED OUT/METHOD USED

Members of the Panel had various interactive sessions with students and members of staff of the University to garner information, as well as studied various documents submitted on request, in line with this reference. It was on this premise that the Panel elicited the foregoing submissions and advance hereunder the observations, findings and recommendations.

12.2 GENERAL ATMOSPHERE, PROCESSES, ACTIVITIES OF STUDENTS' AND LIST OF STUDENTS THAT HAVE BEEN DISCIPLINED

To ensure order and proper conduct of students, the University of Lagos Senate had, put together Codes of Conduct to guide the behavior of students and any infringement on any of these rules attract appropriate

sanction. These codes of conduct are referred to as Senate-Approved Guidelines and Penalties/Sanctions for Academic and Social Misconduct.

The Panel findings revealed that the University had put in place two distinct categories of Students' Misconduct as follows:

1. **Academic Misconduct:** This addresses all acts/forms of misconduct relating to students' academic activities on campus and where students are found violating any of the academic Code of Conduct, disciplinary action will be administered, having observed all disciplinary procedures as laid down by the University.
2. **Social Misconduct:** This is focused on all acts of misconduct relating to students' social activities within the University campus including but not limited to Sexual Harassment or Rape, Cult related activities, Monetary/Property Misconduct, Weapons, Firearms and Explosive Misconduct, Drugs and Drugs related Misconduct, Molestation, Coercion, Disruption of Peace, Illegal Use or Possession of University documents (other related property); Cyber offence of any nature, locking the University gates during protest, invasion and destruction of any facility during any protest.

12.3 DISCIPLINARY PANELS

The Panel observed that in order to keep with the University precepts and adhere to the lay down disciplinary procedures provided in Section 20 of the University of Lagos Act, 1967 as amended, the management of the University constituted different Disciplinary Panels as follows:

1. Jurisdiction and Principles

As provided in Section 20 of the University of Lagos Act, 1967 as amended, disciplinary jurisdiction with respect to all students of the University is vested in the Vice-Chancellor.

In practice, the Vice-Chancellor appoints Faculty Academic Misconduct Panels (in the case of Academic Misconduct) for all the twelve (12) Faculties in the University and the Students' Disciplinary Board in the case of Social Misconduct (which has its Secretariat domiciled under the Office of the Dean of Student of Affairs), to conduct hearings and make recommendations on disciplinary matters involving students.

2. Membership of the Panels and Board

Students Disciplinary Panels comprise of Faculty Academic Misconduct Panels and Students Disciplinary Board. The Panels and the Board consist of Chairmen and members of the University, of high integrity appointed by the Vice-Chancellor for this purpose.

The Terms of Reference of the Panels and the Board are as contained in their letters of appointment. The Secretary to the Faculty Misconduct Panel is the Faculty Officer, who will within one week of the end of all examinations collate all cases of Academic Misconducts referred to him/her and notify the Chairman for immediate scheduling of the meeting of the Panel for the purpose of conducting hearings and making appropriate recommendations to the Vice-Chancellor, in line with the Senate-approved penalties, for his consideration and approval.

3. Disciplinary Action

The Academic Misconduct Panel and the Students' Disciplinary Board may recommend one or more of the disciplinary actions as contained in the Senate-Approved Guidelines and Penalties/ Sanctions for Academic and Social Misconduct (attached as Appendix VII and Appendix VIII, respectively).

4. Academic Misconduct and Students' Discipline

- i. Any action which prejudices the integrity of the University examinations is considered to be an Academic Misconduct and is punishable by appropriate disciplinary action.
- ii. With respect to all proceedings under the University's rules and regulations relating to academic discipline, each student is presumed innocent until the contrary has been established.

12.4 FORMS OF ACADEMIC MISCONDUCT

The Panel noted some of the forms of academic misconduct which the University frowns at, to include, but not limited to, the following:

- i. Cheating with regard to examinations, assignments, term papers, reports, projects or any other tests which are to be used in judging the student's performance in a course or programmes of study or on any special tests which the University may offer. Cheating includes copying from another student's work or allowing another student to copy from ones' own work, consultation with any unauthorised person during an

examination or test, and use of unauthorised aids.

- ii. Impersonating another student or entering into an agreement with another person to be impersonated for purposes of taking examination or tests, or carrying out laboratory or other assignments.
- iii. Plagiarism, that is, the act of presenting the ideas or works of another as one's own. The use of other people's ideas or words must be properly acknowledged and referenced. This applies to all written materials such as essays, laboratory reports, term papers, designs and other projects, statistical data, computer programmes, and research results. The properly acknowledged use of sources is an accepted and important part of scholarship. Use of such material without acknowledgement, however, is contrary to accepted norms of academic behaviour.
- iv. Obtaining by theft or other improper means of examination papers, tests, or any other materials, or using such materials or distributing such materials to other students.
- v. Falsifying academic records or submitting false credentials for purposes of gaining admission to the University, examination, or any other academic purpose.
- vi. Submitting a false medical or other certificate under false pretense for examinations or any academic purpose whatsoever.
- vii. Submitting an essay, report or assignment to satisfy some or all of the requirements of a course when that essay, report or assignment has been previously submitted or is concurrently being submitted for

another course without the express permission of the teacher(s) involved.

- viii. Behaving in a manner which infringes in an unreasonable way on the rights of other students to engage in their scholarly work. This includes the disruption of classes and examinations, and the harassment or intimidation of students or staff.
- ix. Behaving in a laboratory in a manner which is a serious or repeated violation of safety regulations and thereby creating a situation that constitutes a threat to the safety of the individual or other occupants of the laboratory

12.5 STUDENTS' DISCIPLINARY ACTION AND SANCTIONS

Through physical interaction and evaluation of documents presented by the University, the Panel found that disciplinary action is enforced and its application depends solely on the status of the individual whose conduct is in question. For the avoidance of doubt where appropriate, discipline imposed may lead to expulsion or rustication of a student. Such disciplinary action may include:

- i. Verbal Warning.
- ii. Counselling or Therapy.
- iii. Campus Access Restriction.
- iv. No contact directive.
- v. Loss of privileges.
- vi. Loss of oversight, teaching and supervisory responsibilities.
- vii. Revocation of Offer of Admission.
- viii. Rustication.
- ix. Expulsion.
- x. Nullification or Revocation of Degree.

- xi. Referral by the University to law Enforcement Agents for Prosecution.

12.6 OTHER ACTS OF INDISCIPLINE AND APPLICABLE RULES, POLICIES ETC.

UNIVERSITY ACT:

Section 20 of the University Act provides for the discipline of students thus:

1. Subject to the provisions of this section, where it appears to the Vice-Chancellor that any student of the University has been found guilty of misconduct, the Vice-Chancellor may, without prejudice to any other disciplinary powers conferred on him by statute or regulations direct-
 - (a) that such student shall not, during such period as may be specified in the direction, participate in such activities of the University, or make use of such facilities of the University, as may be so specified; or
 - (b) that the activities of the student shall, during such period as may be specified in the direction, be restricted in such manner as may be so specified; or
 - (c) that the student be rusticated for such period as may be specified in the direction; or
 - (d) that the student be expelled from the University.
2. Where a direction is given under subsection (1) (c) or (d) of this section in respect of any student, the student may, within the prescribed period and in the prescribed manner, appeal to the Council; and where such an appeal is brought, the Council shall, after causing such inquiry to be made in the matter as the Council considers just, either confirm or set aside the direction or modify it in such manner as the Council thinks fit.

3. The fact that an appeal from a direction is brought in pursuance of the last fore-going subsection shall not affect the operation of the direction while the appeal is pending.
4. The Vice-Chancellor may delegate his powers under this section to a disciplinary board consisting of such members of the University as he may nominate.
5. As regard students of the College of Medicine, the Vice-Chancellor's powers under this section shall be exercisable by the Provost of the college (who may delegate such powers to a disciplinary board), subject, in the case of rustication or expulsion, to an appeal to the Vice-Chancellor and thence to the Council.
6. The Vice-Chancellor may empower the master of a hall of residence to inflict punishment (short of rustication or expulsion) for breach of the hall rules.
7. Nothing in this section shall be construed as preventing the restriction or termination of a student's activities at the University otherwise on the ground of misconduct.
8. It is hereby declared that a direction under subsection (1) (a) of this section may be combined with a direction under subsection (1) (b) of this section.

Section 20 (2) further states that:

"Where a direction is given under subsection (1) (c) or (d) of this section in respect of any student, the student may, within the prescribed period and in the prescribed manner, appeal from the direction to the Council; and where such an appeal is brought, the Council shall, after causing such inquiry to be made in the matter as the Council considers just, either confirm or set aside the direction or modify it in such manner as the Council thinks fit."

12.7 LIST OF STUDENTS THAT HAVE BEEN DISCIPLINED

Within the given period 2016-2020 and based on the documents submitted to the Panel, a total of one hundred and one (101) Undergraduate Students were disciplined for academic and social misconducts. Given the figure, ninety (90) students were penalised for academic offences and eleven (11) students were also punished for social misconducts as summarised in the table below:

12.1 Table 28: List of Students that have been Disciplined

S/N	PENALTY	NATURE OF MISCONDUCT	NO. OF STUDENTS
1.	Suspension	Academic and other related offences	18
2.	Rustication	Academic misconduct and other misdemeanours	55
3.	Expulsion	Academic and allied misconduct	17
4.	Rustication	Social, property, hostel and other related misconducts	11
		Total	101

12.7.1 Findings/Observations

1. The Panel observed that the University SUSTAINED its tradition of fishing out and penalising students who were found wanting in academic and social misconducts based on the document presented.

2. It was also observed, like in the case of 2011-2015 that only Undergraduate students were said to have either committed offences or been penalised for all the misconducts in the University.
 3. The Panel noted that there was a sharp decline with over 100% in the number of offences committed by students as well as the punishment dispensed by the University's Authority when compared with 2011-2015 cases.
-

12.7.2 Recommendations:

1. The University should continue to keep with its tradition in ensuring disciplinary actions are meted on students who commit either any act of the highlighted academic and social misconducts or other vices inimical to the smooth running of the University in order to maintain sanity and best practices.
2. Procedures, arraignments and all other instruments used in checking academic and social vices by the University that are applicable to Undergraduate Students should also be applicable to Postgraduate Students.

12.8 STUDENT INFORMATION HAND BOOK

The 2017/2018 Student Information Handbook which was presented to the Panel, made provision for the Code of Conduct of Students and ensued penalties for any act of misconduct.

12.9 REGULATIONS ON ROMANCE AND ROMANTIC RELATIONSHIPS

The University Senate created a policy to address sexual harassment and romantic relationships involving students in all levels including Post-graduate Students. This is treated with all seriousness to discourage any of such expression on Campus.

12.10 MEMBERSHIP

The Vice-Chancellor appoints Faculty Academic Misconduct Panels in cases of Academic Misconduct for the 12 faculties and Students' Disciplinary Board for social misconduct cases. The Secretariat is domiciled under the office of the Dean, Student Affairs. It conducts hearings and makes recommendations on disciplinary matters involving students to the Vice-Chancellor.

The Secretary to the Faculty Misconduct Panel is the Faculty officer who will within one week of the end of an examination collate all cases of Academic Misconducts referred to him or her and notify the chairman for immediate scheduling of the meeting of the Panel.

The recommendations from the meeting is sent to the Vice-Chancellor in accordance with the Senate approved penalties for consideration and approval.

12.11 DISCIPLINARY PANEL PROCEDURES ON ACADEMIC MISCONDUCT FOR STUDENTS

- a. Once examination commences, any student allegedly involved in academic misconduct is required to fill an academic misconduct form. The lecturer/invigilator is required to make comment on the form.
- b. After examinations, suspected cases of academic misconduct are reported to the Faculty Examinations officer. The details and evidence of any allegation are further submitted to the Student Academic Misconduct Report Form.
- c. Reports of allegations of academic misconduct against students in an examination or during a periodic test are to be compiled and presented by the Faculty examination Officers' to the Faculty Officer who is the Secretary of the Faculty Misconduct Panel.

- d. Upon receipt of the report, the Secretary would inform the Chairman of the Faculty Academic Misconduct Panel of the need to convene a meeting.
- e. When a meeting of the Panel has been scheduled, the Secretary will communicate details of the meeting to all the Students allegedly involved in academic misconduct cases, inviting them to appear before the Panel to defend the allegations against them.
- f. Cases of students are determined individually based on the alleged offence, evidence and statement of the students/lecturers involved and appropriate recommendations are made in line with Senate approved offences and penalties.
- g. Thereafter, the Faculty Academic Misconduct Panel submits its report to the Vice-Chancellor.
- h. Upon receipt of the report, the Vice-Chancellor would forward the report to the Director, Academic Affairs for a review to ensure that recommendations comply with the standard regulations approved by Senate on the penalty for the misconducts and revert to the Vice-Chancellor for approval.
- i. The Director, Academic Affairs upon receipt of the approved report from the Vice-Chancellor, forwards same to Examination's Office for implementation.
- j. The Examinations' office implements the approved report by communicating the Vice-Chancellor's approval of the Panel's recommendations to the students concerned as well as forward copies to relevant organs of the University.

12.12 PROCEDURES FOR SOCIAL MISCONDUCT AND STUDENTS' DISCIPLINE

- a. The Students Disciplinary Board receives reports of alleged cases of social misconduct from the office of the Vice-Chancellor.
- b. The Board thereafter, forwards letters of invitation to the concerned students to appear before it to defend himself/herself against the allegation.
- c. After meeting with the students, the Board forwards the report on its findings and recommendations to the Vice-Chancellor for approval.
- d. The Vice-Chancellor forwards the approved report of the Students Disciplinary Board to the Director, Academic Affairs for appropriate action.
- e. The report is thereafter forwarded by the Director, Academic Affairs to the Examinations' office for implementation.
- f. The Examinations' Office implements the approved report by communicating the Vice-Chancellor's approval of the panel's recommendations to the students concerned as well as forward copies to relevant organs of the University.

12.13.0 STUDENTS

12.13.1 Findings/Observations

- i. Students are categorized according to their study mode which are Undergraduate (Full-time or Part-time), Post- graduate (Full-time or Part-

time) and Sub degree foundation.

- ii. The total number of Student population, Undergraduate (Full-time or Part-time), Post-graduate (Full-time or Part-time) and Sub degree foundation grew from 52,779 with bed spaces of 8,472 in 2015 to 56,000 students with an increase in bed spaces of 396 to 8,868 in 2020 for undergraduates and post-graduates across the categories, respectively.

12.2 Table 29: Analysis of Students with and without Bed Space

S/N	PERIOD	NO. OF STUDENTS	BED SPACE	% OF STUDENTS WITH BED SPACE	% OF STUDENTS WITHOUT BED SPACE
1.	2011-2015	52,779	8,472	16.05	83.95
2.	2016-2020	56,000	8,868	15.83	84.17

NB

Referenced to the analysis in the table above, the Panel observed that significant number of students live off campus owing to limited bed space. However, distance learning students are not expected to live on Campus, thus the ratio above is inclusive.

- iii. The Panel compared the period under review between 2011-2015 and 2016-2020 and observed that the University augmented its bed spaces for students with 396 which accounts for only 4.6% increase.
- iv. The Student Union Government was suspended following the student protest that took place in 2016 which caused chaos and unrest. Owing to the ugly experience, Students are now allowed, through their various faculties, to nominate a Faculty representative that would eventually form an electoral college. The Electoral College would then in turn elect

the Chairman and other Council executives. Election is conducted by the Office of Dean, Student Affairs and all full time under graduates are expected to vote through electronic means.

- v. The Vice-Chancellor by virtue of Section 20 of the University Act has the jurisdiction to discipline students. The said section also confers powers to council to entertain appeals from students who are disciplined by the University and also stands down the penalty already meted to the student pending the determination of the students' appeal.

12.13.2 Recommendation

If the planned Jetty for the University materialises, it is Imperative for the University to acquire some portions of land in Ikorodu to construct more hostels for students that would be conveyed via water transportation to the University.

12.14 STUDENTS AFFAIRS DIVISION

Students are being managed in the Office of the Dean, Student Affairs. The Office is domiciled in the Office of the Vice-Chancellor. The Vice-Chancellor is empowered by the University Law to appoint the Dean who invariably receives directives from the Vice-Chancellor and reports to him directly.

The Directorate is made up of the following units:

i. Academic Affairs Unit:

This Unit is responsible for the coordination of the Directorate of Academic Affairs. It manages and implements various requests and activities of students in academics ranging from admissions to graduation.

ii. **Admissions Unit:**

This Unit is responsible for processing of all applications requests for admissions into undergraduate programmes.

iii. **Examinations Unit:**

This Unit conducts and coordinates all examinations of undergraduate programmes and processing of results.

iv. **Records and Certificate Verification Unit:**

This Unit is responsible for keeping academic records of all undergraduate students of the University. It also manages the processing of transcript and statement of results etc. The Unit is also responsible for the mobilization of Students for National Youth Service Corps (NYSC).

v. **Senate and Ceremonies Unit:**

The Unit serves as a secretariat for the University Senate and maintains its records since the inception of the University.

12.14.1 Comprehensive Findings/Observations

1. The Panel found that there are 22 pending cases in the Court, involving students on academic and social misconducts.
2. The Panel observed that the University does not condone any act of indiscipline among the students and it was based on that, a total of Ninety (90) students were penalised for academic misconduct and Eleven (11) students were also punished for social misconduct, making it One Hundred and One (101) that faced disciplinary actions within the period under review.

3. The Panel noted that the University put in place a plethora of disciplinary measures to check students' excesses to include; whistle blowing, internal and external mechanism etc. to minimize the upsurge of misconduct on campus.
4. The Panel observed that the office of the Director Students Affair (DSA) houses Examinations Unit, Admission Unit and Academic Unit. This contravenes standard practice, and as provided for in the Academic Brief, these Units are supposed to be domiciled in the Office of the Registrar.
5. The Panel found out that there is improper record keeping, resulting in series of discrepancies in the information and data provided by the University, based on the submission made by the Registrar and Director of Academic Planning on the number of staff and students.

See Annexures

6. Quite commendably commendable is the fact that the University strictly emplaces and maintains procedures along with various committees for disciplining students in the event of any violation as provided for in the University Act and Student Information book.
7. Also, due diligence is observed in administering discipline to students who violent the Code of Conduct of the University which restrains students from any act of criminality and instill sound social and academic health.
8. The University/academic rules and regulations and its code of conducts are well spelt out in the students' Handbook - Students are aware of its content and significance.

9. The Panel observed that the University constituted different disciplinary Panels that handle all forms of academic and social misconducts as earlier noted.
10. The Office of the Dean of Students' Affairs which manages students' matters across board, reports to the Office of the Vice-Chancellor.
11. The Panel noted that there is inadequate number of hostels to cater for students' population in the University.

12.14.2 Recommendations

1. The University should ensure that Examinations, Admission and Academic Units are domiciled in the Registry in compliance with best practices for seamless administration/documentation, record keeping and provision of Information when it is needed. The Registry should engage the required professional Staff to perform these roles.
2. The application and sustainability of due diligence in dispensing discipline on Students should be maintained and further promoted.
3. The University should evaluate its soft and hard infrastructures and expand on them to cater for the need of Students in the area of conducive learning environment.
4. It is imperative to construct more hostels in order to accommodate the number of students admitted into the University to run academic programmes.
5. The University should ensure that all pending cases in the Court involving students be urgently and adequately addressed to avoid

physical and psychological trauma.

6. The University should include invasion and destruction of properties and facilities during protest in order to enhance the portion of social misconduct in the Students' Handbook.

APPENDIX 1A

2021 PRESIDENTIAL VISITATION PANEL TO THE UNIVERSITY OF LAGOS, AKOKA, LAGOS

SCHEDULE OF ACTIVITIES/PROGRAMMES

S/N	ACTIVITY/PROGRAMME	DATE
1.	i. Courtesy visit on the Vice-Chancellor, Prof. Oluwatoyin T. Ogundipe, FAS	6 th May, 2021
	ii. Inaugural meeting	
2.	Meetings/Interactive session with:	
	i. Vice-Chancellor and other principal Officers as a group	
	ii. Provost, College of Medicine	
	iii. Senate Representatives	7 th May, 2021
	iv. Deans of Faculties and the Postgraduate School	
	v. Head of Internal Audit	
	vi. Chief Security Officer	
	vii. Directors of Units/Directorates in the University	
3.	Meeting/Interactive session with:	
	i. ASUU leadership	

- ii. SSANU Leadership
 - iii. NAAT leadership 8th May, 2021
 - iv. NASU leadership
 - v. Students' Representatives
 - vi. Head of Legal Services Units.
 - 4. Study of Documents/Submissions/Memoranda, Petitions etc 9th May, 2021
 - 5. Tour of Facilities and Projects Sites
Main Campus, Akoka 10th May, 2021
 - 6. Tour to Facilities and Projects:
 - i. Ido-Araba Campus 11th May, 2021
 - ii. Yaba Campus
- 12th May, 2021**
- SALLAH BREAK**
- To**
- 16th May, 2021**
- 7. Interaction with Individual Principal Officer:
 - i. Vice-Chancellor
 - ii. Deputy Vice-Chancellors:
 - Academic and Research
 - Development Services
 - Management Services

iii. Registrar

iv. Bursar

8. Tour of Facilities and Project Sites - Continued 18th May, 2021
9. i. Meeting/Interactive Session with Present and Past Council members
- ii. Study of Documents/Submissions/Memoranda and Petitions etc 19th May, 2021
10. i. Meeting/Interactive Session with Petitioners, Appeal and Complainants 20th May, 2021
- ii. Study of Documents/Submissions/ Memoranda, Petitions etc.
11. Meeting with both past Council Members and other Stakeholders: 21st May, 2021
- i. Morning Session 10am - 1pm
- ii. Afternoon Session 3pm - 6:30pm
12. i. Study of Documents/Submissions/Memoranda, Petitions, Complaints etc 23rd May, 2021
- ii. Weekend break
13. i. Meeting/Interactive Session with:
- Former Vice-Chancellor: Prof. Rahamon Bello
 - Former Director of Works: Engr Babatunde Oloko
 - Former Registrar: Shodimu Oluwarotimi Oladimeji Adunda 24th May, 2021

- ii. Study of documents/submissions/memoranda, petitions, complaints etc
- 14. i. Meeting/Interactive Session with:
 - Bursar, Mr. O N Lawal
 - Engr Babatunde Oloko

25th May, 2021
- ii. Study of documents/Submissions/ Memoranda, Petitions, Complaints etc
- 15. i. Meeting/Interactive Session with the present Vice-Chancellor, Prof. Oluwatoyin T. Ogundipe
- ii. Study of documents/submission/memoranda, petitions, complaints etc

26th May, 2021
- 16. i. Interactive Session with:
 - Prof. Boniface Oye-Adeneran
 - Dr Bayo Adaralegbe

27th May, 2021
- ii. Study of documents, submission, petition, memoranda etc
- 17. i. Interactive Session with:
 - Chairman, Alumni: Dr Benjamin Oluwatosin Olawojebutu

28th May, 2021
- ii. Akoka Leaders of Thought

Host Communities

- a. Chief Francis U. Agojon - Yaba Local Council Development Area.

- b. Mr. Elijah Segun Abakpo – Iwayo
- c. Mrs. Obatuga Edith – Eloute Ilaje
- d. Mr. Ibinuolopo Sunday – Mosofejo Oworo
- e. Mr. Ayanfe Aiyedatiwa – Isale, Akoka
- f. Mr. Adeyombo Addewale – Akoka Community

- Present Registrar, Oladejo Azeez, Esq

iii. Study of documents, submissions, memoranda, complaints, petitions etc.

iv. Members of the Nigerian Slum/Informal Settlement Federation.

18. Study of documents, submissions, memoranda, petitions, complaints etc

29th May, 2021

Weekend Break

**30th May,
2021**

19. Interaction with Professor Olukayode Amund, Vice-Chancellor, Elizade University, Ilara Mokin

31st May, 2021

20. Study of documents, submissions, memoranda, complaints, petitions etc

1st June, 2021

21. Courtesy Calls

His Excellency, Mr. Babajide Olusola Sanwo-Olu, Executive Governor, Lagos State

2nd June, 2021

22. Meeting/Interaction Session with

- Dr. Saminu Dagari, Former Council Member 3rd June, 2021
- Consultant and Project manager for the Library project.

23. Meeting/ Interactive Session with Dr Bolanle O. Babalakin, SAN, Immediate Past Council Chairman 4th June, 2021
24. Meeting with Brigade Commander, 9 Brigade, Ikeja Cantonment Lagos, Brigadier General MLD Saraso 8th June 2021
25. Meeting with GOC 81 Division, Nigerian Army Lagos, Major General LA Fajokwu 9th June, 2021
26. Meeting with Commissioner of Police Lagos State Command, Mr Hakeem Olusegun Odumosu 11th June, 2021
27. Meeting with the Director State Security Services, Lagos Command Alhaji Mohammed S. Waziri, fsi, mni 11th June, 2021

Appendix 1B

1.1 Members met and interacted with the following principal stakeholders of the University Management.

- | | |
|---|-----------------------------|
| 1. Vice-Chancellor | – Prof. Oluwatoyin Ogundipe |
| 2. DVC (Academic & Research) | – Prof. O.B Familoni |
| 3. DVC (Management Services) | – Prof. L Chukwu |
| 4. DVC (Development Services) | – Prof. A Ashinuwa |
| 5. Registrar/Secretary to Council | – Oladejo Azeez, Esq. |
| 6. Bursar | – Mr. O N Lawal |
| 7. Librarian | – Dr. (Mrs) Yetunde A. Zaid |
| 8. Dean of Faculty of Law | – Prof. Ige Omotayo |
| 9. Dean of Faculty of Engineering | – Prof. O M Sadiq |
| 10. Dean of Faculty of Arts | – Prof. O Adeboye |
| 11. Dean of Faculty of Clinical Sciences | – Prof. O Kuye |
| 12. Dean of Faculty of Science | – Prof. J K Saliu |
| 13. Dean of Faculty of Education | – Prof. M Ubangha |
| 14. Dean of Faculty of Environmental Sciences | – Prof. M Adebamowo |
| 15. Dean of Faculty of Social Sciences | – Prof. O Saibu |
| 16. Dean of Faculty of Pharmacy | – Prof. G Ajayi |
| 17. Dean of School of Basic Medical Sciences | – Prof. O Akinloye |
| 18. Dean of Faculty of Dental Science | – Prof. O DaCosta |
| 19. Dean of Faculty of Clinical Sciences | – Prof. F Bolanle |
| 20. Dean of School of Post Graduate Studies | – Prof. A Shoneye |
| 21. Dean of Student Affairs Services | – Prof. A Adeleke |
| 22. Head of Legal Department | – Mrs. Abimbola Durojaiye |
| 23. Acting Dir of Procurement | – Dr. J Akanmu |
| 24. Coordinator of Works Department | – Mr. J A Akinwande |
| 25. Chief Security Officer | – Mr. A Sunday |
| 26. Chief Internal Auditor | – Mr. A O Odufote |

1.2 Members also had series of engagement meetings with the following key groups within the University Community.

1. Joint meeting with 26 Directors heading all the Directorates
2. Representatives of the Senate
3. Members of Senior Staff Association of Nigerian Universities (SSANU)
4. Members of Academic Staff Union of Universities (ASUU)
5. Members of National Association of Academic Technologists (NAAT)
6. Non-Academic Staff Union of Educational and Associated Institutions (NASU)
7. Representatives of Students
8. Representatives of Alumni
9. Representatives of Parents
10. Representatives of Neighbouring and Host Community

1.3 Members also had sessions with the past Council and Management staff:

- | | |
|---|-----------------------------|
| 1. Former Pro Chancellor | – Dr. Wale Babalakin SAN |
| 2. Former Vice Chancellor | – Prof. Oluwatoyin Ogundipe |
| 3. Former DVC/Member of Council | – Prof. D Oni |
| 4. Former DVC/Member of Council | – Prof B Alo |
| 5. Former Council Member | – Prof. E Omolehinwa |
| 6. Former Council Member | – Prof. B Olu-Adeniran |
| 7. Former Council Member | – Prof O Amund |
| 8. Former Council Member | – Prof. O Odukoya |
| 9. Former Council Member | – Prof. Olowokudejo |
| 10. Former Council Member | – Prof. O Soyombo |
| 11. Former Provost, College of Medicine | – Prof. A Leshi |
| 12. Former Council Member | – Dr. Olorogun Sunny Kuku |
| 13. Former Council Member | – Prof. B Oboh |
| 14. Former Council Member | – Dr Bayo Adaralegbe |
| 15. Former Director of Works | – Dr. B Oloko |
| 16. Former Deputy Director of Works | – Mr.O Ayeye |

1.4 Members made inspection tour of the following Projects Sites

1. On-going Library Building
2. New Hostels by CBN
3. Fire Station
4. El-Kanemi Hostel Project
5. Renovations of the Sports Centre
6. Entrepreneur Centre and Centres of Excellence
7. College of Medicine, Idi-Araba
8. Student Halls of Residence
9. University Library

1.5 Members met and received various petitions and submissions from:

- | | |
|-----------------------------|-------------------------------|
| 1. Former Pro Chancellor | – Dr. Wale Babalakin SAN |
| 2. Former Council Member | – Prof. Boniface Olu-Adeniran |
| 3. Former Council Member | – Prof. Olukayode Amund |
| 4. Former Director of Works | – Dr. Babatunde Oloko |
| 5. Former Council Member | – Dr. Bayo Adaralegbe |

Appendix 2A

2021 PRESIDENTIAL VISITATION PANEL TO UNIVERSITY OF LAGOS, AKOKA, LAGOS STATE

E-mail: unilagvisitationpanel2021@gmail.com

Phone No: +234 806 568 2361



Chairman:
Gen Martin Luther Agwai

Secretary:
Ashafa Ladan

From: Visitation Panel	To: All Stakeholders (Academic and Non-Academic Staff Unions, Students Union, Host Community, Catchment States, etc.)
Ref. No.: VC/UNILAG/21/VOL.1/03	Date: 3 rd May, 2021

2021 PRESIDENTIAL VISITATION PANEL TO UNIVERSITY OF LAGOS: CALL FOR MEMORANDA

Stakeholders recall that Visitation Panel to University of Lagos along other Visitation Panels to Federal Universities and Inter-University Centres inaugurated on the 13th of April, 2021. The main objective of the exercise is to evaluate the leadership quality of the Vice-Chancellor and Council as well as performance of the Institution in terms of financial management and overall condition of Teaching, Research Community Service.

The Visitation Panels have the following Terms of Reference:

- i. To inquire into the level of implementation of the white paper on the visitation report;
- ii. To look into the leadership quality of each university in terms of the roles of 'Governing Councils, the Vice-Chancellor and other Principal Officers;
- iii. To 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. To investigate the application of funds, particularly the special grants and loans meant for particular projects in order to determine the status of such projects and their relevance for further funding;
- v. To examine the adequacy of the staff and staff development programmes of each university


Members: Barr. Femi Agunbiade, QS Agele John Allufohai, Mallam Abubakar Maikafi, Barr. (Mrs) Ogoochukwu Onourah and Alhaji Umar Yahaya (ACA)

- vi. To examine the Law establishing the university including the relationship between the various internal organs, units, and offices and indicate the ways the law has been observed by competent authorities and also suggest any modifications to the law;
- vii. To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;
- viii. To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and
- ix. To examine the processes and structure of discipline of students in each university in line with due process of the law.

In view of the above, the Visitation Panel wishes to invite Memoranda from members of the University Community and other interested stakeholders.


The Memoranda which should be typewritten in bookman Old style font, double spaced and be addressed to the Chairman University of Lagos Visitation Panel. Eight (8) hard copies should be submitted and soft copies be emailed at unilagvisitationpane12021@gmail.com. The submissions should contain contacts, full names, phone number and e-mail address. Memoranda should be submitted between 10.00 a.m. and 4.00 p.m. daily at the Visitation Panel Box located strategically in the University Campus such as Administrative Block, Faculty Blocks e.t.c. Closing date for submission of Memoranda is 2nd June, 2021.

While counting on your cooperation, please accept my warm regards.


Ashafa Ladan

Secretary, University of Lagos Visitation Panel

Original collected by me.

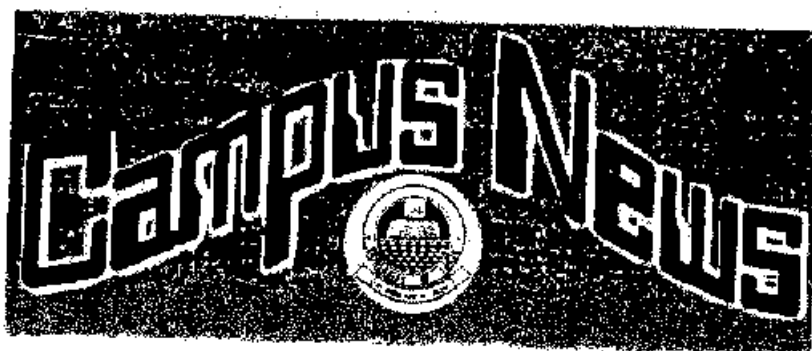


Alingo Ogunwa.

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3/05/2011.

Appendix 2 B



UNIVERSITY OF LAGOS, AKOKA, YABA, LAGOS

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2021 PRESIDENTIAL VISITATION PANEL TO UNIVERSITY OF LAGOS: CALL FOR MEMORANDA

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- iii. To 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. To investigate the application of funds, particularly the special grants and loans meant for particular projects in order to determine the status of such projects and their relevance for further funding;
- v. To examine the adequacy of the staff and staff development programmes of each university;
- vi. To examine the Law establishing the University including the relationship between the various internal organs, units, and offices and indicate the ways the law has been observed by competent authorities and also suggest any modifications to the law;
- vii. To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;
- viii. To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and
- xi. To examine the processes and structure of discipline of students in each university in line with due process of the law.

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While counting on your cooperation, please accept my warm regards.



Ashata Ladan

Secretary, University of Lagos Visitation Panel