

UBEC

2020

ANNUAL REPORT



UNIVERSAL BASIC EDUCATION COMMISSION (UBEC)

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Education for All is the Responsibility of All

Published by

Universal Basic Education Commission (UBEC)

No. 7, Gwani Street, Wuse Zone 4,

Abuja.

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ISBN - 978-978-52285-6-4

ISBN – 978-978-52285-7

VISION OF THE COMMISSION

To be a world-class education intervention and regulatory agency for the promotion of uniform, qualitative and functional basic education.

MISSION OF THE COMMISSION

The Commission shall operate as an intervention, coordinating and monitoring Agency to progressively improve the capacity of States, Local Government Agencies and Communities in the provision of unfettered access to high quality basic education in Nigeria.

CORE VALUES OF THE COMMISSION

- *Honesty and Accountability*
- *Integrity and Transparency*
- *Teamwork with Commitment*

FOREWORD

The Universal Basic Education Commission (UBEC) 2020 Annual Report highlights the activities carried out and achievements recorded by the Commission during the year up to the 31st of December, 2020. The customary collaboration between the Commission, the Federal Ministry of Education, State Universal Basic Education Boards (SUBEBs), Local Government Education Authorities (LGEAs), International Development Partners and all relevant stakeholders continued to flourish in accomplishing the mandate of ensuring access to quality Basic Education for every child of school-going age in Nigeria.

The world in 2020 experienced disruptions in most activities with the coming of the COVID-19 pandemic. The Universal Basic Education Commission and the Basic Education sub-sector was not spared from the effect of the pandemic as schools across the country were closed for a long period during the year due to a nationwide lockdown. This closure made many States to adopt alternative means of educating children through radio, television and online channels. Head Teachers and Principals were trained on COVID-19 protocols aimed at preventing the spread of the virus in schools. Handbooks on school health and safety were also produced by the Commission and distributed to schools.

The Commission in a bid to ensure that quality is not compromised in the provision of education to the Nigerian child, the Department of Quality Assurance continued its routine quality assurance monitoring and appraisals to ensure that the specified minimum standards in basic education are adhered to by all schools. To facilitate this, Minimum Standards and Quality Assurance Framework documents were disseminated to SUBEBs, schools and other relevant stakeholders to keep all abreast of the minimum standards requirements. A Memorandum of Understanding (MoU) was also signed with the International Association for the Evaluation of Educational Achievement (IEA) to ensure that educational assessments in the country are done in accordance with best global practices.

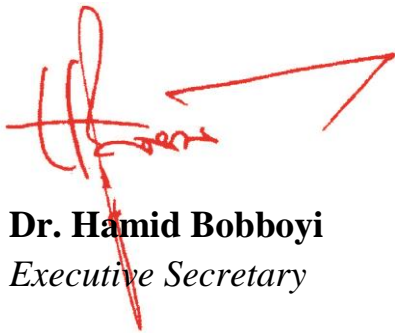
The strengthening of Early Child Care Development and Education in schools remained a focus of the Commission as training was given to Master Trainers on Reggio Emilia child centered approach which places emphasis on allowing pre-primary school children express themselves in their social context so as to develop social skills.

UBEC did not relent in its quest to improve access to education for all as the Boy-Child Vocational Programme, Islamiyya, Qur'anic, and Tsangaya Special Programmes were sustained in the course of the year. The World Bank's Better Education Service Delivery

for All (BESDA) Programme facilitated by the Commission ensured the implementation of work plans for all focal States. Instructional material were procured and distributed, constituency and special direct intervention projects in basic education were carried out across the 36 States and the Federal Capital Territory (FCT).

The year was not without its challenges as the Commission grappled with issues of delay in fund releases and the consequent delays in project execution, unwillingness by some State Government to access their FGN-UBE intervention funds and the COVID-19 pandemic amongst other issues. Nevertheless, efforts were made to overcome some of these challenges.

It is hoped that all achievements made will serve as a catalyst for better gains in the Basic Education sub-sector as UBEC seeks continuous improvement in the discharge of its functions.

A handwritten signature in red ink, appearing to be 'Dr. Hamid Bobboyi', with a large, stylized flourish extending to the right.

Dr. Hamid Bobboyi
Executive Secretary

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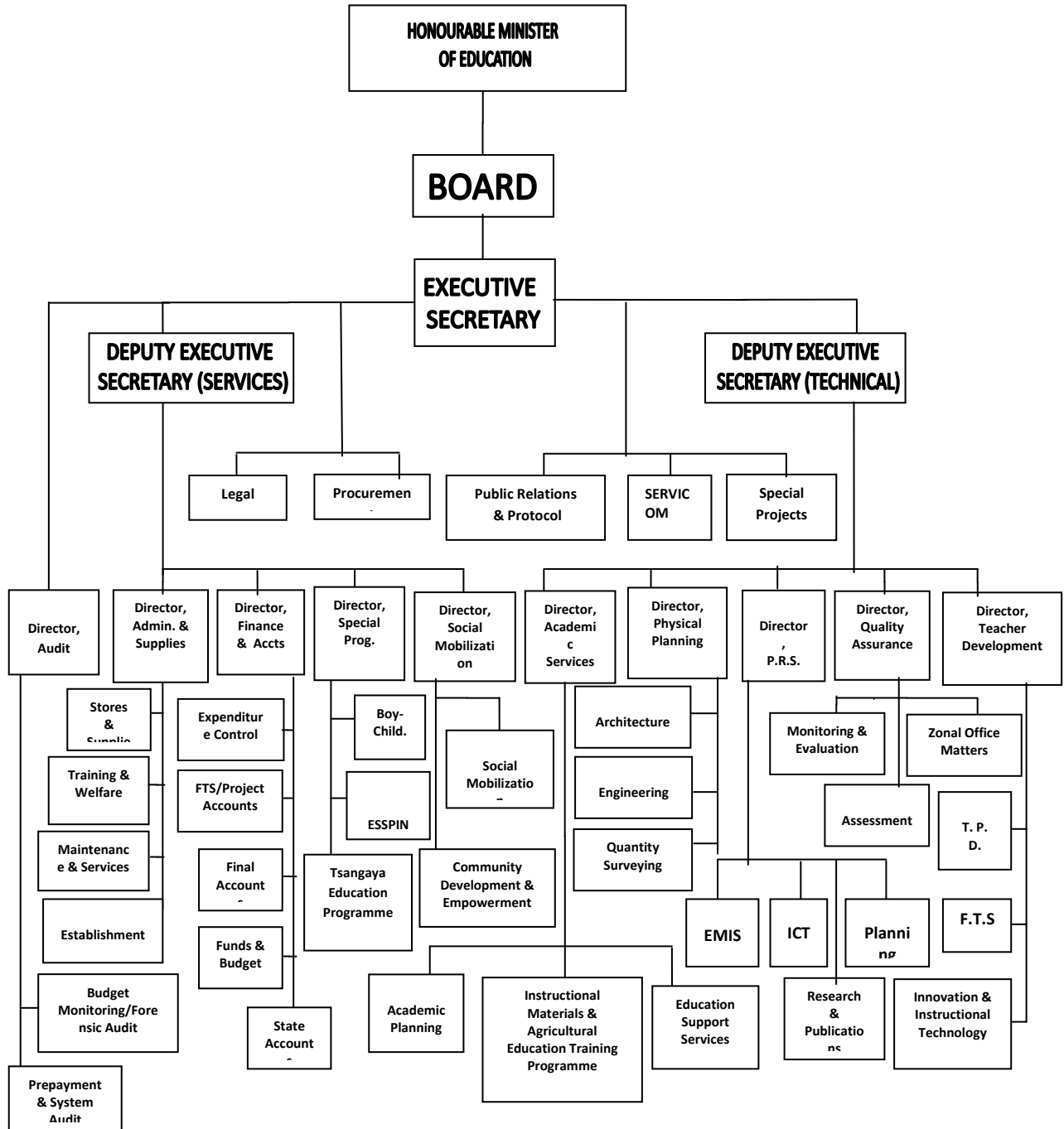
ACRONYMS

BESDA	-	Better Education Service Delivery for All
CA	-	Continuous Assessment
CIDA	-	Canadian International Development Agency
CONRAISS	-	Consolidated Research and Allied Institutions Salary Structure
ECCDE	-	Early Childhood Care Development and Education
EFCC	-	Economic and Financial Crimes Commission
EMIS	-	Education Management Information System
FCT	-	Federal Capital Territory
FGN	-	Federal Government of Nigeria
FME	-	Federal Ministry of Education
FMF	-	Federal Ministry of Finance, Budget and National Planning
FTS	-	Federal Teachers' Scheme
GIFMIS	-	Government Integrated Financial Management Information System
GPE	-	Global Partnership for Education
GPS	-	Global Positioning System
ICPC	-	Independent Corrupt Practices Commission
ICT	-	Information and Communication Technology
IDPs	-	International Development Partners
IPSAS	-	International Public Sector Accounting Standard
JCCE	-	Joint Consultative Committee on Education
JICA	-	Japan International Cooperation Agency
JSS	-	Junior Secondary School

KOICA	-	Korea International Cooperation Agency
LGEA	-	Local Government Education Authority
NABTEB	-	National Business and Technical Examinations Board
NALABE	-	National Assessment of Learning Achievement in Basic Education
NBTE	-	National Board for Technical Education
NCCE	-	National Commission for Colleges of Education
NCE	-	Nigeria Certificate in Education
NCE	-	National Council for Education
NERDC	-	Nigerian Educational Research and Development Council
NETC	-	National Educational Technology Centre
NGOs	-	Non-Governmental Organizations
NHIS	-	National Health Insurance Scheme
NIPEP	-	Nigeria Partnership for Education Project
NMTBESP	-	National Medium Term Basic Education Strategic Plan
NPA	-	National Personnel Audit
NPE	-	National Policy on Education
NPopC	-	National Population Commission
MSP	-	Ministerial Strategic Plan
MSU	-	Ministerial SERVICOM Unit
NTI	-	National Teachers Institute
PforR	-	Program-for-Results
SBMC	-	School Based Management Committee
SEPIP	-	State Education Programme Investment Project
SERVICOM-		Service Compact

SUBEBS	-	State Universal Basic Education Boards
TPD	-	Teacher Professional Development
UBE	-	Universal Basic Education
UBEP	-	Universal Basic Education Programme
UNICEF	-	United Nations Children Education Fund
USAID	-	United States Agency for International Development

UBEC ORGANIZATIONAL STRUCTURE



MANAGEMENT TEAM

THE EXECUTIVE SECRETARY



DR. HAMID BOBBOYI
EXECUTIVE SECRETARY
UNIVERSAL BASIC EDUCATION COMMISSION

MANAGEMENT TEAM

DEPUTY EXECUTIVE SECRETARIES



DR. ISIAKA OLAYINKA KOLAWOLE
DEPUTY EXECUTIVE SECRETARY (SERVICES)
UNIVERSAL BASIC EDUCATION COMMISSION



ASSOCIATE PROFESSOR BALA ZAKARI
DEPUTY EXECUTIVE SECRETARY (TECHNICAL)
UNIVERSAL BASIC EDUCATION COMMISSION

MANAGEMENT TEAM



Malam Hassan O. Usman
Director, Department of Administration
& Supplies



Sir. Mike M. Aule
Director, Department of Finance & Accounts



Mrs. Rose Medubi
Director, Department of Academic Servi



Mal. Mansir Idris
Director,
Department of Quality Assurance



Dr. Ene Adikwu
Director, Department of Special
Programmes



Engr. Sadiq S'aad
Director, Department of Physical Planning

MANAGEMENT TEAM



Malam Badamasi Musa
Director, Department of Internal Audit



Mr. Akpanossom Udoh
Acting Director, Department of Planning,
Research & Statistics



Dr. Ossom Ossom
Acting Director,
Department of Social Mobilization



Mr. Mayowa Aleshin
Acting Director, Department of Teacher
Development

ZONAL DIRECTORS



Malam Umar Njidda
Zonal Director, North-East



Alhaji Mustapha Abubakar
Acting Zonal Director, North-West



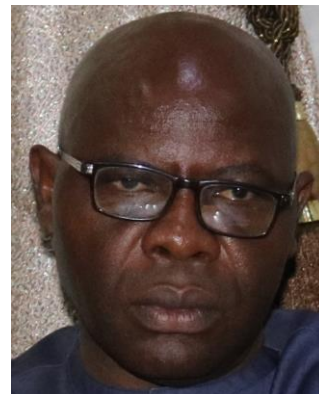
Mr. E. T. Nev
Acting Zonal Director, North-Central



Mr. Franklin Ovbiageli
Zonal Director, South-East



Dr. Mrs. Bolanle Oyedokun
Acting Zonal Director, South-West



Mr. Osahon Igbino
Acting Zonal Director, South-South

CHAPTER 1

OFFICE OF THE EXECUTIVE SECRETARY



DR. HAMID BOBBOYI

Executive Secretary, Universal Basic Education Commission (UBEC)

Dr. Hamid Bobboyi, who hails from Yola, Adamawa State, Nigeria, was born on July 29, 1957. He had his primary education at the Fufore Primary School, where he obtained the First School Leaving Certificate in 1971. He had his secondary education at Government Secondary School, Yola and obtained the West African Examination Council (WAEC) Certificate in 1975.

He thereafter proceeded to the North East College of Arts and Science, Maiduguri, Nigeria and then Northwestern University, Evanston, Illinois, U.S.A., where he obtained a Bachelor of Arts Degree in History in 1982, a Master's Degree and finally capping it with a PhD in History of Educational Institutions in 1992.

Dr. Hamid Bobboyi, having completed what passes for a sound educational foundation began his experience in the world of work as a Teaching Assistant in the Department of History, Northwestern University, Evanston, Illinois, in 1984. He further served the university as a Teaching Fellow and Research Assistant. His working career in the US culminated in his appointment as a Research Fellow in the same university up till 1992.

In a bid to give back to his country, he returned to Nigeria and took up appointment as a Research Coordinator with Huda Huda Publishing Company Ltd. Zaria, Nigeria. He served in this capacity until 1995.

Between 1995 and 1996, he joined the Ahmadu Bello University, Zaria as a Visiting Senior Research Fellow. He later returned to Huda Huda Publishing Company Ltd., Zaria as the Managing Director and served in this capacity till 1998. While under the employment of Ahmadu Bello University between 2004 and 2006, Dr. Bobboyi served as Member, Humanities Complex Committee; Member, Committee of Deans and Directors (CDD) of the university; Member of Ahmadu Bello University Senate; Chairman, Committee on the Establishment of a new Ahmadu Bello University College in Kaduna as well as External Examiner, Department of History, Usman Danfodio University, Sokoto, Nigeria.

A significant milestone in his professional career was his appointment as Director of Arewa House, Centre for Research and Historical Documentation, Ahmadu Bello University, Kaduna, Nigeria and served in this capacity till 2006. He was responsible for overseeing the administration as well as the general operations of the House, serving as member of and Secretary to the Board of Governors of the House and working with state governments, government agencies and non-governmental organisations in developing sustainable policy in areas of education, culture and the economy.

After a successful tenure at Arewa House, Dr. Bobboyi was appointed Director-General, Centre for Regional Integration and Development (CRID), Abuja. Focusing on West African developmental issues, especially education and socio-economic development from 2007 to 2016, CRID under his leadership, among others, undertook major education and development projects such as the collation and editing of the proceedings of Nigeria's Constitutional Conferences from 1946 -1963 for the National Institute of Legislative Studies; Tsangaya Schools Project for the Education Trust Fund (ETF), from 2008 till date;

Federal Ministry of Education, Abuja; Textbook development, editing and publication for the Education Trust Fund, Federal Ministry of Education, Abuja 2008 – 2013; and Research and Advocacy Project on Girl Child Education in Northern States of Nigeria, The Hewlett Packard Foundation, Seattle USA, 2010 - 2012.

1. Dr. Bobboyi is a visiting fellow and renowned speaker at various national and international conferences. Some of the platforms that have benefitted from his wealth of intellect and expertise include: John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, USA, 12th - 15th December, 2002. Conference on Nigeria: Governance, Law and Conflict. Presented a paper on *Conflict and Conflict Management in Central Nigeria: The case of the Tiv and the Jukun*.
2. Programme of African Studies, Northwestern University, Evanston, May-June 2001 as Senior Scholar in Residence. Participated and chaired sessions in two conferences: Transmission of Islamic Learning in Africa and Nigeria's Economy: The Life and Economic Thought of Pius Okigbo.
3. Muhammad V. University, Rabat and the Kingdom of Morocco International Conference on 100 years of relations between Fez and Sub-Saharan Africa, November, 1993. Presented a paper on the Relationship between Fez and Kanem-Borno, *with particular reference to activities of Shaykh Abdallah Al-Barnawi*.
4. George Mason University, Washington DC in collaboration with National Institute for Policy and Strategic Studies (NIPSS) and National Defence College, Abuja on *Institutional Reforms in Nigeria* (Under the Chairmanship of Prof. John Paden).
5. East Centre and Wits University, Johannesburg, International Conference

on Conceptualizing Power between States and Islamic Movements, held at Pretoria, from 19th - 20th January, 2015. Presented a paper entitled, Islam, Militancy, and Attitude to Political Power and Authority: The Case of Nigeria's Boko Haram.

Dr. Hamid Bobboyi's academic accomplishments are readily demonstrated through his rich contributions to literature. Some of his major publications in collaboration with some authors include Peace-Building and Conflict Resolution in Northern Nigeria (2005); Adamawa Emirate: A Documentary Source Book, Vol. I, (1809-1965), CRID, Abuja, 2009; Principles of Leadership According to the Founding Fathers of the Sokoto Caliphate: An Anthology, CRID, Abuja 2011; 'Nigeria, ECOWAS, and the Promotion of Regional Integration and Development' in Attahiru Jega and J. Farris, Fifty Years of Nigeria: Contributions to Peace Democracy and Development, Abuja: Shehu Yar'adua Centre 2010;

He has also been in the forefront of the promotion of national and regional integration and has deployed his professional competence in initiating and facilitating peace building efforts at national and regional levels. Some of his major engagements in this respect include:

1. Facilitator to the Peace-conference organised by Arewa Consultative Forum (ACF) at Arewa house, Kaduna, to resolve the politico-ethnic crisis between the Tiv and the Jukun in Benue and Taraba States, 2002.
2. Chairman, Technical Committee on Northern Nigeria Peace Conference, organised by the Northern States Governors Forum, December 2004.

3. Resource person, Inter-faith Research Roundtable organized by the National Institute of Policy and Strategic Studies (NIPSS), Kuru, Nigeria, under the Director.

4. Technical Advisor on Socio-religious Implications of Nigeria's Polio-Crisis at the Global Vaccine Summit, organized by the Gates Foundation and the Emirate of Abu Dhabi, UAE, December 2013.

5. Director and member, Technical Committee of the National Development Project (NDP), Abuja. The NDP is a non-governmental organization that provides policy advice on fiscal and monetary policy, agricultural produce marketing, education, as well as on peace-building and Conflict resolution to various agencies of government.

6. Member Organizing Committee, First Industrial Roundtable 2002 to deliberate on the Northern States Industry Survey and to work out strategies for stimulating the industrialization of Northern states.

He is a Member, Nigerian Institute of Management (NIM) and Member, Board of Trustees, Girl-Child Concerns, Abuja.

THE DEPUTY EXECUTIVE SECRETARIES (SERVICES AND TECHNICAL)

DEPUTY EXECUTIVE SECRETARY (SERVICES)



Dr Isiaka Olayinka Kolawole
DEP. EXECUTIVE SECRETARY (SERVICES)
UNIVERSAL BASIC EDUCATION
COMMISSION

DEPUTY EXECUTIVE SECRETARY(SERVICES) PROFILE

Dr. Isiaka Olayinka Kolawole was born in Ibadan Oyo State, Nigeria. He attended the famous Ibadan Grammar School between 1974 and 1979. He obtained a Bachelor of Science (B.Sc) degree in Economics with Second Class Honours Upper Division from the prestigious Obafemi Awolowo University, Ile-Ife, in 1988. Dr. Kolawole was admitted to the first Department of Economics in Nigeria, University of Ibadan, in 1991 where he graduated with a Master of Science (M.Sc) degree in Economics in 1992. His areas of specialization include Monetary Economics,

DEPUTY EXECUTIVE SECRETARY (TECHNICAL)



Associate Professor Bala Zakari
DEP. EXECUTIVE SECRETARY
(TECHNICAL), UNIVERSAL BASIC
EDUCATION COMMISSION

DEPUTY EXECUTIVE (SECRETARY) TECHNICAL PROFILE

Associate Professor Bala Zakari was born on 4th May, 1966 in Daura Local Government Area, Katsina State. He attended Daura Teachers College and later went to Bayero University, Kano where he graduated with Bachelor of Arts, Education (Adult Education), Second-Class Honours, Upper Division. He obtained the Master of Education degree from the University

DEPUTY EXECUTIVE SECRETARY (SERVICES) PROFILE (Contd.)

International Economics and Petroleum & Energy Economics.

In his quest to attain the greatest height in academics, Dr. Kolawole proceeded to University of Abuja in 2001 and graduated with a Doctor of Philosophy (Ph.D) degree in Political Economy and Development Studies in 2004.

To consolidate his robust intellectual status, Dr Olayinka Kolawole went outside the shores of the country to acquire a World Class Professional Certification in Global Leadership at the world's most prestigious University, Harvard Business School, Harvard University, Boston, Massachusetts, United States of America (USA) in 2014.

Dr. Kolawole is also an alumnus of University of Oxford, Saïd Business School, Egrove Park, Oxford, United Kingdom (UK), where he obtained another Word Class Certificate in Oxford Finance Programme for Senior Executives, in 2015.

He is a Fellow of the Institute of Economists of Nigeria (FNIE), Fellow of the Institute of Corporate Administration of Nigeria (FCAI), a full member of the Nigerian Institute of Management, Chartered (MNIM), full member Institute of Directors (M.IoD), and a full member of the Royal Economic Society (MRES), United Kingdom.

Dr Kolawole started his Banking career with Wema Bank PLC in 1990 and left in 1993 as Assistant Manager having headed different units of the bank which include Treasury Operations, Savings Accounts, Loans & Advances and Current Account Operations.

In 1993, Dr Kolawole joined Resort International Limited, a conglomerate which includes Stabilini Visinoni Ltd, Bi-Courtney Aviation Services Ltd, Homman Engineering Ltd and Alma Beach Estates Ltd as The Executive Assistant to the Chairman for six (6) years.

DEPUTY EXECUTIVE SECRETARY (TECHNICAL) PROFILE (Contd.)

of Maiduguri, Borno State and proceeded to the Bayero University (BUK), Kano, Nigeria where he obtained his Doctorate degree in Educational Administration and Planning.

His experience in the world of work began in 1991 when he was posted to the Agency for Adult and Non-Formal Education in Calabar, Cross River State as part of the National Youth Service Corps scheme from 1991 to 1992. Upon completing the national service, he joined the services of the Katsina State government as Education Officer in the State Ministry of Education. His keen interest in the educational development of Nigeria motivated his taking up an offer of appointment with the Bayero University, Kano as an Academic Staff member in the Faculty of Education in 1995. He continued his meritorious service to this famous academic community from 1995 to 2020. Some of the outstanding responsibilities he has held at the University over the years include:

1. Head of Department
2. Postgraduate Studies Coordinator
3. Secretary, Appointment and Promotions Committee
4. Deputy Dean Faculty of Education, Faculty Admissions Officer
5. Faculty Examinations Officer.

DEPUTY EXECUTIVE SECRETARY (SERVICES) PROFILE (Contd.)

In this capacity, he was responsible for the formulation of plans to sustain the strategic growth and competitive advantage of the Consortium by developing new market niches to capture today's complex and volatile business milieu.

He also had the duty to review all existing policies to determine the areas of conflicts/contradictions, obsolescence, lapses, gaps, etc. and proposed harmonization of all policies.

In May 1999, the Governor of Oyo State appointed Dr. Kolawole as the State Liaison Officer for The State Government at the Federal Capital Territory, Abuja. In this capacity, he was responsible for coordinating the activities of the State Government in FCT and liaised with the Presidency, National Assemblies, Federal Ministries & Parastatals, all Foreign Embassies in Nigeria and Northern State Governments. He left in May, 2003 having valuably and productively served for four years.

A versatile and highly resourceful personality, Dr Kolawole was the pioneer Head of Department (HOD) of the Department of Economics and Actuarial Sciences of the Crescent University between December 2005 and January 2007.

In consulting capacity, Dr Kolawole was engaged by Ingenieur-Und Tiefbau (I.T.B) Nigeria Ltd in November 2005 to December 2008 as the Administration Manager. In this capacity, he was responsible for the navigation of the organization structure and established the process for universal standard in capacity building, due diligence, market intelligence, corporate restructuring, re-engineering and turn around operations. As the Team Leader, he also had the duty to articulate policy positions on issues relating to people management, project management, strategic thinking and relationship building.

DEPUTY EXECUTIVE SECRETARY (TECHNICAL) PROFILE (Contd.)

Dr. Bala Zakari has at three (3) different periods served as member of Senate of the Bayero University Kano. Having succeeded in the discharge of the aforementioned core professional duties, he has been saddled other leadership roles within and outside the university including:

1. Member, Bayero University Kano, Staff Model Primary School Governing Board
2. Member, Editorial Board, Kano Studies Journal
3. Chairman, Standing Committee on University Congregation,
4. Member, National Governing Council; African Union Development Agency-New Partnership for African Development (AUDA-NEPAD)
5. State-Based Consultant for Better Education Service Delivery for All (BESDA) in Katsina State under the World Bank assisted programme with Federal Ministry of Education/Universal Basic Education Commission, Abuja.
6. National Vice President I, Nigerian National Council for Adult Education – NNCAE.
7. Assistant National Editor; Journal of Nigerian National Council for Adult Education, (NNCAE) October, 2014 - October, 2018.

Dr Bala Zakari has brought his excellent academic and professional skills to bear on key

DEPUTY EXECUTIVE SECRETARY (SERVICES) PROFILE (Contd.)

Dr Kolawole was a member of the National Team that drafted and delivered the 30 Year-National Integrated Infrastructure Master Plan (2013 - 2043), where he served as a member of the Monitoring & Evaluation Technical Working Group and The Business Support Group between January 2013 to August 2013.

In February 2014, the Governor of Oyo State appointed Dr Isiaka Kolawole as the Special Adviser to the Executive Governor on Budget and Economic Planning, and he served in this capacity for two consecutive terms, upon his reappointment in February 2016.

In his capacity as The Special Adviser to the Executive Governor on Budget and Economic Planning, he was the Chief Executive of The State Planning Commission and the Chairman of the State Pre-Treasury Board and Budget Implementation Committee where he coordinated the Budget presentations, Defence and Implementations of all Ministries, Departments and Agencies (MDAs).

He was responsible for seeking new ways to improve efficacy of budget performance through

systemic expenditure control to close up fiscal gaps and inefficiencies, monitor the status of budget spending and budget activities by reviewing financial reports and examine budget estimates for completeness, accuracy and conformance with procedures and regulations.

As the Chief Economic Adviser to the State Government, Dr Kolawole was an attendee of the National Economic Council (NEC), the highest Economic decision making body in Nigeria with Vice-President of the Federal Republic of Nigeria as Chairman.

Dr. Olayinka Kolawole was a member of the State Executive Council (EXCO), the highest decision making authority of the State Government.

His Academic and Professional core

DEPUTY EXECUTIVE SECRETARY (TECHNICAL) PROFILE (Contd.)

aspects of education especially in the supervision of the academic and research activities of post-graduate students in Bayero University, Kano. He has successfully supervised and graduated many PhD students. He is currently (2020) supervising over 10 on-going PhD research work at BUK. Additionally, he continues to serve as Internal Examiner to many other Masters and PhD Candidates across several universities in and outside Nigeria.

Dr. Zakari has sufficiently deployed his outstanding academic and professional skills towards influencing professional practice within his core constituency through his active participation in the activities of major educationally related professional bodies. His notable professional affiliations among others include:

1. Member, Nigeria National Council for Adult Education (NNCAE)
2. Member, Nigerian Association for Educational Administration and Planning (NAEAP)
3. Member, Association of Sociologists of Education of Nigeria (ASEN)
4. Member, Academic Staff Union of Universities (ASUU).

Dr Bala Zakari continues to impart his skills to upcoming academics and technocrats in the education sector at various training and capacity

competencies include Monitoring and Evaluation (M&E), Situation Analysis, Policy Formulation and Economic Transformation, Corporate Restructuring, Re-engineering, Turn-around Operations, Funds Management, Project Management, Infrastructure Planning, Public Private Partnership (PPP), Human Capital Development, Capacity Building, Leadership, Administration, Strategic Management and Impact Assessment.

Dr. Kolawole was conferred with an award of Justice of the Peace (JP) in May 2000 by the then Executive Governor of Oyo State, in recognition of his valuable contributions to the society.

Dr Isiaka Olayinka Kolawole is happily married with children and his hobbies include reading, travelling, meeting people and table tennis playing. He is passionate about the Nigerian Project and about the unity and oneness of our great country.

building workshops especially those targeting Teacher Professional Development, Quality Assurance and Education Data Management Processes. Of significant note in this regard is his role as Lead Researcher, DFID project organized by Education Data Research and Evaluation in Nigeria (EDOREN) on Identifying, Recruiting and Deployment of

Effective Teachers in Kano State, 2016-2017.

Dr. Zakari is happily married with children. He was appointed UBEC Deputy Executive Secretary (Technical), by President Muhammadu Buhari on May 13th, 2020.

EXECUTIVE SECRETARY’S OFFICE REPORTS

1.1.0 INTRODUCTION

The Executive Secretary is the Chief Executive Officer who manages the general administration of the Commission and works closely with the Board and Management to achieve the overall mandate of the UBE programme in Nigeria. He reports to the Honourable Minister of Education. He is assisted by two Deputy Executive Secretaries (Technical and Services) who support him in carrying out the duties of the Office.

1.1.2.0 FUNCTIONS

Among others, the Office of the Executive Secretary carries out the following responsibilities:

- formulating and coordinating the execution of policy guidelines for the successful operation of the UBE Programme nationwide;
- ensuring the timely receipt of block grant from the Federal Government and allocating same to States, and other related agencies implementing the UBE Programme in accordance with an approved formula;
- advising the Federal Government, through the Honourable Minister of Education, on the effective funding and orderly development of basic education in Nigeria;
- ensuring efficient collation and preparation of periodic master plans for a balanced and coordinated development of basic education in Nigeria;
- ensuring effective monitoring of Federal Government inputs into the implementation of basic education;
- presenting periodic progress reports on the implementation of the UBE Programme to Mr. President through the Honourable Minister of Education
- liaising with the Honourable Minister of Education on matters of implementation, funding and general management of the UBE Programme;
- liaising with the Presidency and National Assembly from time to time on the funding and implementation of the programme;

- sustaining cordial relationship and cooperation with SUBEBs, State Governments and other stakeholders; and
- pursuing enrolment campaigns and other programme meant to achieve UBE set objectives and goals.

1.1.3.0 STRUCTURE

Below are the Units directly under the Office of the Executive Secretary.

- Office of the Deputy Executive Secretary (Technical).
- Office of the Deputy Executive Secretary (Services).
- Legal Unit.
- Procurement Unit.
- Public Relations & Protocol Unit.
- Servicom; and
- Special Projects Unit (World Bank).

1.1.3.1 STAFF DISPOSITION IN ES' OFFICE AS AT DECEMBER 2020

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1	Executive Secretary, Deputy Executive Secretary (Technical & Services)	CONS	3
2	Special Assistant, Deputy Director	14	5
3	Assistant Director	13	1
4	Chief Data Processing Officer, Chief Confidential Secretary, Chief Admin Officer, Chief Legal Officer, Chief Accountant	12	6
5	Assistant Chief Admin. Officer, Assistant Chief Legal Officer, Assistant Chief Public Relations Officer, Assistant Chief Procurement Officer, Senior Legal Officer, Assistant Chief Technical Officer	11	6
6	Principal Legal Officer, Principal Quality Assurance Officer, Principal Admin Officer I, Information Officer I, Procurement Officer I (Civil Eng. I), Principal Accountant,	10	8
7	Senior Exec Officer Admin, Senior Project Officer, Legal Officer, Information Officer II, Principal	09	7

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
	Confidential Secretary II, Senior Admin Officer,		
8	Information Officer II, Quality Assurance Officer	07	3
9	Senior Clerical Officer I, Higher Executive Officer (Admin)	06	3
10	Camera Man, Assistant Executive Officer (Admin)	05	2
11	Clerical Officer	04	1
TOTAL			45

1.1.4.0 ACTIVITIES AND ACCOMPLISHMENTS

In order to effectively carry out the implementation of the Universal Basic Education (UBE) programme, the Commission has been working diligently to surmount challenges faced in the delivery of basic education to every school-going age child in Nigeria. The Commission is working with all stakeholders in fulfilling its mandate.

The full report of major activities, achievements and challenges of the Commission in the year 2020 are provided in the reports of Departments and Units.

1.1.4.1 Participation of Executive Secretary in Conferences and Seminars

It should be noted that year 2020 was characterized by COVID-19 pandemic resulting in fear and restrictions all over the globe. Consequently, in order to ensure that basic education did not suffer serious set-back, online (virtual) interactive sessions sufficed for major national and international engagements which ordinarily would require physical face-to-face meetings. However, despite the limitations brought about by the pandemic, the Executive Secretary was able to participate in the following activities:

- Goodwill Message delivered at a Conference on Repositioning the Muslim Family for National Development held at State House, Abuja in February 2020.
- Financing Basic Education: Improving Access and Utilization of UBEC Resources, presented to the 102nd (2nd in 2020) Meeting of the National Economic Council (NEC) at State House held in February 2020.

- Brief on UBEC Activities: December 2019 – July 2020, presented at the Meeting of UBEC Board held in July 2020.
- Retooling Required for Basic Education into the Future: A UBEC Perspective, presented to House Committee on Basic Education at National Assembly held in July 2020.
- Update on Programmes & Activities of the UBE Commission, presented at the 2020 1st Quarterly Meeting of the Honourable Ministers of Education, Permanent Secretary with Heads of Departments and Parastatals of Federal Ministry of Education, held at the Federal Ministry of Education in August 2020.
- The Need to Proffer Lasting Solutions on the Number of Out-of-School Children in Nigeria, presented to House Committee on Out-of-School Children in Nigeria at National Assembly, Abuja held in August 2020.
- A Speech delivered at the Review of the 2017 – 2019 and Development of 2020 - 2022 State Medium-Term Basic Education Strategic Plans (SMTBESPS) Meeting, held at Bolingo Hotel & Towers, Abuja in October 2020.
- The Need to Eradicate Child Destitution and Remove Beggars from Nigerian Street through Provision of Standard Education System and Improved Livelihood, a Position Paper presented during a Public Hearing by House Committee on Poverty Alleviation, held at NASS Complex (House of Representatives New Building) in November 2020.
- Overview of the Universal Basic Education Programme, presented at the Interactive Meeting with Federal Character Commission, at FCC Office, Wuse Zone 3, Abuja held in November 2020.

1.1.4.2 Hosting of Dignitaries

In the course of his duties, the Executive Secretary hosted a number of dignitaries among who were:

- The Executive Governor of Benue State, His Excellency, Samuel Ortom on 7th February, 2020;
- The Executive Governor of Osun State, His Excellency, Adegboyega Oyetola on the 7th February, 2020;

- House Committee on Basic and Secondary Education on Oversight Visit on 10th February, 2020;
- SUBEB Directors of Social Mobilization for a Three-Day Meeting on 10th - 12th February, 2020;
- A Team from UNESCO on 14th February, 2020;
- The Executive Governor of Niger State, His Excellency, Alh. Abubakar Sadiq Sani Bello on 9th March, 2020;



The Executive Secretary, Dr. Hamid Bobboyi receiving the Executive Governor of Niger State, His Excellency, Alh. Abubakar Sadiq Sani Bello on a courtesy call to the Commission



The ES welcoming the Executive Governor of Niger State during an interactive session in the Commission's Board Room



His Excellency, Alh. Abubakar Sadiq Sani Bello, the Executive Governor of Niger State making a speech

- Her Excellency, Hajia Binta Masari, Wife of the Executive Governor of Katsina State on the 18th June, 2020;
- The Chairman, Indices and Disbursement Committee of Revenue Mobilization Allocation and Fiscal Commission on 13th August, 2020;
- Her Excellency, Dr. (Mrs) Eunice E. Ortom, Wife of the Executive Governor of Benue State on 8th September, 2020;

- His Excellency, Ahmed ELkachach, Charge d'affaires, Embassy of the State of Palestine in Nigeria on 9th September, 2020;



The Executive Secretary, Dr. Hamid Bobboyi receiving His Excellency, Ahmed ELkachach, Charge d'affaires, Embassy of the State of Palestine to his office



The ES being assisted by the SA-ES, Baba Sali Song while presenting a gift to the Palestinian Charge d'affaires



The ES in a photograph with the team from the Embassy of Palestine

- Daily Trust Management on 16th September, 2020;
- Dr. Mohammed Haja, the Director-General, National Digital Institute on 29th October, 2020;
- The Wife of the Inspector General of Police on 6th November 2020.

1.1.4.3 Visits by the Executive Secretary

The Executive Secretary:

- met with the House Committee's Ad-Hoc Committee on Un-Spent Budget Funds on 13th & 14th January, 2020 at NASS Complex, Abuja.
- met with Senate Committee on Ethics, Privileges & Public Petitions – Petition on Engagement into the service of UBEC on 17th February, 2020.

- attended a Conference on Repositioning the Muslim Family for National Development by Future Assured, held at the Villa, State House, Abuja on 20th February, 2020.
- attended the 5th Convocation Ceremony of Federal University, Dutse, Jigawa State on the 21st and 22nd February, 2020.
- attended an Interactive Meeting with Senate Committee on Education (Basic & Secondary) on 23rd June, 2020.



The E. S., Dr. Hamid Bobboyi and management of UBEC during an Interactive Meeting with Senate Committee on Education (Basic & Secondary)

- attended an Interactive Session with the House of Reps Sub-Committee on Out-of-School Children in Nigeria, on 19th August, 2020 at NASS Complex, Abuja
- served as Special Guest of Honour at the 50th Anniversary of Arewa House organized Forum on 31st October, 2020.

1.1.4.4 Virtual Engagements

- Meeting with Korean International Cooperation Agency (KOICA) Team on their desire to assist the Commission with ICT equipment required for Zonal Model Schools, on 20th March, 2020.
- Participated in a Web Conference organized by the House Committee on Basic Education on the Re-tooling required for Basic Education into the Future on 22nd July, 2020.
- Participated in an On-line Meeting organized by UNICEF on Ten-Year Vision for Education in Nigeria on 11th November, 2020.

Details of other engagements with the International Development Partners (IDPs), such as World Bank, Islamic Development Bank, KOICA, JICA, British Council, UNESCO, etc. will be found in the Departments and Units reports.

1.2 LEGAL UNIT

1.2.1.0 INTRODUCTION

The primary role of the Legal Unit is to interpret laws and instruments entered into/executed by the Commission and in the event of any litigation represent the Commission in Court(s) through external solicitors.

It is directly supervised by the Special Adviser to the Executive Secretary.

1.2.2.0 FUNCTIONS:

With the impact of the Commission's activities being felt nationwide, the Unit's role includes among others:

- proffering legal advice to the Commission; and in some instances, to State Universal Basic Education Boards;
- drafting and executing legal instruments entered into by the Commission viz; development partners wishing to intervene in basic education, etc;
- liaising with Insurance Companies & Banks on the confirmation of Contractors Advance Payment Guarantees, Performance Securities and liaising with appropriate departments and consultant(s) on contract/project matters;
- Alternative Dispute Resolution and other controversies without resulting to litigation;
- liaising between the Commission and Security Agencies e.g. EFCC, ICPC, Police Force, etc.;
- final signatory to State's Action Plans; and
- performs any additional duties assigned to it by the Executive Secretary.

1.2.3.0 STAFF DISPOSITION:

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Legal Adviser	14	1
2.	Chief Legal Officer	13	1
3.	Assistant Chief Legal Officers	12	3
4.	Principal Legal Officers	10	1
5.	Senior Legal Officers	9	5
Total			11

1.2.4.0 ACTIVITIES DONE (ROUTINE)

The various tasks carried out by the Unit include the following:

- Documentation of Contract agreement(s) on:
 - Constituency Projects from October 2020 till date;
 - Instructional materials from October 2020 till date;
 - Direct/Special Intervention from October 2020 till date;
 - Consultants for North East Intervention projects from October 2020 till date;
 - Boy/Girl Child from December 2020 till date;
 - Construction of UBEC Vocational Schools from Oct 2020 till date;
 - Construction of Modified Second Chance Schools Oct 2020-till date;
 - Construction of UBEC ECCDE Centers Oct 2020-till date; and
 - Insured the Commission's assets for the year 2020, February 2020 – March 2021.

1.2. 5.0 ACHIEVEMENTS

During the year under review, the Unit recorded the following achievements:

- The Unit brokered peace by facilitating Out-of-Court Settlement in the following cases:
 - Vasalva Ventures Ltd Vs Vasalva Ventures Corporate Investment Ltd & UBEC; and
 - Rilwanu Mohammed Bawa Vs Bauchi Local Education Authority & Bauchi SUBEB (Bauchi State being one of the BESDA beneficiary state notified UBEC of the suit and UBEC intervened which resulted in an Out-of-Court Settlement).

1.2.6.0 CONSTRAINT/CHALLENGE

In view of the fact that the legal profession is dynamic and ever changing, there is need for constant training and retraining of staff.

1.2.7.0 ONGOING/FUTURE ACTIVITIES

The following are the on-going activities being undertaken by the Unit:

- Liaising with SUBEBs on cases involving the Commission viz;
 - The Registered Trustees of Socio-Economic Rights & Accountability Project (SERAP) Vs Universal Basic Education Commission & 20 others;
 - Documentation of all contracts entered into by the Commission;
 - Amicable dispute resolution between Contractors and the Commission; and
 - Liaise with the appropriate departments on projects execution.

1.3 PROCUREMENT UNIT

1.3.1.0 INTRODUCTION

The Procurement Unit is a service Unit in the Office of the Executive Secretary. The Unit is saddled with the responsibility of conducting the process for the procurement of goods, works and services. Their activities are guided by the provisions of the 2007 Public Procurement Act being regulated by the Bureau of Public Procurement.

1.3.2.0 FUNCTIONS

The functions of the Unit as provided in the 2007 Public Procurement Act are:

- Preparing needs analysis;
- Preparing procurement plans;
- Advertising/soliciting for tenders or proposals;
- Conduct of market surveys;
- Evaluation of Tenders/Bids;
- Recommendation of award to the Commission's Tenders Board;
- Monitoring of procurement performance;;
- Advising the Executive Secretary on issues of procurement; and
- Any other duty that may be assigned by the Executive Secretary.

1.3.3.0 STRUCTURE

The Procurement Unit is headed by a Deputy Director who is assisted by four other Procurement Officers and one Office Assistant who undertake activities relating to Goods, Works and Services. The four officers all report to the Head of Procurement Unit.

1.3.4.0 STAFF DISPOSITION

S/N	RANK	CONRAISS	NO. OF STAFF
1.	Deputy Director	14	1
2.	Assistant Director Procurement	13	2
3.	Chief Procurement Officer	12	1
4.	Assistant Chief Procurement Officer	11	1
5.	Principal Procurement Officers	10	3
6.	Principal Confidential Secretary	10	1
7.	Clerical Officer I	05	1
TOTAL			10

1.3.5.0 ACHIEVEMENTS.

For the period under review, the Unit facilitated the procurement process for the following activities

1.3.5.1 Activities

S/N	ACTIVITY	DATE	LOCATION	REMARKS
1.	2019 Instructional Materials	Oct 2019 - July 2020	36 States and FCT	Ongoing
2.	2020 Constituency Projects	Oct 2020 - Date	Different Senatorial Districts and House of Representatives Constituencies across the 36 States and FCT	Ongoing
3.	Special/Direct Intervention Projects	Sept 2019 – Date	36 States and FCT	Ongoing
4.	Supply of Equipment Under North East Intervention Project	January – March 2019	UBEC H/Q Building	Ongoing
5.	Engagement of Consultants to Design and Supervise the Construction of the proposed UBEC Digital Resource Centre	Oct. 2020	Abuja	Awarded

6.	Supply of Furniture, Equipment and Printing of Stationeries and other publications	Jan-December 2020	UBEC H/Q, States and Zonal Offices	Concluded
7.	Recommendation of Payment for activities successfully executed	January-December	N/A	Ongoing

1.3.6.0 CHALLENGES/CONSTRAINTS

The following constraints were faced by the Unit in the discharge of its functions:

- Inadequate office space.
- Space for storage of Procurement Records.

1.3.7.0 CONCLUSION

The Unit has resolved to ensure that all procurement activities are carried out in compliance with the 2007 Public Procurement Act. This will ensure that quality goods, works and services are procured and delivered on time with a view to ensuring fit for purpose and achieve value for money.

1.4 PUBLIC RELATIONS AND PROTOCOLS UNIT

1.4.1.0 INTRODUCTION

The Public Relations and Protocol Unit of UBEC is saddled with the responsibility of initiating and implementing public enlightenment as well as strategizing corporate communication and related activities for UBEC. The Unit has the mandate to create a sustainable positive image for the Commission through enhanced publicity. It is also responsible for initiating and executing programmes geared towards revitalising public trust and confidence in UBEC's capacity to lead and mobilize Federal, State and LGA agencies for the implementation of basic education programmes in the country.

1.4.2.0 FUNCTIONS

The Unit:

- has the responsibility for creating and sustaining a positive image for the Commission;
- provides leadership to the Commission in the maintenance of a cordial relationship with major UBE stakeholders and other segments of the public towards achieving the set goals and objectives of the Commission;
- mediates between the Commission and the public;

- produces UBEC information Magazine, Newsletters and issues Press Releases on the activities of the Commission;
- advises on local and international engagements; transit and other logistics;
- facilitates hotel reservations and transport arrangements for resource persons and official guests of the Commission;
- coordinates hospitality services for guests in the Commission;
- monitors and tracks news stories, documentaries, and feature articles of the Commission in the Newspapers;
- moderates the Commission’s public functions; and
- anchors briefings, meetings and courtesy calls to the Commission.

1.4.3.0 STRUCTURE

The Unit is headed by an Assistant Chief Public Relations Officer who reports directly to the Executive Secretary through the Special Assistant to the Executive Secretary. The Head of Unit, however, works closely with other Departments and Units in the discharge of its mandates.

1.4.3.1 STAFF DISPOSITION

S/N	RANK	CONRAISS	NUMBER
1.	Assistant Chief Public Relations	11	1
2.	Assistant Chief Protocol Officer	11	1
3.	Principal Admin. Officer	10	1
4.	Principal Information Officer	10	1
5.	Senior Information Officer	09	1
6.	Camera Man	05	1
7.	National Youth Service Corps Members	-	3
TOTAL			9

1.4.4.0 COMPLETED ACTIVITIES

Among others, the Unit in the period under review executed the following media related and protocol activities:

- Provided on and off-site media coverage for major UBEC internal and external events including:
 - Open Schooling Stakeholders meeting in Kaduna on the 6th-7th February, 2020;
 - Meeting of UBEC Management with SUBEB Chairmen at Barcelona Hotel, Wuse II, FCT, Abuja on 19th March, 2020;
 - Interactive Sessions between Management and staff and the newly appointed Deputy Executive Secretaries of UBEC on 25th June, 2020;

- Familiarization meeting between the Board Chairman and UBEC Management after his appointment as Board Chairman of UBEC on 13th July, 2020;
- Oversight Visit by the House of Representatives Committee on Education on the 26th of October, 2020; and
- Retreat for UBEC Governing Board and UBEC Management; 6th to 10th December, 2020 at Bristol Palace Hotel, Kano State.
- Monitored and tracked news items, documentaries, and feature articles of and on the Commission in the news media.
- Organised and coordinated media and press briefing for the conduct of 2020 Technical and Financial Bidding.
- Compiled and provided direction for the production of critical UBEC informative and advocacy materials.
- Coordinated various print and online advertorial, announcements and publicity of UBEC events especially on the recruitment of Federal Teachers' Scheme (FTS).
- Ensured smooth logistics operations and arrangements for UBEC events and activities.
- Facilitated visa processing, documentation and other arrangements for hitch free local and international travels and boarding for UBEC staff on assignments.
- Moderated and anchored all UBEC formal events including:
 - meetings and interview sessions with designated media;
 - internal Departmental briefings;
 - engaged UBEC professional Departments with SUBEB Directors and Desk Officers across the country;
 - advocacy visits to major UBE stakeholders at National and State levels; and
 - courtesy calls to UBEC Executive Secretary by major government functionaries, UBE stakeholders, Advocacy groups, Media correspondents, International Development Partners, etc.
- Provided still and motion pictures (video materials), documentation and reference materials for major UBEC events.
- Effectively managed the public relations profile and image of the UBE Commission through regular press releases, interviews between UBEC Executive Secretary and key media organs, press briefings, etc.

1.4.5.0 ACHIEVEMENTS

Through the above listed activities, the Unit succeeded in:

- Maintaining a robust UBE media presence in Nigeria's public domain.

- Creating a robust and UBE/Stakeholder-sensitive and people friendly atmosphere for addressing and responding to negative public perception and reportage of UBE programme.
- Broadening access to improved reportage of the UBE programme.
- Innovating improved mechanisms for responding to emerging issues in UBE programme implementation through factual dissemination of information on strategic UBEC interventions, engaging online media and specialized print media platforms.
- Providing and sustaining a vibrant protocol service that ensured smooth logistics arrangement for all UBEC activities as well as travel and boarding arrangements for designated staff.
- Maintaining and sustaining constant information and public enlightenment on Federal Government's intervention in basic education delivery through UBEC.
- Acquiring a sabre GPS used in direct airline ticketing.

1.4.6.0 CONSTRAINTS

The Unit was constrained in the exercise of its mandates and set targets due to the following factors:

- Low budgetary allocation and funding for media related activities.
- Increasing cost of media production, broadcast and media related activities.
- Inadequate office space, furniture and equipment for all the entire staff.
- Low stakeholder's and public awareness of UBE programme initiatives.

1.4.7.0 ON-GOING ACTIVITIES

The following are the major on-going activities of the Unit:

- Collating of materials and recording for UBEC documentaries on NTA and selected radio stations and other newsprint and online channels.
- Preparing for the routine engagement of UBEC Executive Secretary with media practitioners.
- Routine publicity of UBEC and UBE related events as they occur.
- UBEC media presence tracking.

1.4.8.0 FUTURE ACTIVITIES

Going forward, the Unit intends to pursue a more vigorous public relations framework that seeks to integrate contemporary and creative mechanisms for publicising the modest achievements of UBEC and creating a robust platform for mobilizing stakeholder support for UBE programme activities. Along this line, the following activities are envisaged:

- Training and retraining of staff of the Public Relations and Protocol Units especially the newly recruited staff of the Unit.
- Public Relations functionaries are being mobilized to offer improved professional services in the coming year.
- Development and production of UBE TV jingle in English and other major language variations (Hausa, Yoruba, Igbo, Pidgin English).
- Production of weekly UBE TV and Radio Documentaries.
- Structured feature writing on UBEC intervention/UBE issues in major national and regional newspapers.
- UBE newspaper publicity on UBE funding, deliverables, contemporary issues and adverts.
- Printing of a quarterly UBEC in-house news magazine.
- Printing and dissemination of UBE posters and other light publicity of advocacy messages on the UBE programmes to mass audience using bulk SMS.
- Creation of social media accounts for engagement with the public (Facebook, Twitter and Instagram).

1.4.9.0 CONCLUSION

The concluded activities have generally provided various added advantages to UBEC operations nationwide, including:

- Improved public enlightenment on key issues regarding UBEC activities.
- Increased private–sector and non-public interest in and involvement in UBE processes.
- Improved public perception and general rating of UBEC among its key stakeholders and the general public.

The execution of the aforementioned activities has paved the way for improved UBEC presence in the public domain, stakeholders’ appreciation of the efforts made by UBEC in achieving its mandate, improved public understanding of the collaborative nature of UBE delivery and the prime importance of States’ commitment to quality basic education delivery in the country.

1.5 SERVICOM UNIT

1.5.1.0 INTRODUCTION

The SERVICOM Unit is under the Executive Secretary’s Office. The Unit is the engine of the Commission to realize the UBE Mandate by recommending and helping the management to provide basic services to which each citizen is entitled in a timely, fair, honest, effective, and transparent manner.

1.5.2.0 FUNCTIONS

The basic functions of the SERVICOM Unit include but are not limited to:

- Liaising between the Commission and the Federal Ministry of Education on SERVICOM matters.
- Representing the Commission in the Ministerial SERVICOM Unit quarterly meetings.
- Monitoring and updating the activities of State and Zonal Offices on Service delivery.
- Formulating, implementing and reviewing the Commission's Service Charter.
- Processing reports from State and Zonal Offices on the response from stakeholders on UBEC Service delivery.

1.5.3.0 STAFF DISPOSITION

	DESIGNATION	CONRAISS	NO. OF STAFF
	Assistant Chief Legal Officer	11	1
TOTAL			1

1.5.3.0 ACHIEVEMENTS

The following achievements were recorded during the course of the year:

- Reviewed, printed and distributed UBEC Service Charter (Second Edition).
- Service Delivery awareness and Work Plan training in collaboration with World Bank BESDA Environmental and Social Safeguards Programme for all BESDA Focus States.
- Servicing of SERVICOM Committee Meetings.
- Review and Update of UBEC Service Charter.

1.5.4.0 CONSTRAINTS

The Unit faced the following constraints in the process of carrying out its activities:

- Inadequate funds to implement the Unit's activities.
- Inadequate training of SERVICOM Staff.

1.5.5.0 ON-GOING ACTIVITIES

The following activities are on-going:

- Quarterly Seminar of SUBEBs' SERVICOM Focal Officers.
- Implementation of UBEC BESDA Safeguards Programme.
- Training Workshops for SERVICOM Unit staff and those of SUBEB SERVICOM Committee UBEC.

1.5.6.0 FUTURE ACTIVITIES

The Unit intends to carry out the following activities in the future:

- Follow-up monitoring of the SUBEBs, LGEAs, and schools to ensure the establishment and functionality of SERVICOM Unit at the State Level.
- Quarterly Networking Seminar with SUBEBs SERVICOM Desk Officers.
- Quarterly Training of UBEC SERVICOM Unit staff by the SERVICOM Institute.
- Training of UBEC members of staff on SERVICOM ideals.
- Hosting of MSUs Quarterly meetings with MDAs under the Federal Ministry of Education.
- Monitor and evaluate the implementation of SERVICOM ideals at the UBEC Zonal Offices and SUBEBs.
- Conduct seminar for SUBEBs' SERVICOM Officers on the SERVICOM progress reports expected from them.

1.6 SPECIAL PROJECTS UNIT

1.6.1.0 INTRODUCTION

The Special Projects Unit is domiciled in the Office of the Executive Secretary. It coordinates activities of all International Development Partners and Donor Agencies involved in the implementation of basic education programmes in Nigeria.

1.6.2.0 STRUCTURE OF THE UNIT

The Unit is headed by a Deputy Director/Coordinator, Special Projects who reports directly to the Executive Secretary. He, however, works closely with other Heads of Departments and their relevant Technical Officers. He is assisted by three Project Officers and an Assistant Chief Confidential Secretary.

1.6.3.0 FUNCTIONS OF THE UNIT

The main functions of the Unit are:

- coordinating the implementation of UBE activities in collaboration with multi and bi-lateral agencies; and
- liaising with Donor Agencies, Non-Governmental Organizations and other Development Partners in support of basic education in Nigeria. These are in line with the provision of UBE Act, 2004, Part II, Sections (j) and (r).
- Other functions of the Unit are to:
 - coordinate the implementation of all Development Partners' support activities in the improvement of basic education in Nigeria;
 - coordinate and provide support to Technical Officers in both UBEC and SUBEBs to facilitate the achievement of projects target;
 - initiate new projects or support areas for collaboration with International Development Partners; and
 - arrange, coordinate and facilitate High Level Donor Coordination meetings in the area of basic education.

1.6.4.0 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NUMBER
1.	Project Coordinator/Head of Unit	14	1
2.	Deputy Director, Special Project	14	1
3.	Assistant Chief Project Officer	11	1
4.	Assistant Chief Confidential Secretary	11	1
5.	Principal Quality Assurance Officer	10	1
6.	Senior Project Officer	09	1
TOTAL			6

1.6.5.0 UNIT ACTIVITIES

The activities of the Unit include liaising with major International Development Partners collaborating with the Universal Basic Education Commission and providing support for the development of basic education in Nigeria. The projects coordinated by the Unit are as stated below:

1.6.5.1 The World Bank:

- **State Education Program Investment Project (SEPIP)**

The World Bank has been a long-time partner and is currently supporting the State Education Programme Investment Project in

Nigeria. This is an innovation project being piloted in three States: Anambra, Bauchi and Ekiti States. Under this project, funds are disbursed to States after they have achieved and accomplished some pre-determined performance/disbursement indicators called Disbursement Linked Indicators (DLIs). Thus, this is a result-based financing project. UBEC as a statutory Agency charged with the responsibility or coordinating Basic Education in Nigeria has a major role to play.

Additional Financing (AF) of SEPIP is focusing on the need for system strengthening in the North-East States of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe in addition to the 3 States of Anambra, Bauchi and Ekiti. It is designed to strengthen the educational system by supporting:

- need-based teacher deployment;
- school-level management and accountability; and
- measurement of student learning in the participating States.

The institutional arrangement for the SEPIP project designated UBEC as a Technical Assistance provider to the implementing States. UBEC is also the main Monitoring & Evaluation outfit for the project.

- **Global Partnership for Education (GPE)/Nigerian Partnership for Education Project (NIPEP)**

The Global Partnership for Education (GPE) is under the World Bank supervision. The GPE/NIPEP is a 100 million US Dollars grant aimed at assisting Nigeria to achieve EFA goals through increased access and improved quality in basic education. Financing Agreement of the project was signed and ratified by the Federal Ministry of Finance in November 2015. The project is at various stages of implementation in the five States of Kaduna, Kano, Katsina, Jigawa and Sokoto. The major areas of focus in the project are:

- increasing girl-child enrolment and retention through Conditional Cash Transfers (CCT);
- strengthening SBMCs; and
- teacher professional development (TPD) especially on classroom management.

UBEC is designated as a Technical Assistance Provider to the implementing states and the main Monitoring & Evaluation outfit for the project.

- **Better Education Service Delivery for All (BESDA), Program-for-Results (PforR) Operations**

Better Education Service Delivery for All, Program-for-Results (PforR) is an operational project that has been requested for by the Federal Ministry of Education from the World Bank in support of the Ministry's Ministerial Strategic Plan (MSP) 2016-2019. The project is a **\$611m** operation to support Pillar I of the MSP, the Out-of-School Children. The operation became effective on 22nd January 2018 and focuses on 17 States (Adamawa, Bauchi, Borno, Ebonyi, Gombe, Jigawa, Kebbi, Kaduna, Kano, Katsina, Niger, Oyo, Rivers, Sokoto, Taraba, Yobe and Zamfara States) with the highest number of out-of-school children.

1.6.5.2 Skill "G" Project

Skill "G" is one of the companies established for educational development in Nigeria. Their functions include the promotion of Science & Technology, Mathematics, Engineering, and Technical & Vocational Education in Nigeria from Primary to Tertiary levels.

1.6.6.0 ACHIEVEMENTS

The achievements of the Unit in the year under review are:

- The provision of technical support to Committee on KOICA, JICA and MacArthur Foundation Projects established by the Executive Secretary.
- Commencement of another phase of work through Consultancy on the under listed key activities:
 - Total re-engineering of the UBEC website;
 - Automation of UBEC operations;
 - Development of Remote Monitoring; and
 - Complete overhaul of UBEC Internet connection.
- Facilitated visits to BESDA focus States and provided technical supports on BESDA State Delivery Plans (Work Plan) for implementation after COVID-19 lockdown.
- Maintained BESDA Secretariat, at IGI House, No. 3 Gwani Street, off IBB Way, Wuse Zone 4, Abuja for the National Programme Coordinator and Result Area Consultants.

- Continuous provision of support to States on implementation of BESDA activities.
- Facilitated the payment of allowances to BESDA National Programme Coordinator, National Consultants of Result Areas I, II & III, State-Based Consultants and other supporting staff.
- Hosted the virtual meeting of mid-term Review of the World Bank Mission on BESDA.
- Provided technical assistance to BESDA Technical Team of the UBE Commission.
- Attended to enquiries on BESDA implementation at the National Assembly.
- Coordinated the BESDA Programme 2nd Financial Monitoring across the 17 States.
- The Unit also facilitated the:
 - development of BESDA Instruments for Result Area 2, Finance & Accounts and Result Area 3;
 - establishment of 23,011 Centers in the 17 BESDA focus States of Cohort 1;
 - enrolment of 1,404,757 Out-of-School Children (OoSC) of Cohort 1.
 - participation of 1,792,833 children in the intensive literacy programme in Cohort 1; and
 - training of 40,275 teachers on intensive literacy programme in Cohort 1.

1.6.7.0 CONSTRAINTS

In spite of the achievements recorded by the Unit, there are still some constraints. These are:

- Limited avenues and poor mobility/logistics on reaching Internally Displaced Persons (IDPs) for collaboration dialogue.
- Limited office space/accommodation.
- Inadequate budgetary provision (of counterpart funding) for project monitoring.

1.6.8.0 FUTURE ACTIVITIES

The Unit is proposing to carry out the following activities in the future:

- Establishing more linkages with relevant Ministries and Departments such as the Federal Ministry of Education (FME), National Population Commission (NPopC), Federal Ministry of Finance (FMF), Immigration Service, Customs & Excise, Nigeria Ports Authority, etc,

for smoother coordination and implementation of IDPs supported Programmes and Projects.

- Opening up dialogue with other IDPs such as USAID, Canadian International Cooperation Agency (CIDA) and the Emirate International Cooperation Agency.
- Discussion and dialogue with Multi-national Corporations such as Samsung, LG and Microsoft Cooperation for areas of collaboration in basic Education.
- Regular meetings with IDPs on collaboration in the Basic Education sub- sector.
- Establishing linkage with the African Development Bank in Basic Education sub-sector.
- Discussion with KOICA on Nigeria Health Care Delivery Project for Basic Education 2020 – 2024 Proposal.
- Discussion with Skill “G” on capacity building for teachers for improvement of Basic Science and Mathematics Education.

CHAPTER 2

DEPARTMENT OF ACADEMIC SERVICES

Mrs. Roseline Medubi was born on 28th October, 1965 in Kabba, Kabba-Bunu Local Government, Kogi State. She attended Methodist Primary School, Kabba, from 1971-1977 and St. Barnabas Secondary School, Kabba, 1977-1982. She proceeded to the School of Basic Studies, Ilorin for her 'A' level and graduated in 1984. She graduated from the University of Ilorin, Kwara State with a B.Ed. Educational Management in 1988. She undertook her National Youth Service in Federal Polytechnic, Birnin-Kebbi under the then Sokoto State from 1988-1989. She obtained her M.Ed. in Education Planning and Administration, 2006 from the University of Lagos.

Mrs. Medubi started her working career with the defunct National Primary Education Commission (NPEC) in 1989 as a Research Officer II. NPEC was later reconstituted as Universal Basic Education Commission (UBEC) and she continued her career there. She rose through the ranks where she held various positions in Universal Basic Education Commission such as Monitoring Officer, Quality Assurance Officer, State Coordinator and Zonal Director before assuming the position of the



Mrs. Rose Medubi
Director, Dept. of Academic Services

Director, Academic Services in 2020 to date.
She is happily married with children.

2.1.0 INTRODUCTION

The Department of Academic Services came into existence in 2004 after a major restructuring of the UBE programme following the signing into law of the UBE Act in May, 2004. The Department is vested with the responsibility of coordinating curriculum development, Early Childhood Care Development and Education (ECCDE), provision of instructional materials, library development, sports development, Agricultural Science and Education, Guidance and Counseling, quiz and debate, Coordinating the participation of the Commission at the Joint

Consultative Committee Meetings (JCCE) as well as the National Council on Education (NCE) meeting amongst others.

Consequently, the mission of the Department is to stimulate innovation and creativity in the implementation of basic education delivery through proper coordination, synergy of activities and provision of quality education support services.

2.2.0 FUNCTIONS OF THE DEPARTMENT

The functions of the Department include the following:

- Handling of all correspondence on instructional materials that involves States, International Development Partners, Authors and Publishers amongst others.
- Coordinating the monitoring, availability and utilization of Instructional Materials supplied to the states using FGN/UBE intervention funds on yearly basis and develop a National report thereafter;
- Assessing Actions Plans from States on Agricultural Education and Sports Development
- Coordinating the smooth implementation of Agricultural Education Programs to build pupils interest and catch them young into early entrepreneurship life style;
- Coordinating the Monitoring of the Status of Agricultural and Education Training(AETP) programme across the states and FCT.
- Reviewing of library Resource materials to be procured for the Basic Education School Libraries across States and FCT.
- Providing of e-learning resources across the States and FCT as well as facilitating the monitoring and upgrading of the centres across the country in line with global standards.
- Stimulating the provision and coordination of functional libraries as well as classroom collections for all UBE target groups for the enhancement of learning-to-learn skills and reading habit for life-long literacy;
- Promoting Physical and Health Education/School Sports, Debate/Literacy, Guidance and Counseling Services in basic education schools;
- Advising the Commission on requests from agencies and individuals soliciting for financial support for their education related projects.
- Representing the Commission in professional meetings of Librarians as well as Guidance and Counselors meeting.

- Coordinating and facilitating the Commission’s participation at the Joint Consultative Committee on Education (JCCE) as well as the National Council on Education (NCE) meetings.
- Collaborating with United Nations Children’s Fund (UNICEF) and other development Agencies in Early Childhood Care and Development Programmes.
- Collaborating with the Nigerian Education Research and Development Council (NERDC) in the review and development of the 9-Year Basic Education Curriculum.

2.3.0 STRUCTURE OF THE DEPARTMENT

The Department is headed by a Director and assisted by a Deputy Director.

The Department comprises of three Units which are:

- Instructional Materials
- Education Support Services
- Academic Planning

The Units are coordinated by the Director who ensures compliance with policies and guidelines of UBE implementation. Consequently, for ease of coordination, efficiency, and optimal performance the Units are segregated into sections.

Below are the outlined sections of each unit:

2.3.1 Instructional Materials Unit

The Unit comprises of the following sections:

- Instructional Materials.
- e-learning.
- Agricultural Education Training Programme (AETP).
- Better Education Services Delivery for All (BESDA).
- Northern Education Initiative Plus (NEIplus) (Mukaranta; Let’s Read)
- Reading and Numeracy Activity (RANA).

2.3.2 Education Support Services Unit

The Unit comprises of five sections. These are:

- Library services.
- Guidance and Counseling Services.

- Physical and Health Education/Sports Development.
- President’s Schools Debate.
- Continental Education Strategies for Africa(CESA) Desk.

2.3.3 Academic Planning Unit

The Unit has 3 sections as follows:

- Early Childhood Care Development and Education (ECCDE), Primary and Junior Secondary School (JSS).
- Curriculum Development.
- Joint Consultative Committee on Education (JCCE) and the National Council on Education (NCE).

2.4.0 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Director	15	1
2.	Deputy Director	14	1
3.	Assistant Director	13	2
4.	Chief Academic Planning Officer	12	2
5.	Assistant Chief Librarian	11	1
6.	Assistant Chief Academic Planning Officer	11	1
7.	Principal Academic Planning Officer	10	4
8.	Senior Academic Planning Officer	09	1
9.	Higher Data Processing Officer	08	1
10.	Academic Planning Officer I	08	4
11.	Academic Planning Officer II	07	1
12.	Driver	05	1
TOTAL			20

2.4.0 ACHIEVEMENTS

In the course of the year under review, the following were the achievements of the Department:

- Assessed all the Action Plans submitted by SUBEBs in the Agricultural Educational Training Programme and Sports Development components.
- Monitored the AETP programme across the states Using 2018 FGN/UBE Intervention Fund.

- Conducted the Phase 1 monitoring and verification of the availability and utilization of Instructional materials supplied across the 19 Northern States and FCT using 2015/2016 FGN/UBE intervention funds
- Supported the President Schools' Debate Tournament during the 60th Independence Anniversary Edition of Inter-SUBEBS Debate competition held in Abuja from 23rd - 26th November, 2020.
- Submission of report on the National Sport Survey carried out in twelve (12) States of the Federation and FCT from 12th - 16th July, 2019.
- Catalogued UBE information materials as well as created newspaper index proforma.
- 32 States and the FCT have accessed the one percent (1%) Sports Fund.
- Coordinated and facilitated the Commission's participation at the 64th Meeting of the Joint Consultative Committee on Education (JCCE) held from 20th – 23rd October, 2020.
- Represented the Commission at the Meetings of Working Group on the National Early Childhood Development and Education (ECCDE).
- Represented the Commission at the Planning Committee Meetings of the Nigeria's Annual Education Conference (NAEC).
- Collaborated with the Department of Teacher Professional Development in conducting a Master Trainers' workshop on Reggio Emilia and other Child-Centred Approaches on ECCDE from 23rd – 27th November, 2020 in Nasarawa State.

2.5.0 CONSTRAINTS

The following are the constraints faced by the Department in the discharge of its functions:

- Non-committal attitude of some States to ECCDE in spite of the approval of the one-year compulsory ECCDE/Pre-primary Education and entrenchment in the National Policy on Education (NPE).
- Late submission of memoranda from other Departments for onward submission to the JCCE secretariat of the Federal Ministry of Education.
- Inadequate funds to effectively carry out activities under the ECCDE component.
- Inadequate data on school libraries in basic education schools.
- Lack of budgetary provision for Guidance and Counseling Services implementation.

- Non-availability of implementation guidelines for School Sports development.
- Non-adherence to the use of the UBEC Approved minimum guidelines for implementation of the Agricultural Education Training Programme by some states.

2.6.0 ON-GOING ACTIVITIES

The following are on-going activities being carried out by the Department:

- Development of Resource Materials for Pre-Primary Education Teachers in the UBE Programme.
- Conduct of a Four-Day Workshop with SUBEB Desk Officers in-charge of Early Childhood Education.
- Monitoring of AETP programme implementation in the outstanding 11 States for 2018 and 2019 AETP.
- Phase II Monitoring of the availability and verification of utilization of Instructional materials supplied across the 17 southern states using 2015/2016 FGN/UBE intervention funds.
- Workshop with experts for the departmental staff on Nigerian Educational Research and Development Council (NERDC) Benchmark on Instructional Materials Assessment for both print and e-learning resources.
- Compilation and fine-tuning of the reports on the availability of instructional materials and functionality of libraries carried out across the States and FCT in November, 2020.

2.7.0 FUTURE ACTIVITIES

The following future activities have been slated for implementation by the Department:

- Monitoring of AETP programme in the 36 states and the FCT.
- Verification of the availability and utilization of instructional materials supplied across the 36 states and FCT using 2018/2019 FGN/UBE Intervention Fund.
- Procurement of instructional materials using 2020 FGN/UBE Intervention Fund.
- Vetting of Library Resources Materials/selection of relevant ones for procurement.
- Vetting of AETP Action Plan from SUBEBs.

- Attending meetings, workshops and seminars with International Development Partners like RANA, BESDA, NEIplus, etc.
- Guidance and Counselling Master Trainers Workshop for UBE Counsellors.
- Development of implementation guidelines on Guidance & Counselling for UBE schools.
- Workshop/Meeting with experts on the development of a framework for the implementation of the 1% Intervention Fund on School Sports Development.
- Development of implementation guideline for School Sports.
- Conduct verification exercise on utilization of the 1% Intervention Fund disbursed to states for School Sports development.
- Workshop/Meeting with SUBEBs Directors, Desk Officers in-charge of Sports Development as well as Stakeholders of sports at the basic education level to discuss on effective implementation of programmes.
- Meeting with library Desk Officers and stakeholders to discuss outcome on availability and functionality of school libraries and to chart a way forward.
- Upgrade of the UBEC library to E-library.
- Preparation to participate in the forthcoming JCCE and NCE meetings.

2.8.0 CONCLUSION

The Department has been working in collaboration with relevant Departments and Agencies in the delivery of quality basic education through the provision of access, equity and continuous capacity building of personnel across levels to meet current global trends in education.

CHAPTER 3

DEPARTMENT OF ADMINISTRATION AND SUPPLIES

Mal. Hassan O. Usman was born in the ancient city of Kano on 28th October, 1962 but hails from Ukpake town, Ajaokuta Local Government Area of Kogi State. He attended Demonstration Primary School, Okene, between 1969 and 1975; Okene/Ogamina Government Secondary School between 1976 and 1981; School of Basic Studies, Kwara State College of Technology now Kwara State Polytechnic from 1981 and 1983. Thereafter he proceeded to Ahmadu Bello University, Zaria-Kaduna State where he acquired a B.A. degree in Public Administration in 1987.

Mal. Hassan O. Usman on his quest for further knowledge proceeded to obtain a Master's Degree in Political Science, with specialization in Public Administration from University of Ibadan in 1991. Following the completion of his National assignment as a Youth Corper with the Immigration Department, Federal Ministry of Internal Affairs in Sokoto in the year 1988, he was employed as Administrative Officer II with the Directorate for Social Mobilisation (MAMSER), FCT-Abuja between February and November, 1989. He thereafter transferred his service to the defunct National Primary Education Commission (NPEC).

Mal. Usman is a seasoned Administrator who rose through the ranks in the Public Service. In the era of the defunct NPEC, he was deployed as Senior Administrative Officer, NPEC, Benin Zonal Office between 1996 and 2004.

Mal. Usman saw the Commission's metamorphosis from NPEC to UBEP and eventually the Universal Basic Education Commission following the enactment of the UBE Act, 2004 into law.

He has served in the following capacities in the Commission:



Mal. Hassan O. Usman
Director, Administration and Supplies

- Lagos Liaison Officer, UBEC;
- Head of Unit, Training and Welfare, UBEC;
- Member, UBEC Board and Management Secretariat.
- Head, UBEC Board and Management Secretariat.
- Member/Secretary of Various Ad-hoc Committees such as SSAP&DC; Restructuring and Re-Organisation; Capacity Building Committees, etc.

Mal. Hassan O. Usman was promoted to the post of Director with effect from 1st August, 2018, and was deployed as the Director, UBEC South-South Zonal Office on 4th May 2018, and thereafter North-West Zonal office on 22nd May 2019. On 19th October, 2020, he assumed duty in the UBEC Headquarters as Director, Administration and Supplies with effect from 30th October, 2020.

He is an Associate Member, Chartered Institute of Personnel Management of Nigeria. Mal. Usman is happily married, and his household is blessed with children.

3.1.0 INTRODUCTION

The Department of Administration and Supplies provides routine assistance to the Chief Executive in the administration of the Commission particularly in ensuring that matters affecting the Organization and Staff are handled and processed in accordance with the provisions of the Public Service Rules, Circulars, Extant Rules and the Commission's Staff Conditions of Service.

The Department carries out general administrative duties bothering on the control and coordination of personnel and equipment. Being a supportive department, all its functions are geared towards assisting other Departments to ensure the effective implementation of the UBE programme.

3.2.0 STRUCTURE

The Department has five (5) units namely, Establishment; Welfare; Board, Management and Training; Maintenance and Services; and Stores. It is headed by a Director who is assisted by a Deputy Director in the day-to-day running of the Department.

3.2.1 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Director	15	1
2.	Deputy Director	14	1
3.	Assistant Director	13	1
4.	Chief Admin. Officer	12	3
5.	Assistant Chief Admin. Officer	11	5
6.	Principal Admin. Officer	10	11
7.	Senior Admin. Officer	09	7
8.	Admin. Officer I	08	2
9.	Admin. Officer II	07	2
10.	Senior Confidential Officer	10	7
11.	Senior Executive Officer	08	1
12.	Higher Executive Officer	07	1
TOTAL			42

3.3.0 FUNCTIONS

The functions of the Department mainly centres on the efficient and effective management of both human and material resources of the Commission. These include:

- Handling Senior Staff Matters such as Appointments, Promotions and Discipline.
- Processing applications for Secondment, Transfers, Upgrading, Conversions of Staff, Regularization and Merger of Service, requests for participation in both local and international seminars and workshops, etc.
- General maintenance of the Commission's equipment, furniture and provisions of other related utility services for better service delivery.
- Liaising with relevant agencies on staff welfare such as Federal Mortgage Bank of Nigeria (FMBN), Code of Conduct Bureau, National Health Insurance Scheme (NHIS), etc.
- Organizing training and manpower development programmes for staff.
- Serving as the Secretariat for UBEC Board and its Standing Committees, as well as the Management Committee.
- Making purchases on behalf of the Commission in line with requests from departments and issuing Job Orders and Local Purchase Order (LPOs), as well as auctioning of unserviceable furniture and equipment in the Commission.
- Liaising with Pension Fund Administrations (PFAs) to update Staff Retirement Savings Accounts (RSAs).
- Assisting in the review of administrative, welfare and manpower development policies of the Commission.

3.4.0 ACHIEVEMENTS

The following activities were carried out by the Department during the year under review:

- Conducted 2020 Promotion Examination for senior and junior staff.
- Conducted interview for the replacement of 74 staff that exited services of the Commission.
- Successfully serviced all the meetings of UBEC Board and its Standing Committees, as well as Management Committee.
- Organized a retreat for UBEC Board and Management in Kano, Kano State.

- Conducted orientation workshop for UBEC staff in the South-West Zone and Kwara State Office in Ibadan, Oyo State.
- Conducted a Training for UBEC staff in Ibadan, Oyo State from 4th – 7th March, 2020.



The Exec. Sec., Dr. Hamid Bobboyi making a speech during the training for UBEC staff in Ibadan, Oyo State



Members of management present at the Training



Cross section of members of staff at the Training

- Facilitated the elevation of the Commission to Category ‘B’ by Abuja Environmental Protection Board for effective management of Environmental Master Plan (EMP).
- Provided hand sanitizers to staff and disinfected UBEC Headquarters Office Complex following the outbreak of COVID-19 Pandemic.
- Facilitated the renewal of Rent Agreement in respect of three (3) State Offices i.e. Delta, Ekiti and Abia.

- Renovated the Boardroom, Conference Hall; four (4) offices in the Department of Planning, Research and Statistics and one (1) office was also partitioned in the Department of Administration and Supplies.
- Processed the payment of Rent Supplement to all qualified staff in January, 2020.
- Ensured prompt payment of financial relief/assistance to three (3) Staff on grounds of fire outbreak and health challenges.
- Processed payment of monthly pension to 101 UBEC Pensioners.
- Remitted pension deductions to Staff Retirement Savings Accounts.
- Conducted pre-retirement workshop for staff who retired in 2020.
- Facilitated the successful conduct of Environmental Impact Audit Assessment of UBEC Head Office facilities.

3.5.0 CONSTRAINTS

The following constraints were experienced by the Department in carrying out its functions during the year:

- Inability to conduct verification of UBEC Pensioners in the year under review.
- Delay by the FMBN in refunding National Housing Fund (NHF) contributions to retirees and families of deceased staff.
- Lack of imprest to run some units in the Department.
- Inadequate budgetary provision to organize capacity building workshop for staff.
- Inadequate computers to migrate from manual operation to Government Integrated Financial Management Information System (GIFMIS) as directed by the Office of the Accountant General of the Federation.
- Insufficient budgetary allocation for maintenance/high cost of maintenance works and exorbitant cost of parts due to inflation.
- Lateness in reporting faults to the Maintenance and Services Unit for quick remediation.

3.6.0 ON-GOING ACTIVITIES

The following activities are on-going in the Department:

- Routine maintenance of office equipment and furniture.
- Processing of outstanding utility and services bills for 2020.

- Processing of Stores Receipt Vouchers (SRVs) for the supply of 2019 Instructional Materials and 2020 Constituency Projects and the payment of Contractors.
- Processing of staff requests for Long-Term Training.
- Establishment of a revolving housing loan for staff, as well as partnering with reputable Estate Developers for UBEC Staff Housing Estate.
- Liaising with FMBN for prompt registration and update of Staff NHF contributions and direct on-line access to individual account details with ATMs, POS and internet linkages.
- Making arrangement for all retired and deceased UBEC Staff to get full refund of their unutilized contributions from FMBN.
- Pre-retirement workshop for Staff who will retire in 2021.
- Implementation of Environmental Impact Audit Assessment findings.

3.7.0 FUTURE ACTIVITIES

The following activities are slated for implementation in the future by the Department:

- Conduct of 2021 Promotion Examination for Senior and Junior Staff.
- Establishment of a Sick Bay equipped with appropriate health facilities to avoid contagious diseases and maintain a healthy workforce in the Headquarters.
- Conduct of Annual Long Service/Merit Awards for staff.
- Provision of security angle bar for Sound Proof Generator.
- Addition of two more couch on the perimeter fence between UBEC and FCMB.
- Re-roofing of the water pumping machine room.
- Servicing and flushing of the boreholes.
- Provision and improvement of office security facilities (internal and external).
- Provision of Fire Fighting Equipment.
- Training of staff on Record Keeping and Store Management

3.8.0 CONCLUSION

The Department has achieved a lot in the year under review and it remains committed to ensuring the smooth running of the Commission. It will also ensure that staff matters are handled in accordance with the provisions of the Public Service Rules, Extant Circulars and the Commission's Staff Conditions of Service.

CHAPTER 4

DEPARTMENT OF FINANCE AND ACCOUNTS

Sir Michael Mtomga Aule KSM was born on 30th July, 1961 at Wukari, Taraba State. He attended St. Mary's Primary School, Wukari and Government Secondary School, Ibi in 1974 and 1981 respectively. He proceeded to the College of Preliminary Studies, Yola for his pre-degree programme (IJMB 'A' Level) and graduated in 1983. He thereafter attended the Ahmadu Bello University, Zaria for his Bachelor of Science (B.Sc. Hons.) Degree in Accounting and graduated in 1986. He also obtained his Master's Degree in Business Administration (MBA) at the same university in 1999. He is currently pursuing his Doctorate Degree Programme (Ph.D) in Accounting and Finance at the University of Jos, Plateau State. The topic of his Thesis is "The effect of Federal Government Funding on the Universal Basic Education (UBE) Programme in Nigeria".

He started his career at the New Nigerian Newspapers, Kaduna in 1986-1987 where he undertook his National Youth Service. After his youth service, he went back to former Gongola State and was interviewed as an Accountant II. While he was waiting for the State appointment letter, he got a job in a private company; Afcott Nigeria Plc. as a Senior Accounts Officer (1988-1990). He joined the service of the defunct National Primary Education Commission (NPEC), Kaduna as an Accountant 1 on 11th October, 1990 and rose through the ranks to the present position of the Director of Finance and Accounts, Universal Basic Education Commiss-



Sir Michael Mtomga Aule KSM
Director, Finance & Accounts

ion (UBEC), Abuja on 21st March, 2020.

He is a Fellow of the Association of National Accountants of Nigeria (ANAN); Associate Member, Chartered Institute of Taxation (CITN); Fellow, Institute of Chartered Economists of Nigeria (ICEN); Member, Nigerian Institute of Management (NIM) and Member, Institute of Management Consultants (IMC).

Sir Michael M. Aule was knighted in 1998 in Kaduna and is currently the Metropolitan Grand Knight of the Knights of Saint Mulumba (KSM), Nigeria, Abuja Metropolitan Council. He is also an Ambassador for the Universal Peace Federation. He is happily married to Lady Helen M. Aule LSM and blessed with four children.

4.1.0 INTRODUCTION

The Department of Finance and Accounts was established at the inception of the defunct NPEC in 1988.

4.2.0 STRUCTURE

The Department is headed by a Director and assisted by (3) Deputy Directors and Five (5) Assistant Directors. It consists of 5 units, namely:

- Expenditure Control Unit;
- State Accounts Unit;
- Funds and Budget Unit;
- Financial and Fiscal Reporting Unit; and
- Special Projects Unit.

4.3.0 STAFF DISPOSITION

S/N	Designation	CONRAISS	NO. OF STAFF
1.	Director	15	1
2.	Deputy Director	14	3
3.	Assistant Director	13	5
4.	Chief Accountant/Chief Executive Officer (Accounts)/Chief Conf. Secretary	12	11
5.	Asst. Chief Accountant/Asst. Chief Executive Officer.	11	9
6.	Principal Accountant/Principal Executive Officer I(Accounts)	10	18
7.	Senior Accountant/Principal Executive Officer II (Accounts) /Principal Conf. Secretary I	9	11
8.	Accountant I/ Senior Executive Officer (Accounts)	08	11
9.	Accountant II/Higher Executive Officer (Accounts)	07	5
10.	Executive Officer (Accounts)/Finance Assistant II	06	3
11.	Assistant Executive Officer Accounts	05	1
	TOTAL		78

4.4.0 FUNCTIONS

Apart from its traditional functions of financial record keeping, payment of staff salaries and overhead, preparation of Annual Budget, preparation of Annual Financial statements and reports, the department is also involved in fund disbursement to States and other providers of basic education, Financial Monitoring, Sourcing of funds and payment of zonal intervention,

Constituency projects and Federal Teachers' Scheme participants' monthly allowances (Primary and JSS).

4.5.0 ACTIVITIES

The Department of Finance and Accounts performs many functions as follows:

- Disbursing the FGN–UBE Intervention Funds to states and other providers of Basic Education;
- Conducting quarterly Financial Monitoring of the FGN – UBE Intervention Funds;
- Verifying compliance with 50% State counterpart Fund lodgment requirement;
- Advising the Federal Government, through the Federal Ministry of Education, on the funding of Basic Education in Nigeria;
- Preparing and presenting Financial Progress Reports on the Implementation of the UBE Programme to Mr. President through the Honorable Minister of Education;
- Managing Local and International Donor Agencies Grants;
- Liaising with other relevant bodies, such as Federal Ministry of Finance, Federal Ministry of Education, Office of the Accountant-General of the Federation, Office of the Auditor-General for the Federation, National Assembly, the Presidency, etc., on matters relating to funding and implementation of Basic Education;
- Preparation of the Commission's Annual Budget;
- Preparing Cash Flow Analysis;
- Determining the basis of allocating Funds to States and other UBE Implementing Agencies;
- Preparing and presenting the Commission's Annual Financial Statements.
- Keeping the Commission's financial records;
- Recommending for the appointment of External Auditors for Annual Audit of UBEC/SUBEBs in respect of FGN-UBE Intervention funds;
- Providing other financial advisory services to the Commission on Taxation, Investment, Foreign Exchange Management. e.t.c.;
- Processing and payment of monthly allowances to Federal Teachers Scheme Participants; and
- Processing and payment of monthly staff, emoluments and other financial entitlements.

4.6.0 ACHIEVEMENTS

4.6.1 Disbursed **₦60,219,852,950.75** UBE Matching Grants/Paris Club Counterpart Fund to 29 States and FCT. viz:

S/N	STATE	PERIOD	AMOUNT
1.	Abia	1 st -4 th Qtrs. 2017 & 2018 Matching Grant	2,348,277,699.01
2.	Adamawa	1st - 4th Qtrs. 2018 Matching Grant	1,473,832,845.21
3.	Akwa Ibom	1 st -4 th Qtrs. 2019 Matching Grant	1,519,884,078.86
4.	Anambra	1st Qtr. 2017 - 4th Qtr 2019 Matching Grant	5,029,074,443.81
5.	Bauchi	1 st -4 th Qtrs. 2019 Matching Grant	1,519,884,078.86
6.	Bayelsa	Balance of 4 th Qtr. 2018 and 1 st -4 th Qtrs. 2019 Paris Club	2,011,161,692.56
7.	Benue	3 rd – 4 th Qtrs.. 2018 and 1 st -4 th Qtrs. 2019 Matching Grant	2,129,233,051.40
8.	Borno	1 st -4th Qtrs. 2019 Matching Grant	1,519,884,078.86
9.	Cross River	1st - 4th Qtrs. 2019 Matching Grant	1,519,884,078.86
10.	Delta	1st-4 th Qtrs. 2018 Matching Grant	1,519,884,078.86
11.	Edo	Balance of 4th Qtr.2018 Matching Grant	491,277,613.70
12.	Ekiti	1st- 4th Qtrs. 2019 Matching Grant.	1,519,884,078.86
13.	Enugu	2 nd Qtr. 2018 and 1 st -4 th Qtrs. 2019 Matching Grant	3,519,884,078.86
14.	FCT	1st- 4th Qtrs. Paris Club 2018 and 1st – 4th Qtrs. 2019 Matching Grant	3,976,272,156.44

15.	Gombe	1 st - 4 th Qtrs. 2019 Matching Grant.	1,519,884,078.86
16.	Jigawa	1 st - 4 th Qtrs. 2019 Matching Grant.	1,519,884,078.86
17.	Kaduna	1 st -4 th Qtrs. 2019 Matching Grant.	1,519,884,078.86
18.	Kano	1 st -4 th Qtrs. 2019 Matching Grant.	1,519,884,078.86
19.	Kogi	1 st -4 th Qtrs. 2019 Matching Grant.	1,519,864,078.86
20.	Kwara	1st Qtr. 2014 - 4th Qtr. 2019 Matching Grant	7,151,000,000.00
21.	Nasarawa	1 st -4 th Qtrs. 2017&1 st -3 rd Qtr. 2018 Matching Grant	2,219,156,231.16
22.	Niger	4 th Qtr. 2019 and 1st and Part of 2nd Qtrs. 2019 Matching Grant	992,905,640.26
23.	Ondo	1 st - 4 th Qtrs. 2019 Matching Grant	1,519,884,078.86
24.	Osun	1st - 4th Qtrs. 2014 & 1st -4th Qtr. Matching Grant	1,519,884,078.86
25.	Oyo	1st - 4th Qtrs. 2019 Matching Grant	1,519,884,078.86
26.	Rivers	1 st - 4 th Qtrs. 2019 Matching Grant	1,519,884,078.86
27.	Sokoto	1 st - 4 th Qtrs. 2019 Matching Grant	1,519,884,078.86
28.	Taraba	1st - 4th Qtrs. 2019 Matching Grant	1,519,884,078.86
29.	Yobe	1st - 4th Qtrs. 2019 Matching Grant	1,519,884,078.86
30.	Zamfara	1st - 4th Qtrs. 2019 Matching Grant.	1,519,884,078.86
TOTAL			60,219,852,950.75

4.6.2 Disbursed N1,474,546,362.93 Special Education fund to 21 States and to duly registered Non-Governmental Organizations (NGOs) that provide free special education to the public as follows.

S/N	STATE	PERIOD	AMOUNT
1.	Abia	2016 and 2017 Special Education Fund.	54,909,076.18
2.	Akwa Ibom	2017 & 2018 Special Education Fund.	67,128,415.00
3.	Anambra	2018 Special Education Fund.	36,727,914.50
4.	Bayelsa	2018 Special Education Fund	36,727,914.50
5.	Cross-River	2018 Special Education Fund	36,727,914.50
6.	Delta	2016, 2017 & 2018 Special Education Fund.	91,363,990.68
7.	Ebonyi	2018 Special Education Fund	36,727,914.50
8.	Ekiti	2018 Special Education Fund	36,727,914.50
9.	Enugu	2018 Special Education Fund	36,727,914.50
10.	Jigawa	2017 & 2018 Special Education Fund	67,128,415.00
11.	Kaduna	2017 & 2018 Special Education Fund.	67,128,415.00
12.	Kogi	2018 Special Education Fund	36,727,914.50
13.	Kwara	2018 Special Education Fund	36,727,914.50
14.	Lagos	2018 Special Education Fund	36,727,914.50
15.	Niger	2018 Special Education Fund	36,727,914.50
16.	Osun	2018 Special Education Fund	36,727,914.50

17.	Plateau	2018 Special Education Fund	67,128,415.00
18.	Rivers	2018 Special Education Fund	36,727,914.50
19.	Sokoto	2018 Special Education Fund	36,727,914.50
20.	Taraba	2016, 2017 & 2018 Special Education Fund	91,363,990.68
21.	Yobe	2018 Special Education Fund	36,727,914.50
	NGOS	2018 other payments to private providers of Special Education.	454,204,842.39
TOTAL			1,474,546,362.93

4.6.3 Disbursed the sum of **₦13,736,500,000.00** as Teacher Professional Development Fund for training of teachers and Education Managers to the 36 States and FCT as well as Agencies implementing basic education:

S/N	STATE	PERIOD	AMOUNT
1.	Abia	2 nd Tranche 2016/COVID – 19 Support Fund/ Training Reimbursement	147,500,000.00
2.	Adamawa	COVID – 19 Support Fund/Training Reimbursement	65,000,000.00
3.	Akwa Ibom	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
4.	Anambra	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
5.	Bauchi	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
6.	Bayelsa	2017/2018 TPD Fund/ Training	409,000,000.00

		.Reimbursement	
7.	Benue	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
8.	Borno	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
9.	Cross River	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
10.	Delta	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
11.	Ebonyi	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
12.	Edo	Training Reimbursement	5,000,000.00
13.	Ekiti	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
14.	Enugu	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
15.	F.C.T. Abuja	2nd Tranche 2016/COVID – 19 Support Fund/ Training Reimbursement	147,500,000.00
16.	Gombe	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00
17.	Imo	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00
18.	Jigawa	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
19.	Kaduna	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00

20.	Kano	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
21.	Katsina	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
22.	Kebbi	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
23.	Kogi	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00
24.	Kwara	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
25.	Lagos	2 nd Tranche 2016 & 2017/2018 TPD Fund	491,500,000.00
26.	Nasarawa	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
27.	Niger	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
28.	Ogun	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00
29.	Ondo	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
30.	Osun	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00
31.	Oyo	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
32.	Plateau	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
33.	Rivers	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00

34.	Sokoto	COVID – 19 Support Fund/ Training Reimbursement	65,000,000.00
35.	Taraba	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
36.	Yobe	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
37.	Zamfara	2017/2018 TPD Fund/ Training Reimbursement	409,000,000.00
	SUB-TOTAL		11,536,500,000.00
1.	NTI	Support Fund	200,000,000.00
2.	NCNE	Support Fund	500,000,000.00
3.	TRCN	Support Fund	50,000,000.00
4.	NBAIS	Support Fund	50,000,000.00
5.	NERDC	Support Fund	300,000,000.00
6.	NCCE	Support Fund	50,000,000.00
7.	NIEPA	Support Fund	50,000,000.00
8.	NMC	Support Fund	450,000,000.00
9.	NMEC	Support Fund	500,000,000.00
10.	ABU	Support Fund	50,000,000.00
SUB-TOTAL			2,200,000,000.00
GRAND TOTAL			13,736,500,000.00

- Conducted 34th and 35th Financial Monitoring of the FGN-UBE Intervention Funds in all the 36 states of the federation and FCT. The exercise was aimed

at ascertaining the judicious utilization of funds, ensuring compliance with the approved action plans and enabling the preparation of progress report on the implementation of the UBE programme for presentation to Mr. President as required by section 9 (h) of the UBE Act, 2004.

- Secured the release of **N52,915,486,001.00** being 2020 approved UBE Budget.
- Successfully prepared and defended the 2021 Budget at the National Assembly.

4.7.0 ONGOING ACTIVITIES

- Conduct of the 2017/2018 Audit of Intervention Funds of the 36 SUBEBs and FCT.
- Computerization of UBEC Accounting system

4.8.0 CHALLENGES

- Irregular release of Capital development funds and constituency projects funds which cause delay in project execution. There is also the issue of abandoned projects.
- Inadequate office Accommodation.
- Slow utilization of the FGN-UBE Intervention funds by SUBEBs.
- Lack of political will by some State Governments to access the FG-UBE Matching Grants.
- High turnover rate of SUBEBs Accounting Personnel.
- Delay in submission of Financial Returns by SUBEBs.
- Low level of budgetary allocation to Basic Education by States and Local Governments.
- Inadequate working equipment, like computers.

4.9.0 FUTURE ACTIVITIES

- Development of Audit procedural manual
- Audit of the 2021 FGN-UBE Intervention Fund
- Full implementation of IPSAS.

4.10.0 CONCLUSION

The Finance and Accounts Department has been able to respond to many challenges based on the support of the Management. This has resulted in new and efficient ways of performing departmental functions. Data on disbursement of FGN-UBE Intervention Fund is posted on the UBEC website for public knowledge in line with Mr. President's change mantra of Transparency, Accountability and Probity. This has reduced the response time in which the Commission provides reports to individuals and Organizations on the FGN-UBE Intervention Funds.

CHAPTER 5

DEPARTMENT OF INTERNAL AUDIT

Malam Badamasi Muhammad Musa was born in Funtua, Funtua Local Government Area of Katsina State on 21st June, 1962.

A 1985 graduate of Bayero University, Kano, Badamasi M. Musa acquired B.Sc. Accountancy degree and proceeded to Ibadan, Oyo State where he did his compulsory National Youth Service from September 1985 to August 1986. He became a full-time member of the National Accountants of Nigeria in September, 1995.

He started his working experience with the Kaduna State Audit Department as Auditor II. At the creation of Katsina State in 1987, he moved to Katsina, the new state capital. He was the Accountant in charge of Housing Loan in the Katsina Housing Authority between November, 1988 and February, 1992.

On return to democratic rule in Nigeria, he was deployed by the Office of the Secretary to the Katsina State Government to the Katsina House of Assembly as Principal Accountant in March 1992. In 1994, he was transferred to the Katsina State Agricultural and Community Development Project (an International Fund for Agricultural Development – IFAD-assisted project) and served as Deputy Financial Controller of the project.

In October 1994, he joined the services of the National Primary Education Commission which later transformed into the Universal Basic Education Commission. He rose through the ranks from the Principal Internal Auditor, when he joined the Commission, to become the Director, Department of Audit in May 2020.

He has attended several courses which included the United Nations Entrepreneurship Development Workshop.



Malam Badamasi Musa
Director, Department of Audit

in Jos 1992, Basic Accounting and Financial Management Workshop in 1994, and several Association of National Accountants of Nigeria (ANAN's) Annual Mandatory Continuing Professional Development (MCPD) Programmes. He also attended the International Workshop tagged "Innovation in Educational Technology" at the Silicon Valley, California, USA in 2017.

One of the benefits he got from working with NPEC/UBEC is that Badamasi M. Musa has visited all the states of Nigeria and over 95% of the Local Governments in the country. He is happily married with children.

5.1.0 INTRODUCTION

The Universal Basic Education Commission, which is an agency of the Federal Government, having a self-accounting status has a responsibility under FR1602 (i-iii) and FR 1701 to fully constitute an Internal Audit which is a custodian of Internal control to provide a complete and continuous audit of accounts and records of Revenue and Expenditure, assets, allocated and unallocated stores, where applicable. FR1701 defines Internal Audit as a managerial control which functions by measuring and evaluating the effectiveness of the Internal Control system.

Generally, under FR1703 every Internal Audit, reports directly to the Chief Executive of the organization. Thus, the Department of Internal Audit of the Commission reports directly to the Executive Secretary.

5.2.0 DEPARTMENTAL STRUCTURE

The Department is headed by a Director who is assisted by a Deputy Director. It is made up of two units, namely:

- Prepayment and System Audit Unit
- Budget Monitoring/Forensic Audit Unit

5.3.0 FUNCTIONS

The following are the functions of each Unit of the Department:

5.3.1 Prepayment and System Audit Unit:

- Assisting the Director Audit in the day to day activities of monitoring and supervising the department in the area of prepayment and System audit.
- Developing appropriate tasks in ensuring seamless implementation of emerging technologies in downloading files from GIFMIS System for further analysis.
- Assisting in enhancing the internal audit functions in the area of prepayment audit.
- Assisting in ensuring effective implementation of internal audit monitoring and evaluation activities.
- Assisting in ensuring that laid down procedures are also being observed and/or complied with in matters relating to tendering, contracts and store keeping with a view to preventing waste, pilferages and extravagance.

5.3.2 Budget Monitoring/Forensic Audit Unit

- Assisting the Director of Audit in carrying out the day-to-day activities of monitoring and supervising the Department particularly in the area of budget and revenue monitoring and forensic audit operations of the organization.
- Assisting the Director of Audit in developing proper budgeting on revenue monitoring and evaluating audit-related activities that will guarantee regular and up-to-date reports on implementation of the budget of the Commission.
- Assisting the Director of Audit in using problem-solving tools and techniques in the areas of forensic audit and investigations.
- Advising the Director of Audit in the application of specialized knowledge and software in the area of audit and investigation.
- Liaise with all relevant agencies in the area of conducting Value-for-money-audit (Performance Audit) so as to ascertain the level of economy, efficiency and effectiveness derived from government projects and programmes as directed by the Director of Audit.

5.4.0 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Director, Internal Audit	15	1
2.	Deputy Director, Internal Audit	14	1
3.	Chief Internal Auditor	12	2
4.	Assistant Chief Internal Auditor	11	2
5.	Senior Internal Auditor I	10	1
6.	Internal Auditor II	08	1
TOTAL			8

5.5.0 MAJOR DEPARTMENTAL ACTIVITIES/PROGRAMMES.

The Audit Department is statutorily saddled with the responsibilities of ensuring that administrative and financial controls set by the Management is duly complied with. It also serves as a tool for measuring the adequacy or otherwise of internal controls within the system.

The following were the achievements of the Department of Audit during the year:

- Achieved effective internal controls within the Commissions' general operations which included the application of the internal controls mechanism

and other necessary audit controls in the financial and administrative activities of the Commission.

- Ensured that the controls set by Management reduced the chances and opportunities for staff and stakeholders to be involved in corrupt practices.
- Ensured compliance to approved annual budgets during implementation. The Department of Audit plays a key role by ensuring that the annual approved budgets were adhered to. This is done through daily update on the approved annual budgetary provisions compared with the actual expenditure during budget implementation.
- Follow-up of the implementation of the recommendations observed during Financial Monitoring of Intervention funds accounts at SUBEBs. Financial Monitoring is a quarterly Financial and Auditing of all SUBEBs' Intervention Fund accounts in which the observations and recommendations in the reports are noted for implementation by SUBEBs.
- Completion of developed Audit procedural guide. There was previously no manual to be used as a guide but this was achieved in the year, 2020 during which an Audit Manual was produced by the Commission for use by the Commission and SUBEBs.
- Compliance Audit of TPD and Special Education Funds: This is a complete audit report on TPD and Special Education Fund disbursed to SUBEBs towards ensuring compliance to utilization guidelines during implementation.
- Post-Audit Review of 2019 UBEC accounts and operations. This is a review of all accounts domiciled in the Commission for UBE Intervention funds, Constituency projects and International donor accounts.
- Monitoring of 2019 Instructional materials Supplied to SUBEBs through e-platform. This is a unique platform established by the Department in conjunction with the Department of Administration and Supplies called e-platform reporting via whatsapp group for timely reporting and engaging Zonal and States Officers in the verification exercise. The task has reduced the cost of several physical verification during payments to the Commission and thus reduces delays in contractors' payments. The Platform is still running effectively and efficiently .The reports serves as the basis for issuing Internal Audit Certification and Store Receipt Voucher.
- Ensured that all Intervention funds disbursements guidelines were adhered to and that conditions for disbursements of Intervention Fund to SUBEBs are duly observed.

- Verified annual stock at hand in the Commissions' Store as at 31st December, 2020 being a statutory member of Annual Stock Taking Committee.

5.6.0 CONSTRAINTS

The Department faced the following constraints in carrying out its functions:

- Inadequate awareness of the key roles of the Department of Internal Audit in the Commission as a management control tool by other Departments/Units.
- Important and statutory audit programmes that will bring positive changes in the Commission are often seen as a threat by other Departments.
- Inadequate funding to extend audit activities to other key areas of Basic Education Programme implementation such as Audit monitoring of disbursements to other Federal Government Agencies, SBMC, Private providers, Almajiri/Tsangaya and Vocational/Model schools after completion.
- Inadequate office accommodation in the Department.
- Inadequate office equipment (Computers and Accessories).

5.7.0 ON-GOING ACTIVITIES

In the course of the year, the following activities were on-going:

- Routine market survey on efficient and effective cost for office supplies, office maintenance, motor vehicle maintenance and office equipment.
- 100% Pre-audit of payment vouchers for Intervention funds, International Donors, Constituency Fund and Federal Teachers' Scheme Fund.

5.8.0 FUTURE ACTIVITIES/PROGRAMMES

The following activities are being proposed in the Department in future:

- Training of UBEC/SUBEBs Auditors and Accountants on the developed Audit Procedural Guide.
- Review of 2020 Annual Audit Report of UBEC accounts and operations.
- Conduct of Special Audit of the 2019 Constituency projects.
- Follow-up on the observations and recommendations of financial monitoring reports conducted in the year 2021.
- Follow-up on the observations and recommendations in the Management Reports of 2018 UBEC and 2017 SUBEBs accounts.
- Compliance Audit of 2017 and 2018 Teacher Professional Development Fund.

- Compliance Audit of BESDA Fund in the BESDA States.

5.9.0 CONCLUSION

The Audit Department achieved much during the year 2020 despite the disruption of some of its activities due to the COVID-19 lockdown. The Department is ever ready to address issues of ensuring adequate controls to forestall administrative risks, assets loss and even loss of funds.

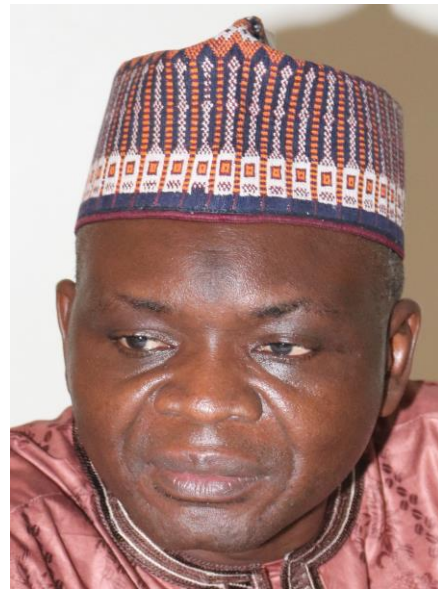
CHAPTER 6

DEPARTMENT OF PHYSICAL PLANNING

Engr. Sadiq Abubakar Sa'ad was born in Lagos on 27th July, 1966. He started his primary school education in Lagos but transferred to Central Primary School, Gombe, in 1971 and left in Primary Seven in 1977. He worked as a Pupil Teacher in the same school. In 1978, he gained admission into the Government Secondary School, Billiri, and came out with Division One in the West African School Certificate Examination (WASCE).

After his secondary school education, he was admitted into the School of Basic Studies of Ahmadu Bello University, Zaria, for his Advanced Level Course. After obtaining his 'A' Levels through the IJMB Certificate, he was admitted into the Department of Civil Engineering of ABU, Zaria, in 1984 and graduated with Bachelor of Engineering (Civil) in 1989. He had his National Youth Service at the Headquarters of the Nigerian Railway Corporation in Lagos in 1990.

After the completion of his NYSC, he was employed by the defunct National Primary Education Commission as Civil Engineer II. In 1991 when the Commission was scrapped, he joined the service of Abubakar Tafawa Balewa University, Bauchi, where he worked at various times with the Physical Planning Unit and Works Department. In 1994 when the National Primary Education Commission was reconstituted, he rejoined the organisation. He



Engr. Sadiq Abubakar Sa'ad
Director, Department of Physical Planning

has been with the organization till date.

Engr. Sa'ad is a member of the Nigerian Society of Engineers (NSE) and a registered member of the Council for the Regulation of Engineering in Nigeria (COREN). He is also a member of Nigerian Institute of Structural Engineers and Nigerian Institute of Civil Engineers. He has vast experience in Design, Planning, Construction, Supervision and Management.

He has attended many courses both locally and internationally. He is married and has children.

His hobbies include reading, travelling, game hunting, tennis and badminton.

6.1.0 INTRODUCTION

The Department of Physical Planning coordinates the intervention of infrastructural development in order to ensure the delivery of qualitative basic education in the 36 States and FCT. The interventions are provided by Donor Agencies, Corporate Organizations and Federal Government using different models. This is achieved through the activities and programmes of the Department.

Most of the staff have been posted to the six (6) geo-political zones across the country to serve as resident supervisors/monitors for the various interventions and capital projects in the States.

6.2.0 STRUCTURE OF THE DEPARTMENT.

The Department is headed by a Director and has three (3) Units namely: Architecture, Engineering and Quantity Surveying. The Architectural Unit consists of Planners and Architects. The Engineering Unit has Civil Engineers, Building Engineers, Electrical Engineers, and Mechanical Engineers while the Quantity Surveying Unit consists of Quantity Surveyors, Land Surveyors and Estate Surveyors. It has resident supervisors that supervise projects in the 36 States and FCT. They report to both the Director of Physical Planning and the Zonal Director of the States where they are posted as residents.

6.3.0 FUNCTIONS OF THE DEPARTMENT OF PHYSICAL PLANNING

The specific functions of the Department include:

- Setting up of minimum standards for Basic Education infrastructure which are subject to change periodically.
- Assessment and vetting of the infrastructural component of SUBEBs Action Plans for accessing of FGN-UBE Matching Grant and Special Education Funds.
- Participating in the Monitoring/Supervision of approved UBEC/SUBEB executed projects.
- Participating in the preparation of short, medium and long-term budgets for the Commission.
- Carrying out market surveys for basic construction materials with a view to updating cost norms and setting cost specific benchmarks for each SUBEB.
- Participating in the monitoring of Special Education Projects and Donor Agencies' projects when the need arises.

- Attending to major maintenance of UBEC building facilities when the need arises.
- Providing briefs on and coordinating the activities of Consultants engaged by the Commission for different projects.
- Creating and updating the records for UBEC/SUBEBs projects in terms of approved proposals and confirmed deliverables after conducting routine project and Specialized Monitoring.
- Supervision of Direct Intervention and Constituency Projects through the Residency Supervision arrangement.

6.4.0 STAFF DISPOSITION

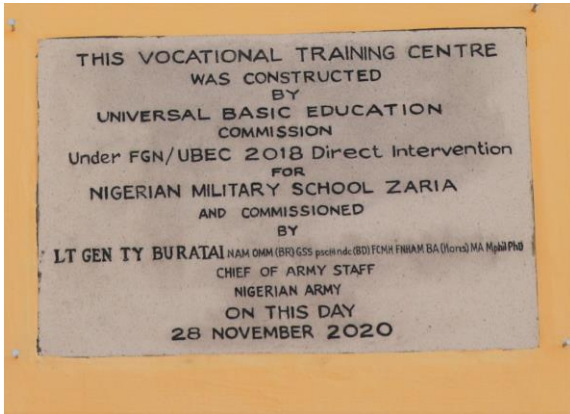
S/NO	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Director	15	1
2.	Assistant Director	13	2
3.	Chief Architect	12	1
4.	Assistant Chief Admin Officer, Assistant Chief Quantity Surveyor, Assistant Chief Architect, Assistant Chief Town Planning Officer	11	4
5.	Principal Civil Engineer, Principal Electrical Engineer, Principal Estate Officer, Principal Town Planning Officer, Principal Architect, Principal Executive Officer 1, Principal Technical Officer 2 (Electrical)	10	10
6.	Senior Architect 1, Senior Estate Officer, Senior Mechanical Engineer, Senior Building Officer.	09	4
7.	Architect 1, Town Planning Officer 1, Planning Officer 1	08	4
8.	Civil Engineer 1, Electrical Engineer 1, Agric Engineer 1, Engineer 1	08	5
9.	NYSC/IT (Civil Engineer, Architect, Building Engineer, Electrical Engineer, Project Management, Entrepreneurship - Corps members)	07	10
TOTAL			41

Note: The Department has a total number of 23 staff posted out to various State and Zonal Offices in the six (6) geo-political zones.

6.5.0 ACHIEVEMENTS

The Department recorded the following achievements in the year under review:

- Assessed and vetted the infrastructural component of the Action Plans submitted by SUBEBs. This is to ensure that the specifications for the proposed infrastructural projects in the Action Plans comply with the UBE minimum standards and guidelines and are in line with best practices. This aspect of work covers both the FGN-UBE matching Grant and Special Education Funds. This is done periodically as SUBEBs send in their request for accessing FGN-UBE Intervention funds.
- Conducted specialized monitoring of approved and executed projects for Matching Grants in 36 States and FCT in December 2020.
- Through its Residency Supervision arrangement, the Department:
 - supervised 147 Constituency Projects for the year 2019;
 - worked closely with Consultants to supervise 93 North East special Intervention Projects; and
 - supervised the construction and ensured the delivery of 257 Zonal Intervention Project's (ZIP) Constituency projects for 2018.





A Special Intervention Project constructed by UBEC in Nigerian Military School, Zaria

- Produced Designs and Bill of Quantities for the 2020 ZIP Constituency projects.
- Conducted training for Physical Planning Staff on Digital project monitoring.
- Produced Designs for two (2) UBEC Zonal Offices.

6.6.0 CONSTRAINTS

The Department faced the following constraints in the discharge of its functions:

- Insufficient vehicles to undertake supervision and monitoring of projects.
- Inadequate number of technical Staff especially Quantity Surveyors and Structural Engineers.
- Limited working tools that would enhance the capacity of technical staff at project sites especially tools that will address the issue of quality at sites.
- Inadequate periodic training to enhance the capacity of officers and expose them to new techniques in project supervision and management.

6.7.0 ON-GOING ACTIVITIES

The following activities are on-going in the Department:

- Working closely with project consultants for the supervision of UBEC Model 1 and 2 Sites in 20 locations.
- Supervision of 289 Nos of Direct Intervention Projects.

- Supervision of 789 Nos of 2020 Constituency Projects.
- Supervision of the 2020 ZIP constituency and Direct Intervention projects.
- Supervision of the construction of two (2) UBEC Zonal Offices at Kaduna and Ibadan.
- Working on the Design for the senatorial Model Smart School.

6.8.0 FUTURE ACTIVITIES

The following are the activities that the Department intends to carry out in the future:

- The Department will conduct a market survey on building materials for infrastructural development in Basic Education Institutions for 36 States and FCT.
- The Department wants to acquire working tools that would assist technical officers in the supervision of their sites.
- The Department is working closely with the States to ensure that submission and assessment of Action Plans are done electronically.
- The Department is working closely with the States to ensure that projects are monitored electronically.
- The Department will deploy IT solutions for record keeping of verifiable deliverables from FGN/UBE Matching Grant and UBEC Special Intervention Projects.
- Source ways of getting cheaper building materials in States in order to reduce the cost of provision of infrastructural facilities.
- Develop a maintenance plan for States for their infrastructural projects

6.9.0 CONCLUSION

Despite the constraints mentioned above, the Department, with the support of the various Departments and Management of the Commission, was able to record the above achievements and it is the hope of the department to record more achievements in the years to come.

CHAPTER 7

DEPARTMENT OF PLANNING, RESEARCH & STATISTICS

Mr. Akpanossom Essien Udoh was born on 15th June, 1969 in Ikot Ubo – Ubium, Akwa Ibom State. He attended the prestigious Hope Waddel Training Institution (HOWAD) Calabar in Cross River State in 1984 and then proceeded to School of Basic Studies (SBS) Akamkpa for IJMB (A' level) programme from 1985 - 1988. He graduated from the University of Calabar in 1993/94 with a Bachelor of Science Honours degree in Mathematics & Statistics and later obtained a Postgraduate Diploma in Management in 2002. A core statistician with proven ability in his profession with pursuit for further knowledge, he proceeded to obtain his Masters degree in Educational Planning and Administration from the International Institute for Educational Planning (IIEP) in Paris, France in 2013 with specialties in Planning, Analysis and Education Management Information System (EMIS).



Akpanossom Essien Udoh. MNSA, MMAN
Ag. Director, Planning Research and
Statistics

Mr. Udoh started his career in the public service in 1994 with the then National Primary Education Commission (NPEC) where he did the National Youth Service in the Department of Planning Research & Statistics from June 1994 - May 1995. On completion of Youth Service and as a reward for hard work and dedication to duties during the period, Mr. Udoh was offered automatic employment into the services of the defunct NPEC on 30th May, 1995 as Statistician II. He has traversed through the Commission's transformation from NPEC to UBEP and eventually the Universal Basic Education Commission following the enactment of the UBE Act, 2004 into law.

A Data Manager and Research analyst, he has been instrumental in the planning and successful execution of country surveys and related projects some of which include:

- The 1995 NPEC organized Mass Verification Exercise (MVE) of all public schools in Nigeria.
- Census of All Qur'anic Schools in Nigeria in 1996.
- The 2006 and 2010 National Personnel Audit (NPA) of all Public schools in Nigeria as well as the 2018 NPA of All Public and Private Basic Education Institutions in Nigeria.

- The 2004, 2010, 2015 and 2018 Nigeria Education Data Surveys (NEDS), organized by the National Population Commission (NPopC) in collaboration with the FME, UBEC and NBS.

He has served in many different capacities as well as representing the Commission within and outside the ambits of his profession. These include but not limited to:

- Member, Population Working Group (PTWG), a Standing Working Committee of the NPopC.
- Member, Technical Committee and Nigerian contingent to the 49th and 50th Sessions of the United Nations Commission on Population Development (UNCPD) preparatory to the General Assembly on Population and Sustainable Development, New York in 2016 and 2017.
- IIEP Study Team leader to understudy the Education systems in France and UAE in 2012.
- Member, Nigeria Education management Information System (FME-NEMIS) Technical Committee.

He is an Associate Member, Nigeria Statistics Association (NSA) and Mathematics Association of Nigeria (MAN). Mr. Akpanossom Udoh is happily married and blessed with children.

7.1.0 INTRODUCTION

The Planning, Research and Statistics (PRS) Department is a ‘‘Think Tank’’ of the Commission charged with the responsibility of providing technical and professional support services to the Commission and other basic education stakeholders towards improved efficient and effective service delivery.

The Department is responsible for the development of strategic plans for the advancement of Basic Education through careful and analytical research. The Department through the Education Management Information System (EMIS) Unit is charged with ensuring the educational data is collected, stored and retrieved in a timely and accurate manner for educational planning and decision making. The Department also serves as the hub which ensures the smooth running of the Commission’s Information, Communication and Technology (ICT) process through its ICT Unit.

7.2.0 STRUCTURE

The Department is headed by the Director and is assisted by a Deputy Director and an Assistant Director. It comprises of 4 Units which include:

- Education Management Information System and Statistics (EMIS);
- Information and Communication Technology (ICT);
- Research and Publications; and
- Strategic Planning.

7.3.0 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Ag. Director	15	1
2.	Assistant Director	13	1
3.	Chief Planning Officer/ 2 Chief Programme Analysts	12	3
4.	Assistant Chief Planning Officer/ 2 Assistant Chief Statisticians/Assistant Chief Statistical Officer	11	4
5.	Principal Planning Officer/ 3 Principal Programme Analysts/ Principal Research Officer/ / Principal Statistician	10	6
6.	Senior Statistician / 3 Senior Planning Officer	09	4

7.	Driver	06	1
8.	Senior Data Processing Analyst	04	1
T O T A L			21

7.4.0 FUNCTIONS OF THE DEPARTMENT OF PLANNING RESEARCH & STATISTICS

The following are the key functions carried out by the Department:

- Advising Management on acquisition, maintenance, utilization and updating of ICT facilities in the Commission.
- Setting standards and monitoring the progress of the Computer Centres at the SUBEBs as well as providing technical support on the development of EMIS at UBEC, SUBEB, LGEA and school levels.
- Designing and developing data collecting instruments, coordinating, and managing the basic education databank through collation, processing, and dissemination.
- Serving as a link between collaborating agencies and other stakeholders on ICT development, data management and other related issues.
- Coordinating the development of UBEC Action, Strategic and Rolling Plans.
- Coordinating UBEC's Work Plan and Budget.
- Organizing quarterly In-house Seminars for UBEC staff.
- Coordinating Action Research in identified areas of Basic Education.
- Collecting, collating, and editing of UBEC publications (Annual Report, UBE Journal and Basic Educationist).
- Managing research and development components of assisted projects by International Development Partners (IDPs).
- Serving as a Secretariat for Inter-Departmental Committee on Research and serving as Technical Partners on special research assignments.
- Providing professional and technical support to SUBEBs on the development of their Strategic Plans, data generation, analysis, dissemination and EMIS.
- Assisting the states in collaboration with BESDA in developing their State Medium Term Basic Education Strategic Plan (SMTBESP); and
- Carrying out any other functions as may be directed by the Executive Secretary from time to time.

7.5.0 ACHIEVEMENTS

The Department's major achievements and activities carried out during the year are as follows:

- Carried out monitoring and evaluation of the implementation compliance of the 2017-2019 States Medium Term Basic Education Strategic Plans (SMTBESPs) in all the 36 States and the FCT.
- Reviewed the 2017 – 2019 implementation of the SMTBESP.
- Conducted sensitization meeting for the development of the 2020 - 2023 State/National Medium Term Basic Education Strategic Plans (SMTBESP/NMTBESP).
- Managed the Commission's website, internet connectivity and computer systems maintenance;
- In-house development of relevant softwares for ease of implementation of programmes and activities carried out by the different Departments of the Commission.
- Reviewed States' Action Plans to ascertain their level of compliance with the SMTBESP.
- Publicized the Commission's activities through uploads on the Commission's website.
- Maintenance and troubleshooting of ICT systems in the Commission, system repairs and installation of Antivirus and Microsoft Office package.
- Collaborated with the Teacher Development Department in the FTS e-recruitment exercise in November, 2020.
- Collated the 2018/2019 and 2019/2020 school records from States.
- Sensitization and collaboration meeting with 36 SUBEBs and FCT – UBEB EMIS Desk Officers at Gujuda Hotel, Mararaba, Nasarawa State in February, 2020.
- Collation and harmonization of 2018/2019 and 2019/2020 Basic Education data from 36 SUBEBs and FCT – UBEB.
- Preparation of instrument for the conduct of validation of 2018/2019 and 2019/2020 Basic Education data from 36 SUBEBs and FCT – UBEB.
- Continuous dissemination of basic education data, distribution of 2018 National Personnel Audit (NPA) published report and other relevant documents to stakeholder and end users.

7.6.0 MAJOR CHALLENGES/CONSTRAINTS

The Department was faced with the following challenges during the year in the course of executing its activities/programmes:

- Inadequate budgetary provision for activities of the Department.
- Low collaborations between Departments/Units in the Commission to ensure proper implementation of Strategic and Operational Plans.
- Inadequate professional training for staff of the Department.
- Closure of schools nationwide due to COVID-19 pandemic.
- Closure of government offices nationwide.
- Insufficient Office Space for members of staff.

7.7.0 FUTURE ACTIVITIES

The Department has scheduled to undertake the underlisted activities in the nearest future:

- Follow-up monitoring and evaluation of SUBEBs/FCT-UBEB compliance with the States' Medium Term Basic Education Strategic Plans (SMTBESPs) in the implementation process of their Action Plans; to ensure effectiveness and efficiency in Basic Education service delivery.
- Bi-annual meetings of the Directors in-charge of Strategic Planning in the SUBEBs/FCT-UBEB.
- Continuous and further collaboration with the International Development Partners (IDPs) and other stakeholders especially with SUBEBs/FCT-UBEB on Strategic Planning.
- Conduct of Quarterly In-house seminars.
- Capacity building of staff of the Department to enhance their performance and productivity.
- Collection and collation of materials for the publication of the 2020 Annual Report and UBE Journal.
- Continuous dissemination of Basic Education data to stakeholders and other end-users.
- Validation of the 2018/2019 and 2019/2020 school records.
- Sensitization of States on E-Government platforms.
- Sensitization of States on ICT policy for Basic Education and its implementation.
- Pilot Testing of data collection software.

- Training of UBEC technical officers and state technical committee on e-Data.
- Conduct of 2018/2019 and 2019/2020 validation of Basic Education data returns made to the Commission by SUBEBs and FCT-UBEB.
- Analysis of 2018/2019 and 2019/2020 Basic Education data.
- Generation of statistical tables and reporting 2018/2019 and 2019/2020 Basic Education data.
- Sustainability plan for collection of 2021 Basic Education data.

7.8.0 CONCLUSION

In the course of the year under review, the Departments has contributed its quota to the smooth running of the Commission and hopes to strengthen collaboration between other Departments, SUBEBs and other Stakeholders in the coming year.

CHAPTER 8

DEPARTMENT OF QUALITY ASSURANCE

Mallam Mansir Idris was born on the 4th day of January 1965, in Kankara Town in Katsina State. He started his education career in Kankara Primary School from 1970 to 1976 and proceeded to the then Kaduna Teachers' College from 1976 to 1981, where he obtained his Teachers' Grade Two Certificate in 1982. He attended College of Education, Kafanchan, Bayero University, Kano, 1986 to 1989 and University of Jos from 1990 to 1991 where he obtained his National Certificate on Education (NCE), B.A Ed, Education and Master's Degree in Education Planning and Administration, respectively.

Malam Mansir is a seasoned Education Administrator and an accomplished teacher. He started his teaching career with the then Ministry of Education, Kaduna State. Thereafter, he took up employment as a lecturer at the Federal College of Education, Katsina, 1991 – 1994. He was the Secretary, Caretaker Committee of the defunct National Republic Convention (NRC) 1992 – 1993 after which he joined the defunct National Primary Education Commission (NPEC) in 1994. He served in various capacities with the Commission, as State Coordinator in various State Offices. Acting Zonal Coordinator, Bauchi 2007– 2008; Zonal Director, North-Central Zonal Office in Lokoja and North-West Zonal Office in Kaduna 2014 – 2017; Director, Department of Special Programme, August 2017 to August, 2018 and Director, Department of Quality Assurance from September 2018 to date.

He also attended national and international trainings, few among them includes, Seminars on Economic and Trade for Teachers from African English-Speaking Countries; Shijiazhuang, China 2011; Innovation in Education Technology Silicon Valley, California, USA August 2017, Monitoring and Evaluation and Reporting of UBE Project, NIEPA, Ondo 2009; Strengthening the Capacity of FIS/UBEC/QAES in Quality Assurance Processes and Evaluation Kaduna, 2014, to name but a few.



Mallam Mansir Idris
Director, Department of Quality Assurance

In the area of Research and Publications, he has made an indelible impact in scholarship development. He has to his credit, a number of publication which were published in some journals of Education, among them includes: Examination Malpractice in Primary School, December 2002, UBE Digest Newsletter, Head Teachers as Immediate Supervisor in Primary School, UBE Digest 2001, Planning and Management of UBE Programmes toward effective Goal Achievement in Nigeria, December, 2007, among others.

He is also a Member of National Association of Educational Planners and Managers. He is happily married and has children.

8.1.0 INTRODUCTION

The Department of Quality Assurance is one of the 10 departments of the Commission. It is charged with the responsibility of ensuring high quality basic education through appropriate quality assurance mechanisms as well as prescribing, monitoring, evaluating, and maintaining Minimum Standards, especially in the area of teaching and learning.

8.2.0 THE STRUCTURE OF THE DEPARTMENT OF QUALITY ASSURANCE

The Department has three Units:

- Monitoring and Evaluation
- Assessment
- Zonal matters

Each Unit is headed by the most senior officer in the unit.

8.3.0 FUNCTIONS

The main tasks of the department are to prescribe and maintain minimum standards in Basic Education schools, monitor, appraise and oversee the operations of UBEC Zonal and State Offices. The Department, in the process of carrying out these tasks, evaluate the UBE programme through the following mechanisms:

- Quality Assurance - appraising school effectiveness and efficiency (through teaching and learning and assessing the quality of Basic Education provisions in schools);
- Prescribing, monitoring and maintaining minimum standards in basic education provisions;
- Assessment of learning achievements at the Basic Education level in Nigeria (e.g. National Assessment of Learning Achievements in Basic Education - NALABE)
- Liaising with other Departments of the Commission in the development of appropriate instruments for the purpose of evaluating their field activities;
- Co-ordinating activities of Zonal and State Offices.
- Receiving and collating Quarterly Administrative Reports from Zonal Offices.
- Organizing meeting of Zonal Directors/State Coordinators.
- Investigating and reporting on allegations/complaints concerning the Zonal/State Offices.
- Facilitating meetings of SUBEB Chairmen with UBEC Management.

- Collaborating with various Development Partners in the monitoring of programmes and projects in Basic Education institutions; and
- Carrying out any assignment that may be directed by the Executive Secretary and/or Management.

8.4.0 STAFF DISPOSITION

The Department has staff at the Headquarters, Zonal and State Offices.

8.4.1 STAFF DISPOSITION AT THE HEADQUARTERS

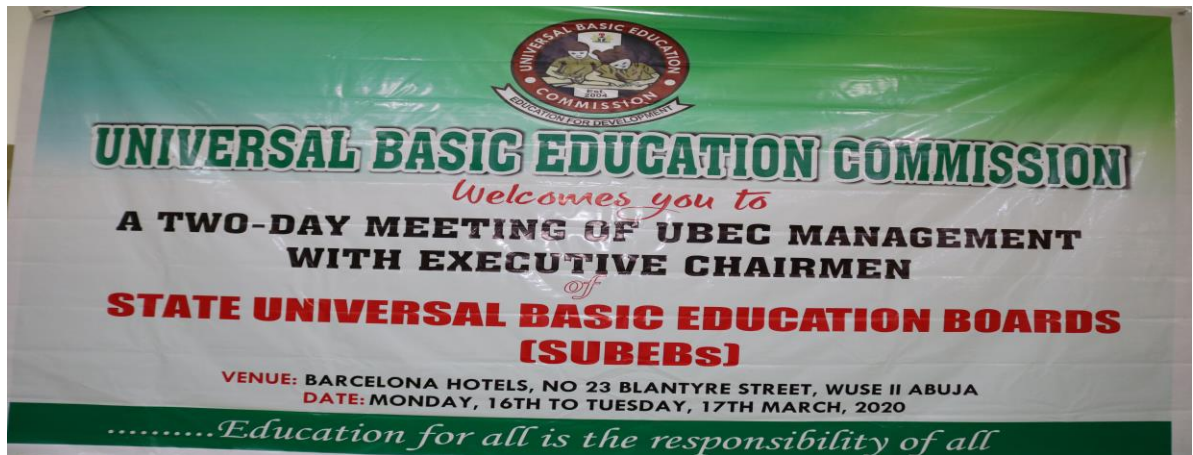
S/NO	STAFF DISPOSITION	CONRAISS	NO. OF STAFF
1.	Director	15	1
2.	Deputy Director	14	1
3.	Assistant Director	13	2
4.	Chief Quality Assurance Officer	12	1
5.	Assistant Chief Quality Assurance Officer	11	6
6.	Principal Quality Assurance Officer	10	3
7.	Senior Quality Assurance Officer	09	4
8.	Principal Confidential Secretary	09	1
9.	Quality Assurance Officer I	08	3
10.	Quality Assurance Officer II	07	4
11.	Driver	03	1
TOTAL			27

8.5.0 ACTIVITIES CARRIED OUT

The following activities were carried out by the Department during the course of the year:

- Meeting with SUBEBs Directors of Quality Assurance for the review of Action Plans and training of the DQAs on e-quality Assurance (January 2020 in Kaduna State) based on the 2% of FGN-UBE Fund allocated to quality assurance;

- Printing and distribution of the reviewed Minimum Standards in Basic Education. A document that serves as guide in ensuring standards in the delivery of Basic Education across Nigeria (March 2020 in Abuja);
- Printing and distribution of the developed Quality Assurance Framework (QAF) for the effective conduct of Quality Assurance activities by all stakeholders in Basic Education (March 2020 in Abuja);
- Participating in the conduct of all activities in the monitoring circle (Daily School Monitoring, Continuous Quality Assurance and Follow up) on termly basis in the States and technical support services on the new QA processes and procedures;
- Review of (Continuous Quality Assurance, Follow up and Daily School Monitoring) submitted by States (March – December 2020);
- Guide States to key into e-Quality Assurance (January – December 2020);
- Procurement of office equipment and mobility by Abia, Ebonyi and Enugu States, among others, for the conduct of QA in their States (June-December 2020);
- Meeting with Technical Working Committee (TWC) on Action Research and National Assessment (March 2020 in Abuja);
- Signing of MoU with International Association for the Evaluation of Educational Achievement (IEA) to strengthen the collaboration with International Partners for the conduct of National Assessment in Nigeria (August 2020 in Netherland and Nigeria);
- Meeting of UBEC Management with Executive Chairmen of SUBEBs (March 2020 at Barcelona Hotels, Abuja); and



A banner announcing the meeting of UBEC Management with Executive Chairmen of SUBEBs



The Executive Secretary, Dr. Hamid Bobboyi making a speech at the Meeting



Professors Gidado Tahir & Charles Onocha, former Exec. Secretaries of UBEC present at the Meeting



Members of UBEC Management at the Meeting



UBEC Executive Secretary, Dr. Hamid Bobboyi welcoming Chairmen of SUBEBs to the Meeting

- Development of Operational Guidelines Document for UBEC Zonal and State Offices which is now at the printing stage. This is to enhance efficiency and effectiveness in the activities of the Zonal and State Offices.

8.6.0 ACHIEVEMENTS

The following achievements were recorded by the Department:

- A reviewed Action Plan for the implementation of Continuous Quality Assurance based on the 2% of FGN-UBE fund;
- Interaction and deliberation with both old and new Executive Chairmen of SUBEBs;
- MoU signed with IEA on areas of collaboration;
- Distribution of the Minimum Standards and QAF documents to the relevant Stakeholders for effective conduct of Quality Assurance in the State; and
- Technical Working Committee developed framework template for the conduct of Action Research, National Assessment and Good Performance.

8.7.0 CONSTRAINTS

In the course of carrying out its functions, the Department faced the following constraints:

- Shortage of Quality Assurance Officers in all the States for the conduct of Quality Assurance;

- Slow implementation of Continuous Quality Assurance Action Plan by some States;
- Weak capacity of Quality Assurance Officers in the States for the conduct of Quality Assurance. A lot of the trained Quality Assurance Officers have either retired or have been transferred out of the Department; and
- Inadequate Mobility to conduct effective Quality Assurance activities especially at the LGEA level.

8.8.0 FUTURE PLANS

The Department plans to conduct the following activities:

- Conduct of general e-quality assurance with the use of procured mobile devices (Tablets).
- Regular support to State for effective conduct of Continuous Quality Assurance;
- Conduct of International Workshop on National Assessment (1st Quarter, 2021);
- Conduct of Action Research on the management of Absenteeism in Basic Education delivery in Nigeria (1st Quarter, 2021)
- Monitoring of the implementation of Quality Assurance practice in states.
- National Evaluation on the performance of States in the development of Basic Education annually.
- Capacity building for Head teachers and teachers on the conduct of Quality Assurance (School Self-evaluation (SS-e)).

CHAPTER 9

DEPARTMENT OF SOCIAL MOBILIZATION

Ossom Mmah Ossom is a result-driven education expert with keen interest in utilizing his professional skills towards enhancing the attainment of educationally related components of the Sustainable Development Goals (SDGs). He holds a 2nd-Class Upper Division, Bachelor of Arts degree in Communication Arts and Fine Arts, (August 1990), from the University of Cross River State (now University of Uyo), Nigeria; a Master's Degree in Public Administration (Human Resource Management), (May 2011), from the National Open University of Nigeria (NOUN), Abuja, Nigeria; a Masters' degree in Educational Planning and Management, (June 2012), from the International Institute for Educational Planning (IIEP), Paris, France, and a Doctorate degree in Educational Administration and Planning from the Nasarawa State University, Keffi, Nasarawa State, Nigeria, October 2019.

Ossom started his professional career in 1990, after his first degree, serving in various media/creative capacities in the Public Relations and Advertising industry. He joined the services of UBEC in June 2002 as a Senior Social Mobilization Officer in the Department of Social Mobilization. He rose within the ranks in the Department to the position of Chief Social Mobilization Officer before being reassigned as Head of UBEC Public Relations and Protocol Unit in 2014. In October 2014, he was designated as Coordinator, UBEC Sub-Zonal Office, Abuja and served in that capacity till February 2015 when he, once again, was reappointed Head of UBEC Public Relations



Dr. Ossom Ossom
Ag. Director, Social Mobilization Department

and Protocol Unit. His second stint as UBEC spokesman ended in November 22, 2020 following his appointment, by God's grace, as Acting Director, Department of Social Mobilization, effective November 23, 2020.

Dr. Ossom is married and he and his wife are blessed with children. He loves reading, visiting and exploring life-long learning opportunities in other terrains and derives pleasure in serving and mentoring. He is an advocate of the institutionalization of best practices in education system administration and is committed to utilizing the social mobilization and effective communication platforms in making fundamental contributions to the successful execution of priority educational interventions in developing nations.

9.1.0 INTRODUCTION

The Social Mobilization Department is saddled with, among other responsibilities, carrying out mass mobilization, advocacy and sensitization of the general public, forging partnerships with stakeholders in basic education as well as disseminating various messages of the UBE programme to the general public. This is aimed at increasing awareness, community empowerment, ownership and participation of stakeholders to achieve the overall objectives of the compulsory, free universal basic education in Nigeria.

9.2.0 DEPARTMENTAL STRUCTURE

The Department as at December, 2020, had seven (7) Units with their corresponding Sections as follows:

9.2.1 Awareness and Buy-in-Strategies, which has four main Sections:

- Advocacy
- Sensitization
- Mobilization
- Enrolment Drive

9.2.2 Community Empowerment and Development, which has two Sections:

- School Based Management Committee (SBMC)
- Community/Capacity building

9.2.3 Public and Private Partnership which deals with activities related to the following:

- Local and International Donor Agencies and Development Partners (IDPs).
- Ministries, Departments and Agencies (MDAs)
- Non-Governmental Organizations, Community Based Organizations and Faith Based Organizations.
- The Organized Private Sector.

9.2.4 Inclusive Education, which has the following Sections:

- Special Needs Education Initiatives
- Out-of-School Children

9.2.5 Rapid Response Initiatives, which deals with activities relating to the following:

- North East Reconstruction Initiative
- National Social Investment Programme

9.2.6 Open Schooling, which has the following activities:

Enrolment, retention and completion of UBE programmes for Out-of-School Children (OoSC) in a flexible education system that allows participants to learn remotely in an informal manner using appropriate learning strategies and Information and Communication Technology tools.

9.2.7 The Effective School Programme Unit

The Effective School Programme was set out to test the efficacy of the minimum standards in UBE delivery and provide lessons for progressively scaling up these standards in all schools in Nigeria over the next six (6) years. It is expected that over the life of the programme the participating schools will progressively improve the quality of their UBE service delivery and move up the quality ladder to become not just effective schools but outstanding schools in terms of quality of educational outputs.

9.3.0 FUNCTIONS OF THE DEPARTMENT

The Department carries out a number of specific functions aimed at achieving the overall objectives of the Commission.

These are:

- initiating Social Mobilization programmes especially as they relate to:
 - advocacy, sensitization and mobilization for effective and quality basic education delivery;
 - community empowerment through Self-Help projects and mobilization to promote access, enrolment, improvement and ownership of the UBE programme;
- initiating programmes aimed at mainstreaming Out-of-School Children into basic education schools;
- orientating stakeholders on understanding the Commission's policies and programmes and their responsibilities in supporting and ensuring the success of the programmes;
- initiating contacts and programmes for broadening network of partnerships with CSOs and other stakeholders at the grassroots level for resources mobilization, participation on proactive implementation, monitoring and evaluating of the basic education delivery processes;
- promoting new sets of attitudes and culture for the attainment of the goals and objectives of the UBE programme as well as the spirit of dignity in labour, honesty and commitment to qualitative basic education;

- encouraging formal and non-formal education through public enlightenment activities, publications, etc.;
- liaising with other Departments in UBEC and other MDAs for effective mobilization on the implementation of all basic education related programmes e.g. Girl-Child Education, Education of Street Children, the Disadvantaged Children and the Home Grown School Feeding and Health Programme, etc;
- liaising with and coordinating the efforts of sister education agencies such as NTI, NERDC, NCCE, NABTEB, ADFN, etc, Local and International Development Partners (IDPs) and NGOs in the design, production and distribution of public enlightenment materials on UBE;
- encouraging and promoting the formation and establishment of Community Based Organizations in support of UBEC such as School Based Management Committees (SBMCs);
- initiating National, State and Community-based school enrolment campaigns;
- initiating intervention programmes for North-East Education Reconstruction Initiative;
- initiating and implementing programmes such as HIV/AIDS Awareness Campaign and capacity building for States, LGAs and communities/schools;
- researching into monitoring and evaluating advocacy and mobilization strategies; and
- carrying out any other activities that may be assigned to the Department.

9.4.0 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Director	15	1
2.	Deputy Director	14	1
3.	Chief Social Mobilization Officer	12	1
4.	Assistant Chief Social Mobilization Officer	11	2
5.	Principal Social Mobilization Officer	10	4
6.	Principal Confidential Secretary II	10	1
7.	Senior Social Mobilization Officer	9	5
8.	Social Mobilization Officer I	8	3
9.	Senior Social Mobilization Officer II	7	1
10.	Senior Driver	06	1
TOTAL			20

9.5.0 ACCOMPLISHED ACTIVITIES

9.5.1 Community Empowerment and Development School-Based Management Committee – School Improvement Programme (SBMC-SIP)

SBMC-SIP encourages community participation and ownership of schools. The Commission, through the programme, disburses funds directly to SBMCs for the improvement of infrastructure, learning materials and equipment in schools. The overall import is to increase access to education, qualitative education and achieving equity in the provision of Basic Education in Nigeria.

The Unit carried out the under listed activities during the year under review:

- Disbursed the 1st tranche support funds under the Micro, Macro and Special Cases projects to 2,461 school/communities.
- Organized SBMC workshop to train Master Trainers on SBMC using the SBMC Guidelines, SBMC trainers Manual, Mentoring and Monitoring Pack and SBMC-SIP Implementation Manual.
- Cascaded the SBMC training at State level to selected beneficiary schools and LGEA SBMC Desk officers.
- Conducted Mid-term monitoring to SBMC-SIP beneficiary schools to ascertain 75% and above project execution/implementation for second tranche payment.
- Disbursed 25% support funds to selected SBMC-SIP beneficiary schools that were recommended for payment after Mid-term monitoring in the 36 States and FCT.
- Conducted final monitoring of all SBMC-SIP beneficiary schools to determine the level of project completion.

9.5.2 Inclusive Education

9.5.2.1 Special Needs Education

The Special Needs Education is one of the key programmes of the Commission aimed at bridging the education gap between children with psycho-social, mental or physical challenges in basic education delivery. The Commission supports states and private providers to ensure that children with special needs acquire basic education and are adequately catered for, irrespective of their psycho-physical conditions.

The following activities were carried out under this sub-programme during the period under review:

- Verified information of private providers of education for children with special needs that applied for 2018 support fund;
- Facilitated the disbursement of 2018 Special Needs Education support fund to eligible SUBEBs; and
- Facilitated the disbursement of the first and second tranche of funds to the eligible schools/centres from the 2018 Special Needs Education intervention Fund.

9.5.3 Open Schooling Programme

9.5.3.1 Open Schooling Programme (OSP)

The Open Schooling Programme is instituted to promote enrolment, retention and completion of basic education in a flexible education system that allows learners learn in a conducive local learning environment at an agreed time with the community away from the conventional schooling system using Information and Communication Technology tools.

The under listed activities were carried out in OSP during the year under review:

- Organized a 2-day preparatory meeting of stakeholders comprising SUBEB Chairmen representing the six (6) Pilot States, Content Developers and Center Managers to acquaint them on their expected roles and responsibilities.
- Organized a 5-day training for Content Developers and Center Managers on Open School Programme.



Dr. Tony Mays making a presentation



Alh. Bello Kagara, the former Director of the Department and Dr. Tony Mays at the Workshop



Some UBEC members of staff present at the Workshop



Participants listening with rapt attention during the Workshop

- Commenced Content Development for the Open Schooling Programme.
- Conducted virtual meetings between Federal Ministry of Education, Content Developers, Center Managers, UBEC and Commonwealth of Learning (COL) to map out strategies in implementing the programme due to the COVID 19 pandemic.

9.5.4 Rapid Response Initiative

9.5.4.1 Enrolment Drive

The Department organized a three-day capacity building workshop for UBEC's Social Mobilization Officers and SUBEBs' Enrolment Drive Desk Officers in the 36 States and FCT.

9.5.5 Public-Private Partnership

To continuously enhance stakeholder partnerships in UBE delivery, the Commission has established partnerships with different NGOs, the Organized Private Sector and line Ministries interested in supporting basic education delivery.

The Unit has accomplished the under-listed activities:

- recommended support for the implementation of some programmes initiated by different stakeholders intervening in basic education delivery such as:
 - Access to Humanitarian Assistance and Development Initiative (AHDI),
 - Africa Support and Empowerment Initiative,
 - National Association of the Blind (NAB); and

- I Am The Future of Nigeria Youth Initiative;
- initiated partnership arrangements with Organized Private Sector; and
- initiated the development of a framework on stakeholder engagement in Basic Education delivery.

9.6.0 ON-GOING ACTIVITIES

The Department is engaged in the following on-going projects:

9.6.1 School-Based Management Committee-School Improvement Programme (SBMC-SIP)

- Subsequent disbursement of funds to 2017/2018 selected beneficiary schools that were later recommended for payment after monitoring of project execution.
- Preparation and commencement of 2019 SBMC-SIP activities for the year 2020.

9.6.2 Public and Private Partnership

- Development of Framework on Public and Private Partnership and Stakeholders' engagement in basic education delivery.
- Engagement with Public and Private Partnership stakeholders' to further strengthen synergy among stakeholders.

9.6.3 Awareness and Buy-in-Strategies

- Completion of Zonal Enrolment Drive in outstanding States.

9.7.0 FUTURE ACTIVITIES

The following activities are planned for accomplishment in the future:

9.7.1 School-Based Management Committee-School Improvement Programme (SBMC-SIP)

- Conduct of training of Master Trainers (UBEC/SUBEB officials and SBMC-SIP Desk Officers) on project implementation to build their capacity to cascade same at the State level.
- Advocacy and sensitization of grassroot stakeholders on SBMC-SIP project concept, selection and implementation procedures.
- Verification of schools selected for the 2019 projects that are in dire need of the SBMC-SIP intervention in each State.

- Disbursement of project implementation support funds to SUBEBs and LGEAs.
- Cluster Based Training of the Project Implementation Sub-Committees (PISCs) of each selected beneficiary school/community under the 2019 SBMC-SIP programme implementation.
- Official flag-off of 2019 SBMC-SIP activities.
- Disbursement of the 1st and 2nd tranche of project implementation support funds to beneficiary school/community under the 2019 SBMC-SIP programme implementation.
- Conduct of the Mid-Term monitoring of the 2019 SBMC-SIP projects.
- Conduct of the final monitoring of the 2019 SBMC-SIP projects.
- Completion, certification and utilization of all 2019 SBMC-SIP projects.

9.7.2 Public and Private Partnership (PPP)

- Meeting with various categories of stakeholders.
- Presentation of draft Framework for general stakeholder input,
- Presentation of Final draft of the Framework for criticism/editing.
- Printing of Partnership Framework and distribution to partners.
- Development of PPP Trainers' Guide.
- Training of Trainers (key stakeholder representatives) on the implementation of Framework.
- Implementation of PPP activities to ensure continuity and evidence-based result.
- Supervision, reportage and documentation of PPP Report.
- Presentation and publication of stakeholder collective roles in basic education.
- Recognition and Award to major player.

9.7.3 Awareness and Buy-in-Strategies.

9.7.3.1 Enrolment Drive Campaigns

- Strengthening UBE Zonal and State offices engaged in the delivery of basic education.
- Strengthening synergy between UBEC, SUBEB and stakeholders in tackling the issues of access to basic education.

- Continuous sensitization of the public on the inherent benefits of basic education.
- High level Advocacy visit to States on out-of-school children.
- Collaboration meetings with the media for the broadcast and dissemination of UBE activities.
- Development of a UBEC-Stakeholder Communication strategy.

9.7.4 Open School Programme

- Organizing round table meeting to initiate engagement with IDPs on Open Schooling Programme.
- Organizing a workshop on development of OSP framework and monitoring template.
- Validating existing OSP centres in each of the 6 pilot states.
- Organizing a workshop with National Board for Technical Education (NBTE) and other stakeholders to critique monitoring template.
- Conducting advocacy and sensitization meeting with stakeholders on OSP.

9.7.5 Effective School

- Development of a Draft Framework on Effective School.
- Organizing a meeting with stakeholders.

9.7.6 Production and Media

- Production of enlightenment materials and posters on SBMC and Out-of-School Children.

9.8.0 CHALLENGES

The following challenges were faced by the Department, during the year, in the discharge of its functions:

- Prevailing societal negative attitude and cultural inhibitions on formal education/schooling (especially on the girl-child in the Northern Nigeria).
- Weak and uncomplimentary stakeholder participation on matters of Basic Education delivery.
- Weak partnership and support from States on matters of UBE delivery.
- Insufficient on-the-job institutional capacity building and general training for staff of Social Mobilization Department.

CHAPTER 10

DEPARTMENT OF SPECIAL PROGRAMMES

Dr (Mrs) Ene Adikwu was born on 20th January, 1964 in Jos, Plateau State. She had her primary education at St. Theresa Primary School Jos, Plateau from (1969-1975); from 1975-1980 she proceeded to Jesus College Otukpo, Benue State where she obtained her Secondary education, in 1983-1966 her Nigeria Certificate in Education (NCE) at the Advance Teacher's College (ATC/ABU) Kano, before attending Ahmadu Bello University (ABU), Zaria for her Bachelor of Education (B.Ed) Guidance and Counselling degree in 1988. She obtained her M.ed Guidance and Counselling from University of Jos in 1992, Benue State University Makurdi in 2003-2009 where she obtained her Phd in Guidance and Counselling.

She started her working career in 1989 at the then National Primary Education Commission (NPEC), as Monitoring Officer II, now Universal Basic Education Commission.



Dr. Ene Adukwu
Director, Special Programme Department

She served in various capacities in the Universal Basic Education Commission, from monitoring Officer I and rose through the ranks to become Zonal Director, North Central. She is presently the Director, Department of Special Programmes, UBEC. She is happily married and blessed with children.

10.1.0 INTRODUCTION

The Department of Special Programmes has the mandate to coordinate and implement all Special Interventions to address the challenges of Out-of-School Children in the country. This include Girl-Child in Northern Nigeria, Boy-Child drop-out in the South-South and South-East Geo-Political zones, internally displaced children and the Almajiri Qur'anic and itinerant children who are predominantly found in Northern Nigeria.

10.2.0 STRUCTURE OF THE DEPARTMENT

The Department has 3 major Units namely:

- Boy-Child;
- Girl-Child; and
- Integrated Qur’anic and Tsangaya Education (IQTE).

10.3.0 FUNCTIONS

The Department performs the following functions:

- Implement policy direction and activities that are geared towards reducing the existing gender disparity in access, completion ratio and gradual elimination of gender disparity in basic education.
- Provide conducive teaching and learning environments for pupils of Qur’anic, Islamiyya and Tsangaya centres.
- Collaborate with relevant Departments and Agencies for Mass Mobilization, Sensitization, Advocacy and general public enlightenment of Stakeholders to key into the education of Boy-Child, Girl Child and Almajiri education in the country.
- Initiate other activities and programmes that would assist the Commission achieve its objectives on Out-of-School Children.
- Provide feedback to relevant Stakeholders on the activities of the Commission as it relates to Boy-Child, Girl-Child and Almajiri education programmes.

10.4.0 STAFF DISPOSITION

S/No.	Designation	CONRAISS	NO. OF STAFF
1	Director	15	1
2	Deputy Director	14	1
3	Assistant Director	13	1
4	Chief Confidential Secretary	12	1
5	Principal Social Mobilization Officer	10	2
6	Principal Quality Assurance Officer	10	1
7	Principal Academic Planning Officer	10	1
8	Principal Programme Officer	10	1
9	Senior Programme Officer	09	1
10	Senior Academic Planning Officer	09	1
11	Senior Academic Planning Officer	09	1

12	Planning Officer I	08	1
13	Chief Driver/Mechanic	06	1
Total			14

10.5.0 ACTIVITIES CARRIED OUT WITH DATES AND LOCATIONS

The following activities were carried out by the Department:

- Engaged with Proprietors of the traditional Islamic system with a view to identifying and addressing the problem of the system.
- Provide conducive teaching and learning environments for pupils of Qur’anic, Islamiyya and Tsangaya Centres.
- In January, 2020 a Stakeholder meeting was organized by the Commission in Owerri, Imo State where the challenges facing the Boy-Child Vocational Projects were highlighted and solutions proffered.
- Infrastructural development including the construction of 214 classrooms, supply of furniture, renovation of classroom, hostel and supply of vocational equipments in the 9 Pilot States (Adamawa, Bauchi, Jigawa, Kano, Katsina, Sokoto, Niger, Oyo, Yobe).
- Training of IQTE Teachers and Alarammas in the 9 Pilot States.
- Media Programs to sensitize IQTE Stakeholders in the 9 Pilot States (Media jingles in Hausa, Yoruba and Fulfulde).
- Inauguration of IQTE State Implementation Team (SIT) in December 2020 in 24 States and the FCT.

10.6.0 ACHIEVEMENTS

The following were the achievements recorded by the Department:

- A total of 270 Teachers and Alarammas in the 9 Pilot States were trained as master trainers on modalities and guidelines for the Implementation of IQTE.
- Media Programs to sensitize IQTE stakeholders in the 9 Pilot States (Media jingles in Hausa, Yoruba and Fulfulde) were produced, distributed to stakeholders and aired.
- Teaching of Basic Education in IQTE Schools have commenced in some centres. The Teachers were provided by SUBEBs and host communities.
- Establishment of State Implementation Teams (SITs) to assist in the planning and implementation of all projects to be carried out in the state.
- Start-up workshop for 144 Proprietors and Technical Co-ordinators on their role and responsibilities in the implementation of new IQTE Pilot scheme.

- Training of Master Trainers on IQTE in the 9 pilot states.
- Boy-Child vocational project stakeholders' meeting in Owerri which exposed stakeholders to their roles and responsibilities in the implementation of the programme.
- **131** IQTE schools and centres from the 9 pilot states were provided with the sum of **₦925** million and they were able to provide the following deliverables as shown on Table 1 below:

Table 1: SUMMARY OF DELIVERABLES OF IQTE INTERVENTION IN THE PILOT STATES

S/N	State	No of Classrooms (Constructed)	No of Classrooms (Renovated/)	Offices	Stores	VIP Toilets	Hostel Blocks	Pupils Desks	Teachers Tables and Chairs	Motorized Borehole	Hand pump	Computers	Sawing	Others (Double bunk, mattresses, mats, generator, white board and marler)
1	Adamawa	20	26	8	2	11	0	1150	63	4	1	10		5
2	Bauchi	42	10	7	8	19	0	1080	52	2	0			20
3	Yobe	28	0	8	8	8	7	560	28	0	0			
4	Katsina	20	15	6	4	92	0	600	46	7	0	10		20
5	Kano	29	8	3	1	35	0	710	30	2	0	5	20	
6	Sokoto	39	9	13	13	10	1	672	39	1	0			30
7	Jigawa	23	6	4	2	26	0	460	12	0	7		36	20
8	Niger	8	27	3	2	40	0	820	45	0	0			38
9	Oyo	28	4	3	2	8	0	640	14	5	0			
10	Total	237	105	55	42	249	8	6692	329	21	8	25	56	133

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10.7.0 CONSTRAINTS

- Some of the completed Model Schools constructed and handed over to SUBEBs are yet to commence Academic activities.
- Inability of some benefiting communities to key into the programmes.
- Inadequate deployment of qualified teachers to the schools/centres.
- Inability of some States to maintain the schools/centres.
- Some states are not able to provide feeding to the Almajiri which is part of a retention strategy.

10.8.0 FUTURE ACTIVITIES

The Department intends to carry out the following activities:

- Appointment of Vocational Desk Officers in 36 states and the FCT to co-ordinate Vocational Education in Basic Education Institutions at the State Levels.

- Meeting with relevant Directors and Desk Officers of Early Child Care Development to discuss strategies to ensure all basic education institutions in the country have ECCDE.
- Meeting with Directors of Special Needs Education and Desk Officers in all the 36 States and the FCT to discuss the challenges and way forward on Education of children with Special Needs.
- Monitoring and Evaluation of Commission's Intervention on Special Needs Education to assess the impact on the children with special needs.
- Working with relevant Departments to ensure all Vocational Centres established by the Commission commence academic activities.
- Sensitizing Stakeholders to ensure that projects and programmes of the Commission are based on Needs Assessment of end users to engender ownership and sustainability.
- Capacity building for Stakeholders of Special Needs Education and Vocational centres on modern ways of impacting knowledge and skills to beneficiaries.
- Advocacy visits to States to encourage them on the need to establish ECCDE centres in all Primary Schools across the country.

10.9.0 CONCLUSION

The report contains the highlights of major activities achieved by the Department. This was possible due to the support received from Management of the Commission. It is hoped that with the assistance of Management as well as the good work of all staff of the Department, future activities of the department would be carried out effectively towards the realization of the objectives of the Basic Education sub-sector in Nigeria.

CHAPTER 11

DEPARTMENT OF TEACHER DEVELOPMENT

Mr. Aleshin Olumayowa Tolulope was born on the 26th of July, 1969 in Ibadan, Oyo State. He started his schooling at the Sacred Heart Private School, Ring Road, Ibadan, Oyo State. He proceeded for his primary education in Urban Day Grammar School, Ring Road, Ibadan where he completed his secondary school education in 1985. He gained admission to the University of Ibadan where he studied English Language and graduated in 1992 with a Bachelors of Arts. He also obtained a Master's Degree in English Language in 1998. He also has to his credit a Post Graduate Diploma in Education (PGDE) which he obtained in year 2000 from the University of Ibadan. In the course of his duty as the Desk Officer Early Childhood Care Development and Education, he took a virtual course with the Early Childhood Development Virtual University, (ECDVU) Victoria University Canada and obtained a Professional Graduate Diploma in Early Child Care and Youth Development. In 1992/93, Olumayowa served at the Government Girls' Secondary School, Kortorkoshi in the then Sokoto State but presently in Zamfara State. His main teaching career started in 1994 at the International School, University of Ibadan as an English Language teacher, where he was until 2002 when he joined the Universal Basic Education Commission as a Principal Academic Planning Officer.

Olumayowa has some publications to his honours and has also authored a book titled "Two sides of a coin", a story book for basic education schools. He is widely travelled and happily married with children. At the Universal Basic Education Commission,



Mr. Olumayowa T. Aleshin
Ag. Director, Dept. of Teacher Development

he served as Desk Officer, Strengthening Mathematics and Science Education (SMASE) but later became the Desk Officer Instructional Materials and Early Childhood Care Development and Education. He was also Desk Officer Secretary JCCE/NCE Desk for the Commission. He later became the Head of Unit, Academic Planning until he was deployed in 2019 to the newly established Department of Teacher Education as the Deputy Director in the Department. He has been the Coordinator of the Partnership Desk in charge of issues relating to Korea International Cooperation Agency (KOICA) AND Japanese International Cooperation Agency (JICA) a desk he was assigned to in 2019. He is a member of Teachers Registration Council of Nigeria (TRCN) and National Association for Education of Young Children (NAEYC). Olumayowa has some publications to his honours and has also authored a book titled "Two sides of a coin", a story book for basic education schools. He is widely travelled and happily married with children.

11.1.0 INTRODUCTION

The Department of Teacher Development was created to liaise with State Universal Basic Education Boards and other relevant stakeholders in the education sector to address the challenges of basic education delivery through the enhancement of teacher quality.

11.2.0 STRUCTURE

The Department comprises of three units namely:

11.2.1 Teacher Professional Development (TPD) Unit.

The Unit coordinates the disbursement and utilization of the FGN-UBE Intervention Fund for Teacher Professional Development activities and ensures compliance with the Commission's guidelines by SUBEBs and FCT UBEB.

11.2.2 Federal Teachers' Scheme (FTS) Unit.

The Unit coordinates the implementation of the Federal Teachers' Scheme.

11.2.3 Innovation and Instructional Technology (IIT) Unit.

The Unit works towards promoting the use of instructional technology in teaching and learning at the Basic Education level.

11.3.0 FUNCTIONS

The functions of the Department include:

- Co-coordinating the disbursement of the Teacher Professional Development Fund to SUBEBs and FCT-UBEB.
- Monitoring teacher development programmes funded from the FGN-UBE Intervention Fund which are being supported by the International Development Partners in some States.
- Supporting States to organize effective School Support Services.
- Supporting States to identify teacher training needs and advises on appropriate training programmes.
- Coordinating the intervention of International Development Partners and stakeholders in Teacher Development at Basic Education level.
- Assisting SUBEBs to build the capacity of their staff for effective implementation of the Teacher Professional Development programmes.
- Liaising with other government agencies on matters relating to teacher Development..

- Coordinating the implementation of the Federal Teachers' Scheme.
- Identifying innovation in Teacher Professional Development and instructional techniques and sharing same with SUBEBs and FCT-UBEB.
- Developing a plan for the integration of ICT (Information Communication and Technology) in teaching and learning at Basic Education level.
- Ensuring compliance with the Commission's guidelines on the utilization of FGN-UBE intervention Fund for Teacher Professional Development activities.

11.4.0 STAFF DISPOSITION

S/N	DESIGNATION	CONRAISS	NO. OF STAFF
1.	Acting Director	15	1
2.	Deputy Director	14	1
3.	Assistant Director	13	2
4.	Chief Teacher Development Officer	12	2
5.	Assistant Chief Teacher Development Officer	11	1
6.	Principal Education Officer/Principal Teacher Development Officer	10	3
7.	Senior Confidential Secretary	10	1
8.	Senior Education Officer	09	1
9.	Education Officer I	08	2
10.	Teacher Development Officer I	08	1
11.	Corp Member	-	1
TOTAL			16

11.5.0 ACTIVITIES CARRIED OUT WITH DATES AND LOCATIONS

S/N	ACTIVITY	DATE	LOCATION
1.	Development of Session Notes for School Based Teacher Development	14 th – 18 th September 2020	Kaduna, Kaduna State
2.	Federal Teachers' Scheme (FTS): Recruitment Process, Roles and Responsibilities.	2 nd Sept. 2020	Zoom Meeting

3.	Training of National Master Trainers in Early Childhood Care and Development Education (ECCDE). for the Implementation of the 2017/2018 Teacher Professional Development (TPD) Training.	21 st - 25 th September 2020	Lafia, Nasarawa State
4.	Development, Critique, Printing and delivery of Teachers' Handbook on School Health and Safety	13 th – 29 th July 2020	Abuja
5.	Training of National Master Trainers on School Leadership and Administration	9 th - 13 th November 2020	- Gombe ,Gombe State - Owerri, Imo State - Kaduna, Kaduna State - Ibadan, Oyo State
6.	Development of Framework for Accreditation of Private Training Firms for UBEC Teacher Professional Development (TPD).	12 th - 13 th October 2020	Abuja
7.	Assessing Standard of Private Training Providers for UBEC Teacher Professional Development Programmes.	21 st December 2020	Niger State
8.	Training of Principals and Head Teachers on Covid-19 Safety Measures in the 36 States and FCT.	Ongoing	36 States and FCT
9.	Implementing the Learn-at-Home Initiative in sustaining learning especially during school lock-down and after school reopening	Ongoing	36 States and FCT

11.6.0 ACHIEVEMENTS

The Department is currently working closely with the SUBEBs to ensure the smooth implementation of the 2017/2018 Teacher Professional Development.

The following has been achieved by the department so far:

11.6.1 COVID-19

- Head teachers and JSS Principals were trained on preventive and safety measures in schools.
- Developed and produced a Handbook on School Health and Safety. This is to be distributed to basic education schools nationwide.

11.6.2 Federal Teachers Scheme (FTS)

A Computer Based Screening Test Exercise for the FTS recruitment was successfully conducted all over the country.

11.7.0 CONSTRAINTS

The constraints faced by the Department in realizing its major objectives include the following:

- slow pace of accessing and utilization of the unconditional TPD Fund by states in spite of the urgent need to enhance the capacity of the basic education personnel;
- Federal Government's underfunding of the Federal Teachers' Scheme resulted in the reduction in the number of teachers engaged in the Scheme from 40,000 in 2006 to 5,000 in 2016 and 3,700 in 2020;
- Refusal of states to employ participants that have completed the FTS Scheme into their permanent service;
- delay in the release of Capital Fund which covers the FTS allowance/budget leading to accumulation of arrears of unpaid allowance to FTS participants;
- Shortage in the staff strength in the Department of Teacher Development;
- Delay in forwarding of Action Plan by SUBEBs and responding to observations;
- Non-adherence to Teacher Professional Development guidelines; and
- Inadequate fund for monitoring of TPD programme and FTS.

11.8.0 ONGOING ACTIVITIES

The following activities are on-going:

- Critique of the Draft framework for accreditation of private firms for UBEC Teacher Professional Development.

- Development of online professional course for education managers and teachers at the basic education level
- Development of an online portal.
- Monitoring of the 2017/2018 Teacher Professional Development Programme.
- Monitoring of COVID-19 sustaining learning at Home Programme at State level.

11.9.0 FUTURE ACTIVITIES

The following are activities that the Department intends to carry out:

- Conduct of training for the 2017/2018 TPD Master Trainers.
- Implementation of the 2017/2018 TPD trainings.
- Monitoring of the 2017/ 2018 TPD trainings.
- Capacity building in effective delivery of Numeracy and Literacy lessons for FTS participants.
- Capacity building for teachers in managing Education in Emergencies (E: E) for teachers in states ravaged by crisis.

CHAPTER 12

UBEC ZONAL AND STATE OFFICES

12.1.0 INTRODUCTION

The UBEC Zonal Offices serve as a linkage between the Headquarters and the UBEC State Offices, SUBEBs and other stakeholders. The Commission has 6 Zonal Offices which carry out the functions of the various Departments and Units in the 6 geopolitical zones while also managing the various State offices under them. UBEC has an office in the 36 States and the FCT which liaise with SUBEBs and all other basic education stakeholders. The table below shows the locations of the Zonal/State Offices.

Table 12.1: Locations and Coverage Areas of the UBEC Zonal Offices

S/N	ZONAL OFFICE	LOCATION OF OFFICE	STATES COVERED	TOTAL NUMBER OF STATES
i.	North-Central	Keffi, Nasarawa State	Benue, FCT, Kogi, Kwara, Nasarawa, Niger, and Plateau.	7
ii.	North-East	Bauchi, Bauchi State	Adamawa, Borno, Bauchi, Gombe, Taraba and Yobe.	6
iii.	North-West	Kaduna, Kaduna State	Jigawa, Kano, Kaduna, Katsina, Kebbi, Sokoto and Zamfara.	7
iv.	South-East	Owerri, Imo State	Abia, Anambra, Ebonyi, Enugu and Imo.	5
v.	South-South	Uyo, Akwa Ibom State	Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers.	6
vi.	South-West	Abeokuta, Ogun State	Ekiti, Lagos, Ogun, Ondo, Osun and Oyo.	6
TOTAL				37

12.2.0 STRUCTURE

Each Zonal Office is headed by a Director while the State Offices are headed by Officers of the cadre of Assistant Director and not less than Principal Quality Assurance Officer.

The total number of staff in the Department at the Zonal and State Offices are contained in the following Tables:

TABLE 12.2: STAFF DISPOSITION AT THE ZONAL AND STATE OFFICES

NORTH CENTRAL ZONAL OFFICE - KEFFI			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Acting Zonal Director	15	Quality Assurance
2	Assistant Director (Audit)	13	Audit
3	Assistant Director (Physical Planning.)	13	Physical Planning
4	Chief Social Mobilization Officer	12	Social Mobilization
5	Chief Exec. Officer (Accounts)	12	Finance & Accounts
6	Principal Civil Engineer	10	Physical Planning
7	Principal Quality Assurance Officer.	10	Quality Assurance
8	Senior Town Planning Officer	9	Physical Planning
9	Senior Estate Officer	9	Physical Planning
10	Senior Quality Assurance Officer	9	Quality Assurance
11	Principal Executive Officer (Social Mobilization)	9	Social Mobilization
12	Principal Exec. Officer II (Admin.)	9	Admin. & Supplies
13	Senior Planning Officer.	9	Planning, Research & Statistics
14	Quality Assurance Officer I	8	Quality Assurance
15	Planning Officer I	8	Planning, Research & Statistics
16	Civil Engineer I	8	Physical Planning
17	Senior Con. Sec.	8	Admin. & Supplies
18	Chief Driver/Mech.	6	Admin. & Supplies
TOTAL		18	
KOGI STATE OFFICE: LOKOJA			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Quality Assurance Officer (Acting State Coordinator)	11	Quality Assurance
2	Principal Legal Officer	10	ES Office
3	Principal Quality Assurance Officer	10	Quality Assurance
4	Principal Exec. Officer (Admin)	9	Admin. & Supplies
5	Senior Accountant	9	Finance & Accounts
TOTAL		5	
NIGER STATE OFFICE: MINNA			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Quality Assurance Officer (Acting State Coordinator)	11	Quality Assurance
2	Academic Planning Officer I	8	Academic Services

3	Planning Officer I	8	Planning, Research & Statistics
4	Social Mobilization Officer II	7	Social Mobilization
5	Quality Assurance Officer II	7	Quality Assurance
6	Academic Planning Officer II	7	Academic Services
7	Admin. Officer II	7	Admin. & Supplies
8	Quality Assurance Officer II	7	Quality Assurance
9	Clerical Officer	3	Admin. & Supplies
Total		9	

BENUE STATE OFFICE: MAKURDI

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer (Acting State Coordinator)	12	Quality Assurance
2	Assistant Chief Conf. Sec.	11	Admin. & Supplies
3	Senior Quality Assurance Officer	9	Quality Assurance
4	Quality Assurance Officer. I	8	Quality Assurance
5	H. E. O (Accts)	7	Finance & Accounts
6	Chief Motor Driver/Mechanic	6	Admin. & Supplies
7	Executive Officer (Admin)	6	Admin. & Supplies
TOTAL		7	

KWARA STATE OFFICE: ILORIN

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Admin. Officer. (Acting State Coordinator)	11	Admin. & Supplies
2	Senior Quality Assurance Officer.	9	Quality Assurance
3	Admin. Officer. I	8	Admin. & Supplies
4	Quality Assurance I	8	Quality Assurance
5	Higher Executive Officer (Accts)	7	Finance & Accounts
6	Executive Officer (Admin.)	6	Admin. & Supplies
7	Motor Driver	2	Admin. & Supplies
TOTAL		7	

PLATEAU STATE OFFICE: JOS

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Director (Quality Assurance) (Acting State Coordinator)	13	Quality Assurance
2	Principal Admin. Officer.	10	Admin. & Supplies
3	Social Mobilization Officer I	8	Social Mobilization
4	Accountant II	7	Finance & Accounts
5	Academic Planning Officer II	7	Academic Services
6	Quality Ass. Officer. II	7	Quality Assurance
7	Assistant Exe Officer. (Admin.)	5	Admin. & Supplies
8	Senior Motor /Driver Mechanic I	5	Admin. & Supplies
TOTAL		8	

NORTH EAST ZONAL OFFICE – BAUCHI

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Zonal Director (Acting State Coordinator.)	15	Quality Assurance

2	Deputy Director (Audit)	14	Audit
3	Assistant Director (Fin. & Accts)	13	Finance & Accounts
4	Principal Building Officer	10	Physical Planning
5	Principal Electrical Engineer	10	Physical Planning
6	Senior Admin. Officer.	9	Admin. & Supplies
7	Quality Assurance Officer I	8	Quality Assurance
8	Prog. Analyst	8	Planning, Research & Statistics
9	Legal Officer I	8	ES OFFICE
10	S. E. O. (Quality Assurance Officer)	8	Quality Assurance
11	Engr. I (Agric.)	8	Physical Planning
12	Quality Ass. Officer. II	7	Quality Assurance
13	Engineer II	7	Physical Planning
14	Town Planning Officer II	7	Physical Planning
15	Senior Motor Driver/Mechanic	5	Admin. & Supplies
TOTAL		15	

ADAMAWA STATE OFFICE: YOLA

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief (Quality Assurance Officer) (Acting State Coordinator)	11	Quality Assurance
2	Senior Admin. Officer	9	Admin. & Supplies
3	Quality Assurance Officer I	8	Quality Assurance
4	Quality Assurance Officer I	8	Quality Assurance
5	Accountant I	8	Finance & Accounts
6	Chief Driver/Mechanic	6	Admin. & Supplies
TOTAL		6	

BORNO STATE OFFICE: MAIDUGURI

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Principal Quality Assurance Officer (Acting State Coordinator)	10	Quality Assurance
2	Senior Quality Assurance Officer	9	Quality Assurance
3	Senior Admin. Officer.	9	Admin. & Supplies
4	Senior Conf Sec	8	Admin. & Supplies
5	Accountant II	7	Finance & Accounts
TOTAL		5	

GOMBE STATE OFFICE: GOMBE

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Director (Quality Assurance) (Acting State Coordinator)	13	Quality Assurance
2	Assistant Chief Accountant	11	Finance & Accounts
3	Senior Quality Assurance Officer I	8	Quality Assurance
4	Conf. Sec. III / Higher Exec. Officer.	7	Admin. & Supplies
5	Motor Driver	2	Admin. & Supplies
TOTAL		5	

TARABA STATE OFFICE: JALINGO

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Quality Assurance Officer (Acting State Coordinator)	11	Quality Assurance

2	Senior Accountant	9	Finance & Accounts
3	Admin. Officer I	8	Admin. & Supplies
4	Quality Assurance Officer I	8	Quality Assurance
5	Social Mobilization Off. II	7	Social Mobilization
	TOTAL	5	

YOBE STATE OFFICE: DAMATURU

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer (Acting State Coordinator)	12	Quality Assurance
2	Senior Quality Assurance Officer	9	Quality Assurance
3	S.E.O. (ACCTS)	8	Finance & Accounts
4	Chief Clerical Officer I	6	Admin. & Supplies
	TOTAL	4	

NORTH WEST ZONAL OFFICE – KADUNA

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Acting Zonal Director	15	
2	Assistant Director (Fin. & Accts)	13	Finance & Accounts
3	Chief Tech. Officer. (Arch.)	12	Physical Planning
4	Chief Admin. Officer	12	Admin. & Supplies
5	Assistant Chief Accountant	11	Finance & Accounts
6	Assistant Chief Admin. Officer.	11	Admin. & Supplies
7	Principal Legal Officer	10	Es Office
8	Principal Architect	10	Physical Planning
9	Senior Quality Assurance Officer.	9	Quality Assurance
10	Principal Exec. Officer. II (Tech)	9	Admin. & Supplies
11	Senior Building Officer	9	Physical Planning
12	Senior Prog. Analyst	9	Planning, Research & Statistic
13	Senior Architect	9	Physical Planning
14	Chief Typist	8	Admin. & Supplies
15	Planning Officer I	8	Planning, Research & Statistics
16	Senior Executive Officer (Admin.)	8	Admin. & Supplies
17	S.M.O II	8	Social Mobilization
18	Quality Ass. Officer. I	8	Quality Assurance
19	Town Planning Officer II	7	Physical Planning
20	H. E.O (Statistics)	7	Planning, Research & Statistics
21	Planning Officer II	7	Planning, Research & Statistics
22	Senior Motor Driver/Mechanic II	4	Admin. & Supplies
23	Motor Driver/Mechanic	2	Admin. & Supplies
24	Clerical Assistant	2	Admin. & Supplies
	TOTAL	24	

KANO STATE OFFICE

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer. (Acting State Coordinator)	12	Quality Assurance
2	Senior Quality Assurance Officer	9	Quality Assurance
3	Principal Asst Academic Plan Officer	9	Academic Services
4	Senior Quality Assurance Officer	9	Quality Assurance

5	Senior Admin. Officer	9	Admin. & Supplies
6	SMO OFFICER I	8	Social Mobilization
7	Social Mobilization Officer II	7	Social Mobilization
8	Accountant II	7	Finance & Accounts
9	Chief. Driver Mechanic	6	Admin. & Supplies
10	Conf. Sec. II	6	Admin. & Supplies
TOTAL		10	
KATSINA STATE OFFICE: KATSINA			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Director (Quality Assurance) (Acting State Coordinator)	13	Quality Assurance
2	Principal Exec. Officer (Inform.)	10	Admin & Supplies
3	Principal Conf. Sec I	10	Admin & Supplies
4	Principal Accountant	10	Finance & Accounts
5	Quality Assurance Officer. I	8	Quality Assurance
6	Admin. Officer. II	7	Admin & Supplies
7	Senior Data Processing Asst	5	Planning, Research & Statistics
8	Motor Driver	2	Admin & Supplies
9	Clerical Staff	2	Admin & Supplies
TOTAL		9	
KEBBI STATE OFFICE: BIRNIN-KEBBI			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Mobilization Officer (Acting State Coordinator)	11	Social Mobilization
2	Principal Exec. Officer. II (ACCTS.)	9	Finance & Accounts
3	Acad. Plan. Officer. I	8	Planning, Research & Statistics
4	Quality Ass. Engr. II	7	Quality Assurance
TOTAL		4	
JIGAWA STATE OFFICE: DUTSE			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Quality Assurance Officer (Acting State Coordinator)	11	Quality Assurance
2	Principal Admin. Officer	10	Admin. & Supplies
3	Principal Exec. Officer (Acct)	9	Finance & Accounts
4	Social Mobilization Officer I	8	Social Mobilization
5	Quality Assurance Officer II	7	Quality Assurance
6	Acad. Plan. Officer. II	7	Academic Services
TOTAL		6	
SOKOTO STATE OFFICE: SOKOTO			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Deputy Director (Quality Assurance) (State Coordinator)	14	Quality Assurance
2	Assistant Chief Exec. Officer. (Admin.)	11	Admin. & Supplies
3	Senior Accountant	9	Finance & Account
4	Quality Assurance Officer II	7	Quality Assurance
TOTAL		4	
ZAMFARA STATE OFFICE: GUSAU			

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Director (Quality Assurance) (Acting State Coordinator)	13	Quality Assurance
2	Principal Exec. Officer. II (Admin.)	9	Admin. & Supplies
3	Senior Con. Sec.	8	Admin. & Supplies
4	Planning Officer I	8	Planning, Research & Statistics
5	Quality Assurance Officer I	8	Quality Assurance
6	Acad. Plan. Officer II	7	Academic Services
7	S. M. O II	7	Social Mobilization
8	Ass. Exe. Officer (Accounts)	5	Finance & Accounts
TOTAL		8	
SOUTH EAST ZONAL OFFICES OWERRI AND STATE OFFICES			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Zonal Director	15	Quality Assurance
2	Chief Accountant	12	Finance & Accounts
3	Chief Accountant	12	Finance & Accounts
4	Assistant Chief Admin. Officer.	11	Admin. & Supplies
5	Senior Mech. Engr.	9	Admin. & Supplies
6	Legal Officer I	8	Es Office
7	Planning Officer. I	8	Planning, Research & Statistics
8	Senior Exec. Officer (Admin.)	8	Admin. & Supplies
9	Quality Assurance Officer. I	8	Quality Assurance
10	Architect II	7	Physical Planning
11	Asst Exec Officer (Admin)	6	Admin. & Supplies
12	Chief Clerical Officer (Acct)	6	Finance & Accounts
Total		12	
EBONYI STATE OFFICE: ABAKALIKI			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Senior Quality Assurance Officer (Acting State Coordinator)	9	Quality Assurance
2	Principal Admin Officer	10	Admin. & Supplies
3	Senior Accountant	9	Finance & Accounts
4	Quality Assurance Officer. I	8	Quality Assurance
5	Conf. Sec. III	7	Admin. & Supplies
6	Senior Motor Driver/ Mech. II	4	Admin. & Supplies
TOTAL		6	
ABIA STATE OFFICE: UMUAHIA			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Director (Quality Assurance) (Acting State Coordinator)	13	Quality Assurance
2	Senior Accountant	9	Finance & Accounts
3	Senior Quality Assurance Officer	9	Quality Assurance
4	Senior Exec. Officer (Admin.)	8	Admin. & Supplies
Total		4	
ANAMBRA STATE OFFICE: AWKA			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Principal Quality Assurance Officer.	10	Quality Assurance

	(Acting State Coordinator)		
2	Senior Quality Assurance Officer	9	Quality Assurance
3	Planning Officer. II	7	Planning, Research & Statistics
4	Exec. Officer (Accts)	6	Finance & Accounts
TOTAL		4	
ENUGU STATE OFFICE: ENUGU			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Asst Director Quality Assurance (Acting State Coordinator)	11	Quality Assurance
2	Principal Quality Assurance Officer.	10	Quality Assurance
3	Senior Planning Officer	9	Planning, Research & Statistics
4	Admin. Officer I	8	Admin. & Supplies
5	Prog. Analyst I	8	Planning, Research & Statistics
6	Senior Con. Sec.	8	Admin. & Supplies
7	H E O(Accts)	7	Finance & Accounts
8	Chief Driver Mechanic	6	Admin. &Supplies
TOTAL		8	
SOUTH WEST ZONAL OFFICE – ABEOKUTA			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Acting Zonal Director	15	Quality Assurance
2	Principal Admin. Officer.	10	Admin. & Supplies
3	Assistant Chief Exec. Officer(Accounts)	11	Finance & Account
4	Senior Quality Assurance Officer	9	Quality Assurance
5	Principal Exec. Officer II (Audit)	9	Audit
6	Senior Planning Officer	9	Planning, Research & Statistics
7	Elect. Engineer I	8	Physical Planning
8	Civil Engineer I	8	Physical Planning
9	Quality. Assurance Officer II	7	Quality Assurance
10	M. Engineer (Civil)	7	Physical Planning
11	Chief Driver Motor Mech.	6	Admin. & Supplies
12	Conf. Sec. II	6	Admin. & Supplies
Total		12	
EKITI STATE OFFICE - ADO EKITI			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Qua. Ass. Officer (Acting State Coordinator)	11	Quality Assurance
2	Principal Quality Assurance Officer.	10	Quality Assurance
3	Principal Exec. Officer. II (Acct)	9	Finance & Accounts
4	Admin. Officer. I	8	Admin. & Supplies
5	Acad. Plan. Officer. I	8	Academic Services
6	Conf. Sec. I	7	Admin. & Supplies
7	Chief Driver Mech.	6	Admin. & Supplies
TOTAL		7	
ONDO STATE OFFICE – AKURE			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer (Acting State Coordinator)	14	Quality Assurance

2	Principal Accountant	10	Finance & Accounts
3	Senior Admin. Officer	9	Admin. & Supplies
4	Quality Assurance Officer. II	7	Quality Assurance
TOTAL		4	
OYO STATE OFFICE –IBADAN			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer. (Acting State Coordinator)	12	Quality Assurance
2	Assistant Chief Quality Assurance Officer.	11	Quality Assurance
3	Senior Admin Officer	9	Admin. & Supplies
4	Senior Quality Assurance. Officer.	9	Quality Assurance
5	Senior Accountant	9	Finance & Accounts
6	Quality Assurance Officer I	8	Quality Assurance
7	Senior Exec. Officer (Social Mobilization)	8	Social Mobilization
8	Planning Officer I	8	Planning, Research & Statistics
9	Senior Driver/Mechanic I	5	Admin. & Supplies
Total		9	
OSUN STATE OFFICE – OSOGBO			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer. (Acting State Coordinator)	12	Quality Assurance
2	Chief Conf. Sec.	12	Admin. & Supplies
3	Assistant Chief Acad. Planning Officer.	11	Planning, Research & Statistics
4	Principal Exec. Officer (Admin)	9	Admin. & Supplies
5	Senior Quality Assurance Officer.	9	Quality Assurance
6	Quality Assurance Officer I	8	Quality Assurance
7	S. E. O. (Accts)	8	Finance & Accounts
TOTAL		7	
LAGOS STATE OFFICE – LAGOS			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Director (Acting State Coordinator)	13	Quality Assurance
2	Principal Accountant	10	Finance & Accounts
3	Principal Social Mobilization Officer.	10	Social Mobilization
4	Senior Quality Assistant Officer	9	Quality Assurance
5	Senior Social Mobilization Officer.	9	Social Mobilization
6	Admin. Officer. I	8	Admin. & Supplies
7	Chief Typist	8	Admin. & Supplies
8	Admin. Officer. I	8	Admin. & Supplies
9	Chief Driver / Mech.	6	Admin. & Supplies
TOTAL		9	
SOUTH-SOUTH ZONAL OFFICE - AKWA IBOM – UYO			
S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Ag: Zonal Director	15	Quality Assurance
2	Assistant Chief Accountant	11	Finance & Accounts

3	Principal Accountant	10	Finance & Accounts
4	Principal Architect	10	Physical Planning
5	Principal Technical Officer. (Arch)	9	Physical Planning
6	Senior Quality Assurance Officer	9	Quality Assurance
7	Senior Planning Officer	9	Planning, Research & Statistics
8	Legal Officer I	8	Es Office
9	Senior Tech. Officer (Elect.)	8	Admin. & Supplies
10	Admin. Officer I	8	Admin. & Supplies
11	Senior Executive Officer (Admin)	8	Admin. & Supplies
12	Conf. Sec. III	7	Admin. & Supplies
13	Senior Driver Mechanic I	6	Admin. &Supplies
TOTAL		12	

BAYELSA STATE OFFICE: YENAGOA

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Assurance Officer. (Acting State Coordinator)	12	Quality Assurance
2	Assistant Chief Conf. Sec.	11	Admin. & Supplies
3	Senior Quality Assurance Officer.	9	Quality Assurance
4	Senior Accountant	9	Finance & Accounts
5	Acad. Plan. Officer. II	7	Academic Services
TOTAL		5	

CROSS RIVER STATE OFFICE: CALABAR

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Assistant Chief Quality Assurance Officer (Acting State Coordinator)	11	Quality Assurance
2	Admin. Officer I	8	Admin. & Supplies
3	Senior Con. Sec.	8	Admin. & Supplies
4	Quality Ass. Officer. I	8	Quality Assurance
5	Acad. Plan. Officer. II	7	Academic Services
6	Senior Motor Driver/Mechanic II	4	Admin. & Supplies
TOTAL		6	

DELTA STATE OFFICE: ASABA

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Principal Quality Assurance Officer (Acting State Coordinator)	10	Quality Assurance
2	Principal Quality Assurance Officer	10	Quality Assurance
3	Senior Admin. Officer	9	Admin & Supplies
4	Accountant I	8	Finance & Accounts
TOTAL		4	

EDO STATE OFFICE: BENIN

S/N	DESIGNATION	CONRAISS	DEPARTMENTS
1	Chief Quality Ass. Officer	12	Quality Assurance
2	Principal Quality Assurance Officer	10	Quality Assurance
3	Academic Planning Officer	8	Academic Services
4	Exec. Officer (Accountant.)	6	Finance & Accounts
5	Motor Driver/Mechanic	4	Admin. & Supplies
TOTAL		5	

RIVERS STATE OFFICE: PORT-HARCOURT

S/N	Designation	CONRAISS	Departments
1	Asst Director (Quality Assurance) (Acting State Coordinator)	13	Quality Assurance
2	Assistant Chief Exec. Officer (Admin.)	11	Admin. & Supplies
3	Senior Social Mobilization Officer	9	Social Mobilization
4	Senior Quality Assurance Officer	9	Quality Assurance
5	Admin. Officer. I	8	Admin. & Supplies
6	Accountant II	7	Finance & Accounts
7	Admin. Officer II	7	Admin. & Supplies
8	Senior Driver/Mechanic I	5	Admin. & Supplies
TOTAL		8	

12.3.0 FUNCTIONS

The main tasks of the Zonal Offices are to among others:

- ensure that qualitative Basic Education is being delivered across all the states and the FCT;
- coordinate the activities of Basic Education in their various zones to ensure that Sate Offices carry out their jobs effectively;
- serve as grassroots contacts to the SUBEBs and as the Secretariat of the Quarterly Meeting of UBEC Management with the Executive Chairmen of SUBEBs;
- liaise with SUBEBs for the collections of Data/Information; and
- carry out any assignment that may be assigned to them from the Headquarters.

12.4.0 ACTIVITIES/ACHIEVEMENTS

The Zonal Offices were able to perform the under-listed activities in the year under review:

- Participated in the conduct of Quality Assurance in schools on termly basis.
- Participated in the departmental monitoring activities.
- Documentation of new staff posted to the zones.

12.5.0 ON-GOING ACTIVITIES

The following activities are currently being carried out by the Zonal Offices:

- Monitoring of school resumption in states.
- Verifying the delivery of instructional materials supplied by UBEC to SUBEBs.
- Monitoring of UBEC intervention and constituency projects.

- Liaising with SUBEBs on the development of 3 years Medium Term Basic Education Strategic Plan.
- Liaising with SUBEBs on data returns to the Headquarters.

12.6.0 FUTURE PLAN

Carrying out assignments given by the headquarters to the Zonal/State Offices to ensure effective delivery of basic education in the states.

12.7.0 CHALLENGES

The following are the challenges in Zonal and State Offices:

- Inadequate functional vehicles in the zones to conduct monitoring activities.
- Inadequate funds to perform the functions of the offices effectively.
- Lack of internet facilities to communicate with the headquarters effectively.
- Some Zonal and State Offices are still operating in rented apartments.

12.8.0 CONCLUSION

The Zonal Offices were able to carry out their duties despite the challenges mentioned above. It is hoped that some of the challenges identified will be overcome in the years ahead.

