Sub-Sahara African Academic Research Publications
December, 2020 Editions

JMSE
Journal of Management Science & Entrepreneurship.
Vol.17, No.7, ISSN 2285-8138

REVENUE GENERATION IN THE FEDERAL POLYTECHNIC BAUCHI: CHALLENGES OF DECLINE IN REVENUE AND THE WAY FORWARD.

RAKIYA ABBA[1]; PRINCEWILL ISAAC NJARENDY[2]; & NNUBIA CHINEDU LAZARUS[3]

[1]Department of Banking & Finance, School of Business Studies, Federal Polytechnic Bauchi, Nigeria. [2]Department of Banking & Finance, Modibbo Adama University of Technoloogy, Yola [3]Department of Public Administration, Bauchi State University Gadau.

Abstract

Revenue is a very essential element of substance and accomplishment. It is a source from which government draws its strength for survival, a propelling ingredient of administration which cannot in any way be treated carelessly. It is the nucleus and the path to modern development. The purpose of this research therefore is to look at the various problems faced in generating revenue in Federal Polytechnic Bauchi, provide the various ways by which this institution can generate and manage internally generated revenue (IGR) to supplement that of government subventions which has been taken for granted in Nigeria and also recommend solutions to the problems at hand. The research methodology will entail the use of secondary source of data. Statistical data are instruments to be used for the study. The research will span from 2001 - 2016. The expected results will be the introduction of new business outlets as processes of generating revenue to the institution, comparison on other institutions' sources of revenue generation as well as control measures to be adopted by the management for expenditures that are not necessary.

Keywords: Revenue, Institutions, Government, Funding.

Introduction

The history of higher education funding in Nigeria dated back to the period of establishment of tertiary institutions. Since then and up till now, there is

low level of education funding and it is often an issue among stakeholders with its effects on quality of education in Nigeria. The World Bank (2010) study reveals that the problem of higher education financing, is more serious in Africa than the rest of the world. In Nigeria for instance, apart from global economic recession which is ravaging the economy, other factors like huge foreign and domestic debts, declining revenue from non-oil sectors due to the neglect, declining government revenue from the oil sector they depend upon, huge budget that government earmarked for debt servicing on yearly basis, mismanagement of economic resources, high rate of corruption in all sphere of the economy etc. had made it difficult for the government to generate adequate resources to fund our public tertiary institutions in the country. Hence, there is need for these institutions to engage in revenue generating projects with a view to supplementing government subventions. This will assist in militating against the frequent strike by ASUP, ASUU, COEASU, etc. Lack of funding was central to these strikes. Akinkunle (1986) proposed a funding model for higher education where he informed that an effective educational funding is a function of government, community and educational institutions collaborative efforts.

For any organizational setup to excel in its primary function of providing essential services to its people, there is no doubt that it needs to sustain its method of revenue generation and the Federal Polytechnic Bauchi is not an exception. Organizations at various levels in Nigeria try to do so. However, the performance of tertiary institutions with regards to income generation is far below expectation. More so, the near collapse of the national economy has created serious financial stress for all tiers of government. Despite the numerous sources of revenue available to the various tiers of government as specified in the Nigeria 1999 constitution.

Adam (2006) defined revenue as the fund required by the government to finance its activities. These funds are generated from different sources such as taxes, borrowing, fine, fees etc. It is also defined as the total amount of income that accrues to an organization (public or private) within a specified period of time (Hamid, 2008).

Federal Polytechnic Bauchi as an academic institution is constrained with numerous problems in running this institution and internally generated

revenue (IGR) is not sufficient to cover these expenditures. A lot of research on IGR has been carried out in the university sub- sector for example Famurewa (2014), Onuoha (2013) and Abdullahi & Kwanga among others however ,the research done in the polytechnic sub – sector is inadequate . Therefore, this research will fill this gap.

The purpose of this paper therefore is to look at the various problems faced in generating revenue in The Federal Polytechnic Bauchi, provide the various ways by which this institution can generate and manage internally generated revenue (IGR) to supplement that of government subventions which has been taken for granted in Nigeria and also recommend solutions to the problems at hand.

Problem Statement/Justification

In the past, there were fewer tertiary institutions in Nigeria the polytechnic inclusive and in addition, the oil revenue was massively available and as a result, the Federal and State governments provided most of the funding for operations and infrastructural developmental needs of the tertiary institutions. But, the recent phenomenal growth in the number of tertiary institutions necessitate the huge economic responsibility about funding higher educational institution in terms of infrastructural development in Nigeria. (National Universities Commission, NUC, 2012).

The resultant insufficient budgetary allocation to the educational institutions due to non-availability of enough funds from the Federal and various State Governments critically revealed the challenge of inadequate funding of all tertiary institutions and also led to poor infrastructural development in Nigerian Polytechnics.

The fact that the Nigerian economy depends on oil and anything that negatively affects the income from oil affects the income of the nation and income of higher institutions including The Federal Polytechnic Bauchi. All the income of the institutions are sponsored by the Federal Government.

Not long ago, the Nigerian economy went into recession which reduced the amount of revenue generated by the government which also affected the revenue The Federal Polytechnic Bauchi gets from the government.

The establishment of the Bauchi State University, the accreditation of AbubakarTatari Ali Polytechnic (ATAP) and coming up of other institutions

within and around Bauchi State has also affected the number of students that could have come to Federal Polytechnic Bauchi and thereby affecting the IGR that could have been generated from students intake.

The security situation in the nation particularly the north east has also brought down the number of intake from other parts of the country, thereby reducing IGR. Lastly, the unfavorable economic situation has also affected the IGR in FPTB due to reduction in personal income to send students to school.

How can the Federal Polytechnic Bauchi generate more IGR, what are the problems encountered by in generating more IGR in order to supplement revenue supplied by federal government and what are the challenges of this exercise and the way forward. This paper is set to address these issues.

Objectives/ Purpose of the study

The General Objective is:

To find out the challenges of decline in Internally Generated Revenue in The Federal Polytechnic Bauchi and the way forward.

The specific objectives include:

1. To find out how The Federal Polytechnic Bauchi can generate more IGR.
2. To examine the problems faced in generating more IGR in the FPTB.
3. Recommend ways of improving the IGR of the institution.

Review of related literature

Revenue generation in Nigeria has been one of the topical issues in recent times especially with the drastically and phenomenal shift from agriculture to crude oil exportation. The occasional dwindle in the price of crude oil and the various predictions of the running out of oil wells in Nigeria in the near future time has rekindled government interest in agriculture and other non-oil sources of revenue to the country and its constituent states. The emphasis has always been on how to boost internally generated revenues so as to be less reliant on oil and other statutory allocations to states and the last tier of government.

Fayemi (1991) defined revenue as all tools of income to government such as taxes, rates, fees, fines, duties, penalties, rents, dues, proceeds and other receipt of government to which the legislature has the power of appropriation. He further classified government revenue into two kinds – recurrent revenue and capital revenue.

Oladimeji (1985), described revenue as the total income generated from federal, state and local government. He stated further that what makes local government as constitutional matters is the revenue sharing perspectives.

The Federal Government of Nigeria promulgated enabling law to institute higher education towards producing high level relevant manpower training, self-reliance, national development through the establishment of both conventional and special universities, polytechnics, monotechnics and colleges of education in different parts of the country by the Federal, state governments, private organizations and individuals (Abdulkareem, Fasasi and Akinubi, 2011).

Government has acknowledged that it cannot effectively fund tertiary institution in Nigeria alone (Nwangwu, 2005). Therefore, the need to generate more IGR to supplement government funding of tertiary institutions including the Federal Polytechnic Bauchi.

Our tertiary institutions need to raise funds to supplement government financing of relevant quality researches, improve the quality of graduates being produced, make sustainable contributions to the national development of the country.

There is low level of tertiary education funding and it is often an issue among stakeholders with its effect on the quality of tertiary education in Nigeria. Lack of funding is identified as central to strike in higher education in Nigeria. (Famurewa, 2014).

According to Onuoha (2013), the IGR is an inevitable alternative funding to higher education in Nigeria. This is because the revenue from Federal Government can no longer sustain the effective running of polytechnic education in the country. Therefore, IGR has no significant part to play as an alternative source of funding of polytechnic education in Nigeria.

Not so much is known about IGR in the polytechnic sub – sector in Nigeria, (Onuoha,2013). In the past when there were fewer higher institutions in

the country and the oil revenue was more readily available, the Federal Government provided all the funding for operations and capital development needs of the polytechnics. The Federal Government through the coordinating bodies NBTE, NUC and NCCE has directed all higher institutions in Nigeria to explore ways of generating internal revenue so that the management will not have to totally depend on the government for solving all their financial problems. (Okojie, 1999 in Onuoha, 2013).

The resultant insufficient budgetary allocation to the educational institutions due to non-availability of enough funds from the Federal and various State Governments critically revealed the challenge of inadequate funding of all tertiary institutions and also led to poor infrastructural development in Nigerian Polytechnics.

There is no empirical research on IGR in The Federal Polytechnic Bauchi. That is why my study intends to find out the challenges of decline in revenue in the polytechnic and the way forward and it will serve as a model to the polytechnic.

Methodology

This segment of the research will describe the process through which the research will be executed. It outlines the research design, the nature and procedures of data collection, the techniques of data analysis. It will entail the use of survey research design which involves using secondary source of data. The study area will make use of annual data collected from the polytechnics consultancy as instruments to be used for the study and the data will be analyzed using the SSPS statistical package. The data for the research will be collected from the record of revenue generated over the years by the polytechnic consultancy service. These variables includes student's admission, tuition fees, medical fees, consultancy services, examination fees etc.

Data Presentation, Analysis and Interpretation

This segment contains the presentation, analysis and interpretation of the data collected using the Statistical Package for Social Science (SPSS) version 23. The data collected was analyzed using both descriptive and inferential statistics. From descriptive statistics, frequencies, percentages,

mean and standard deviation was used while time series analysis was used to determine the behavior of the variables. The analysis of data involves examining it in ways that reveal the relationships, patterns and trends. Data were captured, validated, edited, coded, entered and cleaned before analysis was done.

Data Screening and Preliminary Analyses

Validity Test

Given that this research is interested in the relationship between the independent variables revenue sources over time. The validity of the data is tested which gives content-related evidence, internal structures, and relation to other variables.

Table 4.1: Validity Test

		IGR	Stud. Admission	Tuition Fees	Medical Fees	Consultancy	Exam Fees	Total Score
IGR	Pearson Correlation	1	.633	.735	.724	.564	.772	.742
	Sig. (2-tailed)		.011	.009	.034	.002	.090	.014
	N	10	10	10	10	10	10	10
Students Admission	Pearson Correlation	.633	1	.981	.567	.708	.807	.960
	Sig. (2-tailed)	.011		.000	.008	.005	.012	.000
	N	10	10	10	10	10	10	10
Tuition Fees	Pearson Correlation	.735	.981	1	.612	.559	.649	.817
	Sig. (2-tailed)	.009	.000		.060	.000	.002	.000
	N	10	10	10	10	10	10	10
Medical Fees	Pearson Correlation	.724	.567	.612	1	.695	.641	.812
	Sig. (2-tailed)	.034	.008	.060		.026	.046	.006
	N	10	10	10	10	10	10	10
Consultancy	Pearson Correlation	.564	.708	.559	.695	1	.725	.682
	Sig. (2-tailed)	.062	.005	.000	.026		.018	.030
	N	10	10	10	10	10	10	10
Examination Fees	Pearson Correlation	.772	.807	.649	.641	.725	1	.754
	Sig. (2-tailed)	.090	.012	.002	.046	.018		.012
	N	10	10	10	10	10	10	10

Total Score	Pearson Correlation	.742	.960	.817	.812	.682	.754	1
	Sig. (2-tailed)	.014	.000	.000	.006	.030	.012	
	N	10	10	10	10	10	10	10

Source: Author's Computation using SPSS

From the test it is ensured that the data is actually measuring the intended attributes as well as its behavior. It shows the extent to which the selections (of time series) are repeatable under different conditions, perform the measurement and on different occasions. The consistency of measurement as well as temporal stability of the test from one measurement to another over a variety of conditions is very satisfied to measure what is designed for in which basically the same result is obtained as all their correlations were strong and significant, as all their P – values are all less than 0.05, hence the data is valid.

Normality Test

The data collected was subjected to normality test. This is because one of the assumptions of inferential statistics is that the data will be normally distributed or approximately normal otherwise the data needs to be transformed. When the sample size is less than 50, Shapiro Wilk is to be used otherwise Kolmogorov Smirnov will be used.

Table 4.2: Tests of Normality

		S_Adm	Tuition Fees	Medical Fees	Consultancy	Exam Fees	IGR
N		10	10	10	10	10	10
Normal Parameters	Mean	3771.29	9844.342	87.649	157.509	83.936	20.509
	Std. Deviation	2179.13	8658.735	56.221	112.553	82.942	13.452
	Negative	-.175	-.188	-.102	-.142	-.191	-.107
Shapiro Wilk		.870	.769	.612	.513	1.005	.697
Asymp. Sig. (2-tailed)		.435	.521	.338	.955	.265	.717

Source: Computed from the data collected using SPSS

Result in table 4.2 above indicated that for both of these variables, the sample size is 10 years so the Shapiro Wilk test was used. For all the data

points, P – values are greater than 0.05 in each case indicating strong evidence of normality of the data. For the approximately normally distributed data, so the null hypothesis is rejected at the 0.05 level of significance. Therefore, normality was tested for this data set and, provided any other test assumptions are satisfied, an appropriate parametric test can be used.

Data Analysis

Patterns of Revenue and Revenue Sources

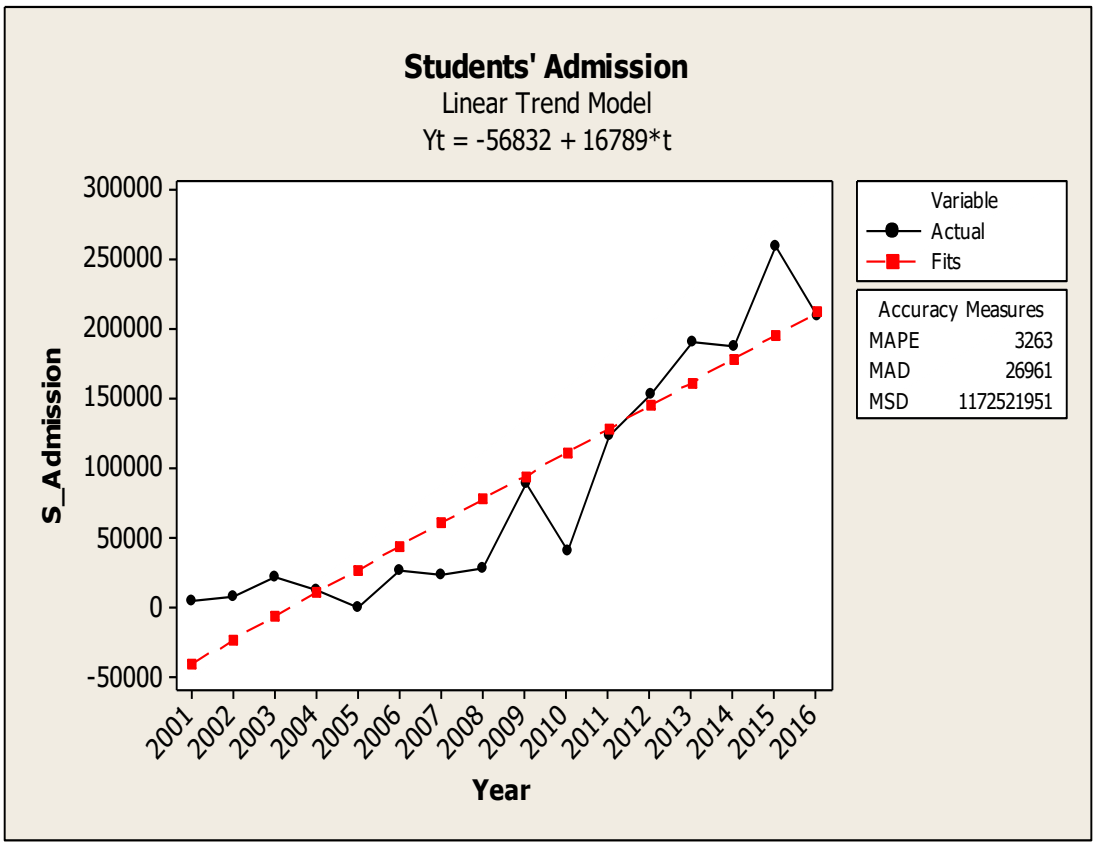


Fig. 1.1 **Revenue from Student's Admission**

Result has it that the fluctuations in revenue generated from students' admission is increasing over the years as it peaked in the year 2015 and narrowed down in 2016. But despite the ups and downs, the trend direction showed an increasing direction indicating an increase in average. That is to say, revenue generated from student's admission is increasing as time goes on, but started to decline in 2016.

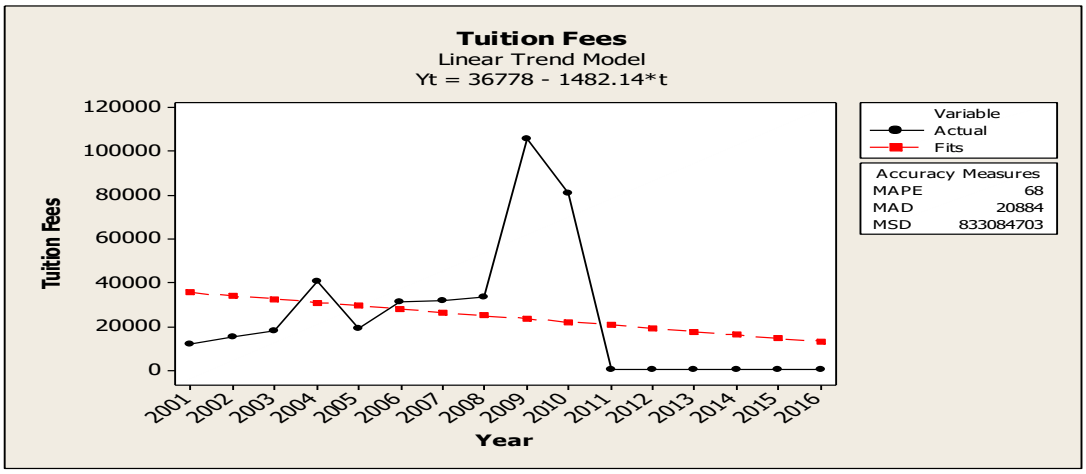


Fig. 1.2 **Revenue from Tuition Fees**

From fig. 1.2 above, result showed that there are random fluctuations over the years. Revenue earned from tuition fees started some normal fluctuations as from 2001 onward and reaches its highest peak in 2008/2009 and narrowed down thereafter from 2010 and 2011 respectively. This is not unassociated with the politicians' intervention as at that time where they sign a memorandum of understanding with the school authority on scholarship deal. From 2011 onward, the revenue from tuition fees is averagely the same.

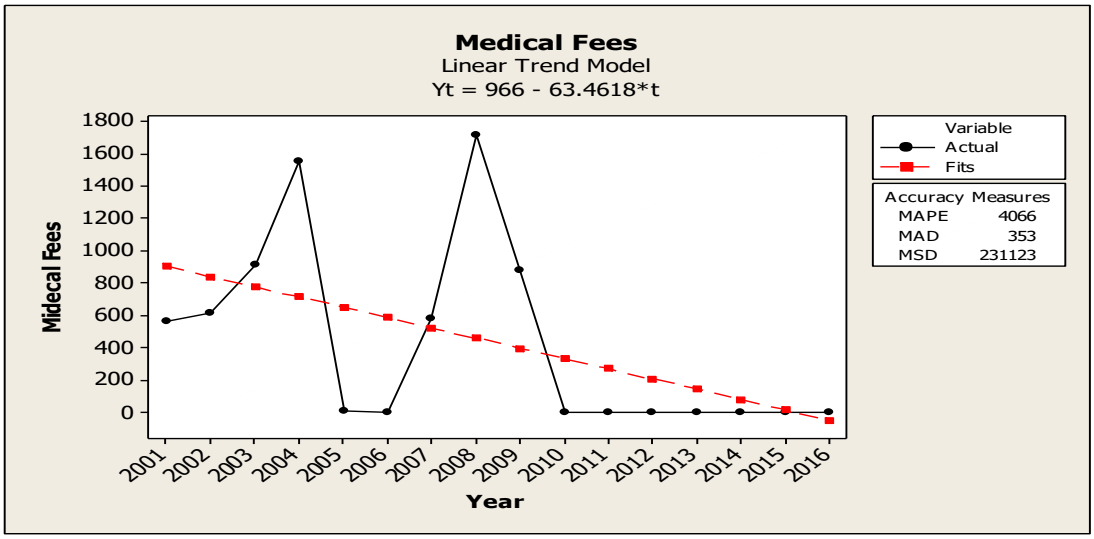


Fig. 1.3 **Revenue from Medical Fees**

Result from fig. 1.3 indicated the revenue fluctuations from medical fees is increasing over the years as it peaked up in the year 2004, narrowed down

in 2005 and 2006 rise up again in 2008 as its highest peak then narrowly declining in 2009 and 2010. The ups and downs in the medical fees, the trend direction showed a decreasing direction indicating almost constant revenue in average.

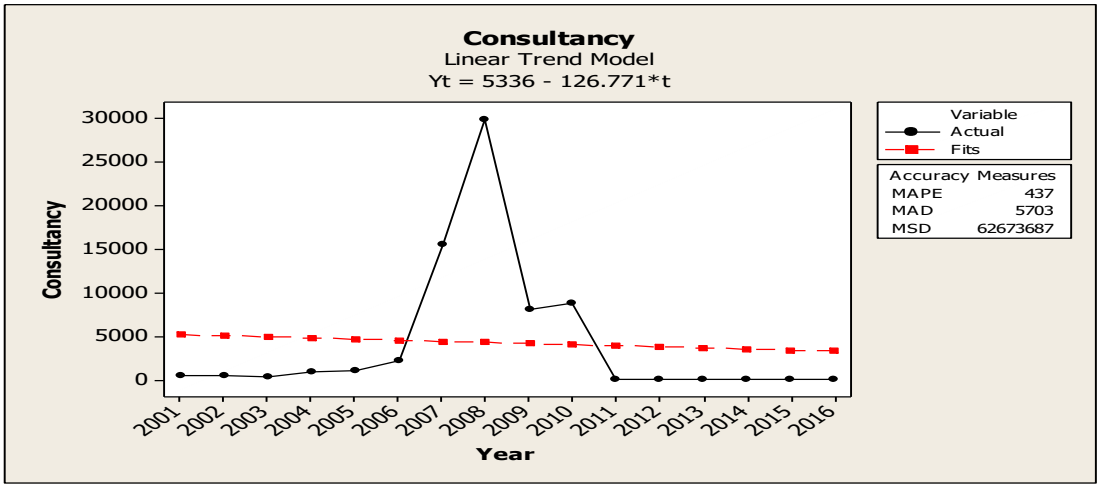


Fig. 1.4 **Revenue from Consultancy**

Result in fig. 1.4 indicated that the trend is approximately constant with somewhat decreasing slope. Revenue fluctuations has its peak in the year 2007/2008 and started to narrowed down in 2009, 2010. As from 2011 onward, revenue generated from consultancy services is approximately constant in average.

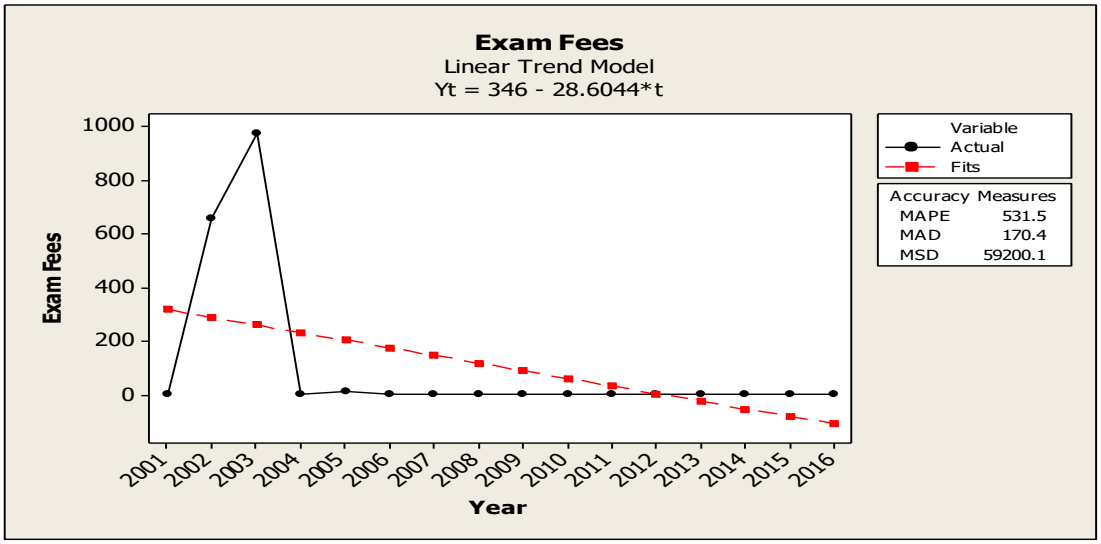


Fig. 1.5 **Revenue from Examination Fees**

Result from fig. 1.5 indicated the revenue fluctuations from examination fees has started with an increasing trend in 2002 and 2003 with a sharp drop of in 2004 and continued with a constant movement in average onward. The trend showed a decreasing direction.

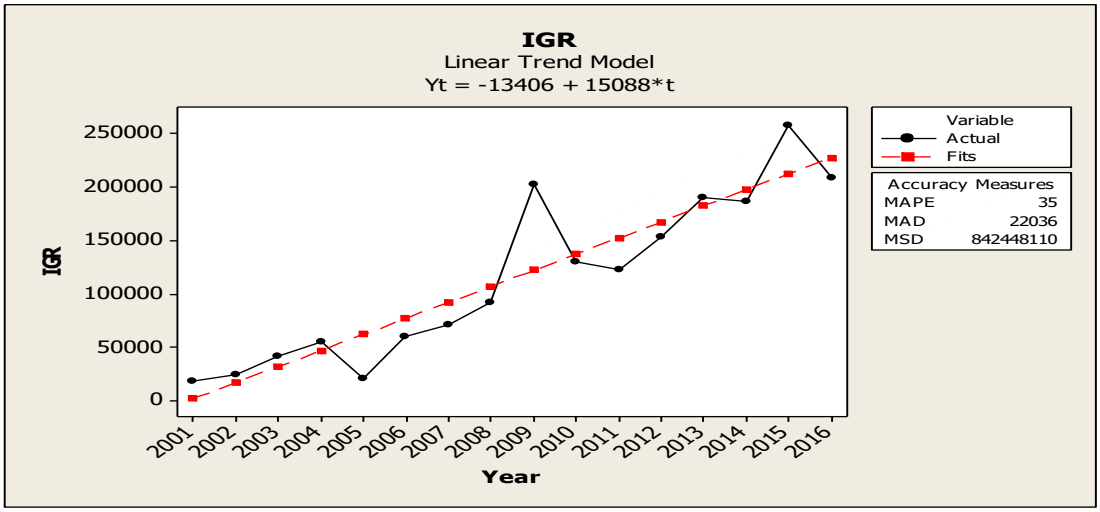


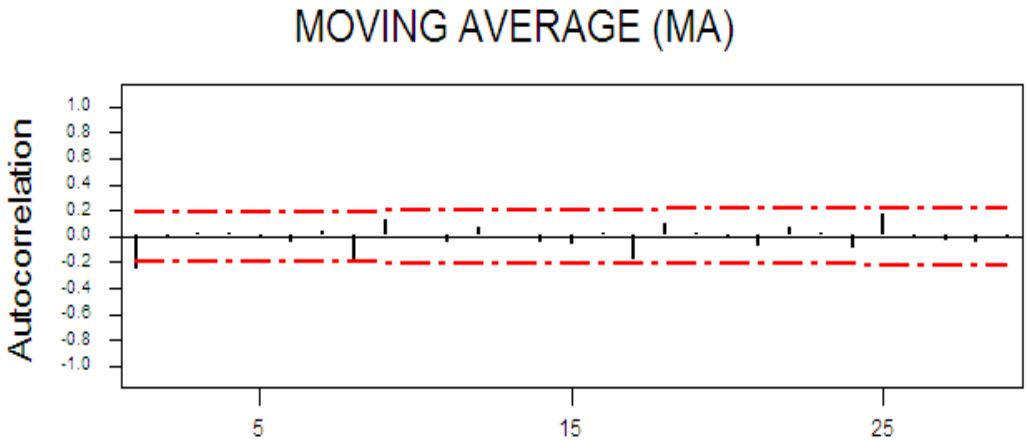
Fig. 1.6 **Revenue from Internally Generated Revenue**

Result from fig. 1.6 above indicated the revenue fluctuations from the accumulated sources (IGR) is increasing over the years starting with a normal fluctuation of ups and downs. In 2005 the revenue decline and rise up in 2006 and slightly increasing and further increased in 2009, a sharp drop in 2010 and further declined in 2011 and continued to rise up from 2012 onward till 2016 where a decline was experienced. Despite the decline, the revenue is on the increase in average over time. The IGR trend showed an increasing upward. This may be attributed to the negative slope in the model above, indicating a presence of other revenue sources not mentioned.

The plots displayed observations on y-axes against equally spaced time interval (yearly) on the x-axes and showed the patterns and behaviors of the IGR in the Federal Polytechnic, Bauchi over time. It is indicated clearly that the occurrence of IGR in the federal Polytechnic, Bauchi were not constant, but, rather varied from one year to another with no systematically visible pattern, structural break and outliers. IGR were on the increase (normal fluctuations) from 2001 to 2008 but saw a significant

increase in 2009 and declined in 2010 and further declined in 2011, but rise up in 2012, 2013.and 2014. A sharp increase in 2015 was observed and narrowed down in 2016. The peak was experienced in 2015. It is seen that the behavior of the IGR after 2011 onward on the increase with normal fluctuations (with no significant difference in average). The mean absolute percentage error found is 35, which is very minimum as when compared with the actual data indicating that the fluctuations are not associated with the assignable cause whatsoever, but due to some natural factors that remained uncontrolled. The forecasting model for the data is:

Moving Average (MA)



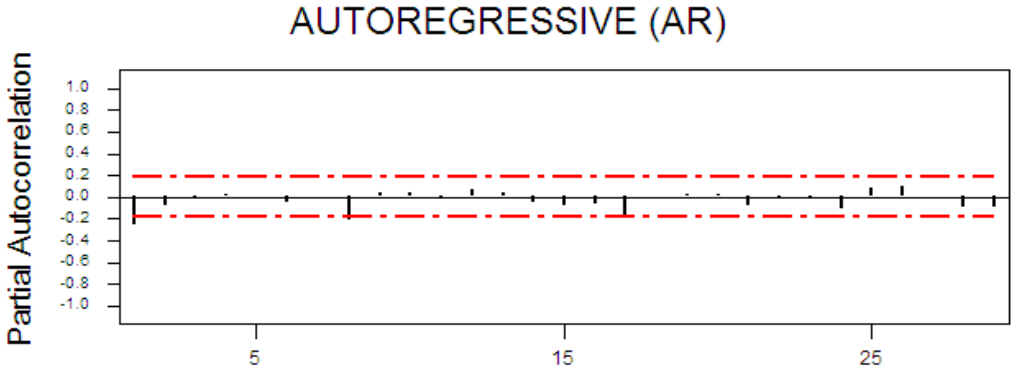
Lag	Corr	T	LBQ	Lag	Corr	T	LBQ	Lag	Corr	T	LBQ	Lag	Corr	T	LBQ
1	-0.26	-2.79	7.99	10	0.01	0.09	16.04	19	0.02	0.17	24.51	28	-0.06	-0.49	32.95
2	-0.01	-0.12	8.00	11	-0.05	-0.52	16.42	20	-0.02	-0.19	24.57	29	-0.01	-0.11	32.98
3	0.02	0.24	8.07	12	0.07	0.71	17.14	21	-0.08	-0.71	25.43				
4	0.02	0.17	8.10	13	0.01	0.08	17.15	22	0.07	0.62	26.08				
5	-0.01	-0.11	8.12	14	-0.05	-0.44	17.44	23	0.02	0.16	26.13				
6	-0.05	-0.53	8.46	15	-0.06	-0.59	17.95	24	-0.10	-0.92	27.63				
7	0.04	0.40	8.66	16	0.03	0.25	18.05	25	0.17	1.59	32.23				
8	-0.20	-2.04	13.84	17	-0.19	-1.84	23.23	26	-0.02	-0.19	32.30				
9	0.13	1.28	16.03	18	0.09	0.87	24.47	27	-0.03	-0.30	32.47				

Fig. 1.7 Moving Average Plot

The plot from the Autoregressive graph has few spikes, but most autocorrelation are near or zero. We saw from the correlogram that the autocorrelation function (ACF) show some positive significant spikes at several lag with ACF of -0.26 and a corresponding T-statistic of -2.79 in lag1. In checking for stationary series using autocorrelations, one

commonly used rule is a T-statistics is less than zero. Since the T-statistics for lag1 is less than zero, it follow that the corresponding ACF of -0.26 is significantly less than zero. Furthermore, the ACF for the remaining larger lags are all less or zero (approximately) indicating a typical case of stationary series for a stationary process, the main features of the correlogram is that the autocorrelations atend toward zero as the lag increases. That gave us a moving average of order 2, MA (2) model.

Autoregressive (AR)



Lag	PAC	T	Lag	PAC	T	Lag	PAC	T	Lag	PAC	T
1	-0.26	-2.79	10	0.04	0.43	19	0.02	0.23	28	-0.09	-0.98
2	-0.08	-0.90	11	-0.03	-0.32	20	0.03	0.32	29	-0.09	-1.02
3	-0.00	-0.01	12	0.06	0.69	21	-0.09	-0.95			
4	0.02	0.25	13	0.03	0.36	22	-0.02	-0.22			
5	0.00	0.02	14	-0.06	-0.62	23	-0.02	-0.27			
6	-0.06	-0.63	15	-0.09	-0.93	24	-0.11	-1.23			
7	0.01	0.10	16	-0.06	-0.65	25	0.08	0.86			
8	-0.21	-2.26	17	-0.20	-2.21	26	0.10	1.11			
9	0.03	0.33	18	0.01	0.11	27	0.01	0.16			

Fig. 1.8 **Auto Regressive Plot**

The partial autocorrelation function (PACF) is examined in the same vein using the T-statistic for particular lag to test whether or not the corresponding partial autocorrelation coefficient equal to zero or approximately. The values alternate in sign and decay quickly after lag 1, indicating that an AR (2) model is appropriate for the data.

Model Identification

Model identification is used to check the adequacy of the model. That is, identifying which of the model are basically selected the sample autocorrelation functions and partial autocorrelation functions of

differenced IGR series after the hypothesis test have been proven to be stationary.

Based on the figure displayed in the ACF and PACF, it can be seen that there is a slow delay in the ACF with some negative significance around the PACF which displays a sharp cutoff at lag1 with ACF and T-statistics -0.26 and -2.79 respectively. For the differenced IGR series, the autocorrelation for lag 1 (-0.26) is significantly different than zero (the corresponding T-statistics equal to -2.79, thus it is greater than 2 in absolute). This pattern is typical to autoregressive (AR) process of order two and for the moving average (MA) process of order two; the model difference is one (1). The identified order of the model is therefore ARIMA (2, 1, 2) representing AR (2), I (1) and MA (2). The ARIMA (2,1,2) model is to be used as adequate for IGR generation because it has a minimum mean square error and it satisfy all the criteria for a model to be adequate.

Parameter Estimate of Model

At this juncture, the parameter of the selected ARIMA (2, 1, 2) model is estimated using the iteration method of Minitab package. The result from the estimated model is therefore displayed below.

Table 2.1 Parameter Estimation

Coefficient	Estimate	STD Error	t-value	p-value
MA2	0.6902	0.0294	23.46	0.000
AR 2	-0.2510	0.0927	-2.67	0.000
Constant	2.206	2.155	1.02	0.308

Source: Authors Computation using Minitab

Based on the parameter reported in the table above, the estimate of the MA(2) coefficient of 0.6902 is found to be statistically significant since its test statistic of t-value of 23.46 is greater than 2 in absolute terms, and is therefore maintained in the model. The estimated MA (2) coefficient again strictly conforms to the bounds of parameter stationary since its value of 0.6902 lies between -1 and 1. Again the estimate of the AR (2) coefficient of -0.2510 is found to be statistically significant since it test statistics it t-value of -2.67 is greater than 2 in absolute terms and it is maintained in the

model. The estimated AR2 coefficient again strictly conforms to the bounds of parameter stationary with value of -2.67. In conclusion, based on the parameter estimate it chooses the MA (2), AR (2) and ARIMA (2, 1, 2) as the best model for IGR series with regard to the test of hypothesis.

Model Adequacy (Diagnostic) Checking of Estimated Models

After chosen the ARIMA (2, 1, 2) model as the best model based on the conclusion above, the adequacy is further checked to draw empirical conclusions regarding the model as good fit and for that matter its usage in estimation and forecasting. These tests are performed using the Ljung-Box Test as reported in the table below to test correlation of the residuals:

Table 3.1 Ljung-Box Test for ARIMA (2, 1, 2) Model

Summary of Test Statistic			
Test type	**x-squared**	**Df**	**p-value**
Ljung-Box	15.3	19	0.706

Source: Authors Computation using Minitab

The hypothesis that the Ljung-Box test is:

The residuals are uncorrelated

: The residuals are correlated

The result from table above test is significant and its corresponding null hypothesis rejected. This is because the p-value is less that chosen critical value of 0.05. The Ljung-Box test for the IGR in Federal Polytechnic, Bauchi the chi-square statistics of 15.3 gives a corresponding p-value of 0.706. Because the p-value is quite large (greater than the chosen significant level of 0.05), the test was not significant and therefore we do not reject the null hypothesis, thus the residuals appear to be uncorrelated. This indicates that the residuals of the fitted AR (2) model are white noise, and for that matter the model fits the series quite well (the parameters of the model are significantly different from zero and residuals are uncorrelated), so we can used the model to make forecasts.

Conclusion

There are various sources of revenue for tertiary institutions in Nigeria which includes; revenues from fees & tuitions in Government tertiary

institutions, but it is as high as in the private university (Sani, 2015); investments and other forms of internally generated revenues (IGR) constitute certain percentages of the total revenues, donations, endowments, grants and other forms of gifts constitutes some portions of the IGR. Public tertiary institutions rely solely on the government to provide its needed resources, with about 90% of the revenue coming from the governments purse (Sani, 2015).

Although many tertiary institutions worldwide receive a great proportion of their income through student tuitions, that strategy remains an untapped source of financing tertiary education in Nigeria (Sani, 2015). It is equally important to note that while federal government maintains the policy of no tuition fees in all federal government owned universities in Nigeria thinking that the government has a duty to provide qualified Nigerians with free university education, the government has failed to provide adequate funds that will sustain university education in producing quality graduates (Olayiwola, 2012; Abdulkareem, Fasasi & Akinnubi, 2011; Ahmed, 2013). According to Okebukola (2006), government alone cannot fund university education because of the increasing cost of delivery in university education brought about by a combination of high enrolment pressures, resistance of institutions to adapt more efficient and productive financial management styles.

It is however concluded that the revenue decline in Federal polytechnic, Bauchi is attributed to the competitive nature of the tertiary institutions in the state. Its state polytechnic counterparts and Bauchi state University Gadau which plays a vital role in the reduction of the number of students seeking for admissions yearly. The decline observed was witnessed in the last five years, (despite the fluctuations) due to the emergence of Bauchi state University, Gadau and the introduction of Degree programme in Abubakar Tatari Ali Polytechnic, Bauchi which derived the attention of the populace.

Recommendation

From the result found, it is recommended that revenue supplement strategy is a preferred route to financial viability in Federal Polytechnic, Bauchi which comprises of entrepreneurship such as renting of facilities,

commercial marketing of research discoveries, establishment of Shopping Malls, school's/ industry collaboration, expansion of school's farm and its activities, expansions of consultancy services, introduction of specialized and marketable teaching and scholarships, bookshops, petrol stations and establishment of 'Micro Finance Banks', e.t.c. This is in line with the recommendations by Ogbogu (2011).

It is also recommended that the school should continue with the proceedings on the issue of Degree programme which will attract the attention of the public. The more the people apply into the school, the more revenue is expected to be generated. The management should also encourage other Universities from across the country to collaborate with so as to have a varieties of courses in affiliates to attract the public, hence increases the revenue strength.

This agrees with the World Bank report(2010) that says universities in Africa find it increasingly difficult to maintain adequate student-teacher ratio, lecture halls are overcrowded, buildings fall into disrepair, teaching equipment is not replaced, and investment in research is insufficient. This evidently shows inadequate funding which at the end results in deterioration in quality of graduate produced, but can be re-defined if the above recommendations were implemented.

Acknowledgement

We wish to acknowledge the contributions of Dr. Abdulhamid, Mal Adamu Buba and Mal Hussaini Yaro Ali. This research is wholly sponsored by Tertiary Education Trust Fund (Tetfund) under the Institutional Based Research (IBR) 2019 Intervention.

References

Adesoji, A. A.&Chike, F.O. (2013). The effect of internal revenue generation on infrastructural development. *Journal of Educational and Social Research.*Mediterranean Center of Social and Educational Research.

Akinkunle, O. A. (1986). Funding the polytechnic, Ibadan: the way out of the woods. A Memorandum submitted to the Government Visitation Panel to the Polytechnic, Ibadan on 24th February 1986.

Akpunoko, E.E (2012).Tertiary Education Development and Sustainability in Nigeria: Beyond Financial Accountability

Amakie, N.O.A. (2006). Polytechnic education in Ghana: the case of the HND estate management programme. Promoting Land Administration and Good Governance.*5th FIG Regional Conference.*

Danjuma, A. &Zakariyau, Y. K. (2012), Developing Alternative Sources of Funding Local Government Nigeria During Period of Global Economic Recession: *Journal of Business and Management;* 2(3).

Edogbanya, A. &Ja'afaru, G. S. (2013). Revenue Generation: It's Impact on Government Developmental Effort .*Global Journal of Management and Business Research Administration and Management*. 13(4)

Fafunwa, A.B. (1974). History of Education in Nigeria.Joint Admission and Matriculation Board Regulations and Guidelines for 2012.*Nigerian Institute of Management Journal* November/December, 1988. Page 16-18.

Famade, O. A.Omiyale, G. T. &Adebola, Y. A. (2015).Towards Improved Funding of Tertiary Institutions in Nigeria.*Asian Journal of Humanities and Social Sciences (AJHSS) Volume 3.*

Famurewa, I.O. (2014). Inadequate Funding as the Bane of Tertiary Education in Nigeria.*Greener Journal of Economics and Accountancy,* 3 (2): 020-025.

Isaac, O. F. (2014). Inadequate Funding as the Bane of Tertiary Education in Nigeria .*Greener Journal of Economics and Accountancy* .Vol. 3 (2), pp. 020-02.

Onuoha, L.N. (2013). Financing Higher Education in Nigeria: The Role of Internally Generated Revenue and How University Managements can Maximize the Resources; *Canadian Social Science.* Vol. 9, No. 1

*"Internally generated revenue (IGR) and the challenges of national development'.*A presentation on the occasion of the first national roundtable for good proactive laws and governance organized by "The initiatives"; International conference centre Abuja, 24th April 2008.

Malgwi, A. A. (2014). Exploring alternative sources of internal revenue drives in Adamawa state university, Mubi. *Journal of Economics and Finance, Volume 3, Issue 4. PP 35-37.*

Michael, N. & Sunday, S. A. (2013). Internally Generated Revenue (IGR) and Infrastructural Development in AkwaIbom State.*European Journal of Business and Management.*Vol.5, No.31.

Olayiwola, S. (2010).Alternative model of funding for academic research in Nigerian Universities. Higher Education Quarterly, 64(2): 149-160.

Obonya, P. (2002). Revitalizing education in Africa.System and strategies for funding Nigerian Universities.Retrieved from http://www.naps.org.ng/index.

Prince, K. M, Emmanuel E & Professor, F. I (2012).Government Accountability and Voluntary Tax Compliance in Nigeria.*Research Journal of Finance and Accounting* .Vol 3, No 5.

Problems and Prospects of InternallyGenerated Revenue In FIRS http://www.academia.edu/9142272/

Sanni, M.R (2009), The conversion of Federal Polytechnics into universities: The Funding Aspect

Udu, L.E.& Joseph,&Nkwede, J.O (2014). Tertiary Education Trust Fund Interventions and Sustainable Development in Nigerian Universities: *Evidence from Ebonyi State University, Abakaliki Journal of Sustainable Development;* Vol. 7(4).

World Bank (2010).Financing Higher Education In Africa : Directions In Human Development. *The International Bank for Reconstruction and Development / The World Bank Internet*: www.worldbank.org E-mail: feedback

1999 Constitution Of The Federal Republic Of Nigeria (promulgation) 1999 No. 24