



**A REPORT ON  
ORGANIZATIONAL  
PROCESS MAPPING  
& OFFICE ENGAGEMENT AT  
JAMB HEADQUARTERS, BWARI, ABUJA  
[March 20th - April 14th 2023]**

A BCKC Draft Report

**NOTE:** The public sector is the primary community NISER is engaging.

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ENGAGEMENT AT JAMB HEADQUARTERS, BWARI, ABUJA**

**[March 20<sup>th</sup> - April 14<sup>th</sup> 2023]**

**PROCESS OBSERVATION STUDY ON THE PROJECT  
*RESEARCH SUPPORT FOR CORRUPTION CONTROL THROUGH BEHAVIOURAL  
CHANGE.***

**NISER/MACARTHUR FOUNDATION GRANT PROJECT.**

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**APRIL 22, 2023.**

## **CONTEXT**

As part of effort to develop behavioural solutions and deployment of designed interventions for the purpose of reducing corrupt behaviour across public sector institutions, the study “Research Support for Corruption Control through Behavioural Change” engaged the Joint Admission Matriculation Board (JAMB) office. The engagement set out to observe, interrogate and document the organizational and service processes. The method is a system/research process that entails understudying an organization/institution for the purpose of understanding their systems, structure, inputs, outputs and deliverables processes. In a nutshell, process mapping entails observation of organizational behaviour and service processes.

### **Background Information on JAMB:**

Joint Admissions and Matriculation Board (JAMB) is an agency of the Federal Ministry of Education with its headquarters at Bwari, Abuja. The legal instrument establishing the Board was promulgated by the Act (No. 2 of 1978) of the Federal Military Government on 13th February, 1978. By August 1988, the Federal Executive Council amended Decree No. 2 of 1978. The amendments have since been codified into Decree No. 33 of 1989, which took effect from 7th December, 1989. The Vision of JAMB is “to be a world class matriculation, assessment and admissions board through equal opportunity and Transparent services”. Decree No. 2 of 1978 (amended by Decree No. 33 of 1989) empowered the Joint Admissions and Matriculation Board to:

- (a) conduct Matriculation Examination for entry into all Universities, Polytechnics and Colleges of Education (by whatever name called) in Nigeria
- (b) appoint Examiners, Moderators, Invigilators, members of the Subject Panels and committees and other persons with respect to matriculation examinations and any other matters incidental thereto or connected therewith.
- (c) place suitably qualified candidates in the tertiary institutions after having taken into account:
  - (i) the vacancies available in each tertiary institution
  - (ii) the guidelines approved for each tertiary institution by its proprietors or other competent authorities
  - (iii) the preference expressed or otherwise indicated by the candidates for certain tertiary institutions and courses
  - (iv) such other matters as the Board may be directed by the Honorable Minister to consider or the Board itself may consider appropriate in the circumstances.
- (d) collate and disseminate information on all matters relating to admissions into tertiary institutions or any other matter relevant to the discharge of functions of the board.
- (e) carry out other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under or pursuant to this Decree

To put succinctly, the primary mandate of JAMB is to streamline, coordinate and harmonise the admission of candidates into Nigeria’s higher institutions. This involves several processes including having a robust registration and application processes, conducting the matriculation examination and ultimately having an efficient admission system. The Board has twelve (12) departments at the headquarters with divisions and units respectively.

The subsequent sections in this report are grouped along the lines of the researcher's interaction across the eight departments purposively selected.

**Week 1 (March 20-25, 2023):** The inaugural meeting held on March 20, 2023 at 10am at the Studio room, JAMB headquarters. The meeting had in attendance the Registrar and his management team, NISER team (Alhaji Mukhtar, Tosin Ilevbare and Dorcas Sambo). Alhaji Mukhtar introduced NISER team to JAMB authorities. The embedding process was introduced by Dr Tosin, describing JAMB as one of the focal agencies for behavioural solutions deployment on the Macarthur project. In the course of the meeting, the Registrar hinted that it is a busy week as preparation was in top gear for the forthcoming JAMB mock examination. He therefore requested that we start the "process mapping" officially by the following week Monday (March 27). He however noted that the NISER embed could stay informally in the first week to be part of the preparatory meetings for the exam. In addition, the Registrar asked the embed to submit a one page- brief on the organizational "process mapping" modalities and mode of engagement. This was submitted and hereby attached in this report.

Furthermore, the Registrar magnanimously asked the NISER team to join a meeting that held the same day on a briefing with JAMB zonal Directors on the presentation of a new guide for all JAMB zonal offices on Direct Entry admission process. The highlights and my observation at the meeting are as follows:

-The Registrar gave a detailed brief on the new guideline for the Direct Entry Process. The new guideline provided directions on modalities for improving the system in order to block observed lapses. The briefing churned out clear rules and guidelines for the zonal Directors to follow in registering applicants for direct entry. In his briefing also, penalties and sanctions were clearly spelt out for any officer found wanting.

I noticed a culture of consistent and smooth flow of unambiguous information through regular communication among staff of the organization. There is a weekly bulletin circulated among member of staff detailing updates, critical information and weekly financial inflow and outflow of the institution (transparency and openness). The system is perceived to be organized and not chaotic.

From my interaction and observation at the Head of HR's office,

-There was a case of some staff that had been absent for some months, the Director in charge of appointment, promotion in collaboration with the Head HR discussed and took action on the matter. It was agreed that a letter of warning be issued to the concerned staff.

In preparation for the mock exam which held on March 20, 2023, adequate arrangement was observed to ensure efficient service delivery. The mock exam is meant to ascertain the readiness and optimal functionality status of the computer-based test, to prepare candidates and familiarize them with the exam environment and lastly to validate the test items.

### **Quick Observations**

-An organized environment

-Members of staff resumed promptly at few minutes to 8am which is the official resumption time.

-A well planned environment, the reception gives a blow-away experience, top-notch quality services right from the security operatives at the gate

-The Servicom department, under the office of Registrar is in charge of the reception. Quality services, totally at variance with what obtains at most government institutions. Everyone seemed to know what to do per time . No undue greetings or salutation from the officers at security posts.

**Week 2: (March 27<sup>th</sup> -31<sup>st</sup>):** The Head of Corporate Compliance and Oversight Services (CCOS) (Mr Gani Abdulrahim) was appointed to help with my three week schedule. We were able to draft a plan for my stay across the eight departments identified. We had detailed interaction to discuss the duties and mandates of JAMB. I was able secure a placement on the Registrar's team to monitor the conduct of the Mock exam across some test centres in the FCT,. The mock exams held on March 30 2023. The process for the monitoring team formation was well organized and systematic. I had to be registered on the JAMB intranet platform with adequate information documented; including my NIN, my next of kin, full permanent address and other details.

The institution clearly has internal policies to drive staff commitment and productivity

Observations:

-All members of staff signed in at the time of resumption as lateness and neglect of duties are not condoned in any form. No staff resumed later than 8.30am

-Free daily lunch is provided for all members of staff. In my interaction with the Head of Public Relation Unit, I asked what spurred management's interest in providing free lunch to all members of staff. My interaction with him was to investigate the strategies put in place to ensure effective and seamless delivery of JAMB mandate. The following were my findings:

As an institution with sensitive responsibilities to instill sanity in examination process, the management wants limited interaction among staff and members of the public especially around the vicinity of the institution. Also, to reduce loss of manpower hours as a result of leaving the office's premises to eat.

The free meal and other welfare services such as free medical expenses for members of staff with terminal illnesses and close family members, provision of staff buses, 13<sup>th</sup> month salary, special allowances (paid every July annually) also serves as sources of motivation to members of staff. This initiatives started in 2018, introduced by Prof Oloyede, since then there has been significant drop in the number of corrupt acts such as exam questions leakage and other vices related to the services JAMB provides. The motivation of staff through improved welfare provision goes a long way in boosting staff's sense of belonging and commitment to service delivery. The institution clearly has internal documented policies to drive staff commitment and productivity.

-In addition, the embed investigated the prevailing structure and what makes the present administration unique. The following were my findings:

Before the present administration, for about 40 years of JAMB's existence, the institution was able to remit about 45million cumulatively to the government coffers, but within the first year of Prof Oloyede's tenure, 7.8bn naira was remitted to the government treasury, despite reducing the JAMB application fee to 3500 naira from 5000 naira. JAMB has remitted over 40bn in the last 5 years. The strategies employed by the Registrar include blocking wastages by refusing kickbacks from external contractors, improving ICT facilities of the institution, renegotiation of service cost with service providers and constant staff engagements. The embed further interrogated how expectations (in terms of monetary returns and kickbacks) from government stakeholders (Minister of Education and National Assembly members) were managed. It is reported that the Registrar has the full support of the Minister, who does not expect any undue monetary returns from the institution. The demands of the National Assembly stakeholders are managed effectively too as they already know the stand of the Registrar, - that he does not offer inducements. I was able to deduce that JAMB could successfully achieve this feat because of their self-funding nature and transparency in their dealings with both internal and external stakeholders.

**SERVICOM DEPARTMENT:** The Head of SERVICOM Unit (Under the Registrar's Office) gave a detailed description of the activities and responsibilities of the unit. The unit interfaces with both internal and external customers of the organization. The external customers are applicants, parents, guardians, Computer Based Test (CBT) centres and other service providers. There are two major ways of engaging with the external customers; physical visit or virtual referencing. There are formal documented guidelines for operationalization of their duties. There are also ways of monitoring and evaluating service delivery such as review of duration of resolving complaints, feedback from clients and periodic chart review of the frequency and type of complaint. Some of the attempted corrupt acts identified in this department are attempt by applicants to change date of birth, full names, state of origin and the likes. The policy of NIMC on change/replacement of names and date of birth is a big challenge for JAMB as the organization has an anti-corruption policy to never replace candidate's vital information such as names, date of birth, state of origin etc. There has been pressure from several

quarters to modify this JAMB policy but to no avail. Complaints on replacement and correction need to be approved by the Board.

The procedure for compliance is well documented and closely monitored. Tickets are raised by candidates through an online platform to lodge their complaints which are promptly attended to. Majority of complaints are related to corrections on profile information and inability to access JAMB online platform. To prevent corrupt acts, only corrections are allowed on candidates profile and not replacement of details. Furthermore, departmental tasks are inter-connected to ensure checks and balances. To further check the activities of members of staff, financial transactions are made through bank and online payments, thereby limiting staff's contact with physical cash. Also, the whole premises is covered by Close Circuits Television (CCTV) making all staff to be cautious. There is also regular monitoring of the Computer Based Centres, and JAMB has diverse methods for these checks and balances. Any CBT centre found erring is flagged and suspended while investigation is carried out. Details on the nature and level of irregularities at CBT centres were not divulged to the researcher.

The researcher further interacted with few of the clients at the complaint centre (SERVICOM desk). The embed observed a secluded environment for candidates coming in for complaint as there was no interaction with other members of staff aside the SERVICOM staff. This is to prevent extortion of candidates and other corrupt influence. Majority are very satisfied with the services provided as I personally observed the whole process right from their arrival to the resolution of their complaints.

**TEST ADMINISTRATION DEPARTMENT:** JAMB mock exam took place on Thursday March 30, 2023 across CBT centres in the country. JAMB operates and conducts its matriculation examination at JAMB-managed test centres and private-owned CBT centres. The private-owned centres are closely monitored and regulated by JAMB office while erring centres are regularly sanctioned. The embed was able to observe the whole process of the mock exam involving arrival, security checks, registration, biometric verification and the examination across four test centres (three private-owned and one self-owned). My observations are as follows:

-The examination process is well planned with appropriate guidelines and procedures. Staff are adequately trained before being deployed across the test centres to serve as Technical officers while roles such as those of Supervisor, Examination officers, Registration officers, etc are outsourced to other organizations such as NIMC, NOUN, and Universities. The essence of outsourcing some roles is to promote transparency and accountability in the examination process. At the end of the exercise, all staff involved are expected to write a detailed report on the situation at the exam centres where they manned. The CBT centres operate with a manual that documents the procedure and guidelines for the exam. Some of the guidelines include the locations of the centre, maximum number of candidates per centre, provision of ICT facilities and consistent monitoring by JAMB officials.

The Registrar is fully active in the process and this drives the positive attitude and behaviour of all members of staff. The embed was able to observe the input, throughput and output of the services. The hitches experienced during the exam were as a result of new software been introduced to curb

examination malpractice. The hitches which involved delay in start of the exam were however earlier envisaged and candidates pre-notified and sensitized on JAMB electronic platforms.

### **Week 3: April 4<sup>th</sup>-7<sup>th</sup> 2023**

**ANTI-CORRUPTION TRANSPARENCY UNIT (ACTU):** I started the week at the Anti-corruption Transparency Unit (ACTU). This is an autonomous unit saddled with the responsibilities of promoting ethics, transparency and fighting corruption at workplace. The unit reports directly to Independent Corrupt Practices Commission (ICPC) which is the mother agency in charge of all ACTU units in Parastatals and Agencies of the Federal Government of Nigeria. Staff in the unit are nominated by Registrar from various departments of JAMB and after thorough background check and evaluation of staff, they are inaugurated by ICPC. The tenure of staff in the unit is three years, maximum of two terms. The activities of the unit are guided by the Standing Order manual for the operations of ACTU as provided by ICPC. This implies the presence of formal documented guidelines. In carrying out their responsibilities, ACTU encourages member of staff to submit grievances through channels such as direct report and e-mails.

The functions of the Unit amongst others include Corruption Risk Assessment of JAMB as an organization, system study review of each department in the Board, development of Mitigation Plan, quarterly provision of update to ICPC on the activities of the unit, identification of red flag to track loopholes in the system. The mitigation plan is to identify loopholes and vulnerability to corruption and to suggest ways to reduce vulnerability factors. The unit is also responsible for identifying good behaviour and facilitation of reward system. It is reported that the system and structure in place in JAMB has made corrupt practices minimal. The systems are largely technology-driven and include REMITTA payment system, Treasury Single Account (TSA), sales of Jamb form PIN through third parties (banks and other vendor).

In JAMB, there are clear policy documents stating what is considered appropriate, unethical and illegal. Banners are pasted around the premises to prompt staff on the need to “Act Right” and “Shun Corrupt practices”. Prompts such as “Do I act Right even if there is no one watching me?” In addition, there is a manual of “Code of Conduct/Ethics and Compliance in the Workplace” to serve as a guide against corrupt acts/practices at the workplace. All staff are made to receive and append their signature upon receipt of the manual. There is also a poster placed in all offices stating the consequences of all forms of corrupt acts such as years of imprisonment, fine and other disciplinary actions. (Copies of manual and poster are available)

The transition to Computer-based test in 2013 has also largely reduced human intervention and inappropriate acts in examination conduct and marking of scripts. The new system is principally automated with the goal of reducing corruption and improving effective service delivery. Deviant acts such as impersonation and special centres were curbed as all candidates are biometrically verified before taking the exam. The exam is also closely monitored through CCTV monitoring during and after the exam by the Information Technology Service (ITS) officials.



In dealing with deviant behaviour among staff, especially before the present leadership of the institute, corrupt behaviour was rampant with cases such as misappropriation of funds, forging of Registrar's signature to perpetrate corrupt acts, leakage of exam questions, lateness to work and negative attitude towards job. Actions such as dismissal, suspension and other disciplinary actions were taken against such staff. ACTU staff at JAMB asserted that the difference between then and now is better system and structures put in place as this have reinforced right attitude and compliance to ethics and code of conduct in the workplace. As a result of the measures put in place through improved systems and structures, staff have limited interaction with physical cash and hence reduce the tendencies to be corrupt.

**HUMAN RESOURCE DEPARTMENT:** The HR department operates across four sub-divisions (Director's office, Pension and welfare; Staff Matters and Training).

### **Observations and Information Provided**

**Director's Office:** This unit is headed is Mr Adedeji. The office is responsible for coordinating the affairs of the Director's office which include ICT matters, clinic matters and leave matters. The head of unit also vets all documents emanating from the Director's office to both internal and external stakeholders of JAMB office. In this unit, there is a schedule of duties document where responsibilities of each staff are documented. With this, all officers know and understand their roles and responsibilities as there are clear guidelines for carrying out their work.

In terms of factors to drive staff's commitment, health care support facilities, lunch, staff bus, 13<sup>th</sup> month salary and examination allowance (paid every July annually) are some incentives identified. Lateness is not condoned as all staff are made to sign in every morning. The Registrar' mantra is Discipline and efficiency. Assessment of performance is through APER form.

Inquiry into examples of behaviour considered as corrupt acts at JAMB, especially as documented in the Code of conduct manual for staff are:

- Exploitation/Extortion of candidates (to upgrade marks, to fast track services)
- Sexual harassment of candidates
- Record falsification
- Collusion with internal stakeholders
- Embezzlement
- Identity theft

To a large extent, corrupt behaviour and deviant acts are totally not acceptable/zero tolerance at JAMB, when such issues are reported or noticed, investigations are set up and when staff are found wanting, measures such as dismissal, suspension or query are meted out. I personally observed interactions at the department, review of cases of staff with medical needs was observed and low levels of bureaucracies were observed.

There is a clear evidence of delegated authority among members of staff and there is a deliberate effort to ensure every officer is easily identifiable within the office premises by their name through the compulsory use of Identity Cards.

**Pension and Welfare Sub-division:** This unit is responsible for coordinating issues around pension and staff welfare. Officials in this unit supervise the contractors in charge of the restaurant to ensure compliance and quality. Staff are engaged in regular training (both in-house and abroad) to drive efficiency. Lunch is presently available for only staff at the headquarters but efforts are presently ongoing to make lunch available at the zonal offices as one of the incentives to motivate staff. The division has a yearly plan and lines of activities submitted to the management which guide their operation as a unit. The division is assessed based on this alongside APER form.

**GIFTS and Implications:** From experience, corruption does not always start with a direct bribe at the outset. It often begins with a gift or offering of monetary inducements. In JAMB, gifts from external stakeholders are treated with caution, when a staff receives such from an individual, he/she is expected to pay the money through REMITA into the government's TSA and appropriate report is submitted to the staff's HOD who reports to the Registrar. Embed further interrogated the underlying principle of this act. I was made to understand that this procedure is explicitly stated in the Public Service Rule (PSR) and all staff is aware. I personally witnessed a refund of such nature, a receipt was generated through Remita to pay a gift of 30,000 naira back into the TSA account. I was made to understand that members of staff comply because there are checks and monitoring systems in place. There is also the idea/awareness that the gift could be an institutional set-up, set-up from candidates/guardian/other stakeholders.

Many staff opined that checks and balances as a result of the systems and structures put in place is driving compliance. In the past, tools/systems put in place encouraged trading influence and corrupt acts as lots of money was embezzled and mismanaged. This does not suggest that the system is perfect now, but the level of compliance is extremely high unlike previous incidences of "open corruption" and victimization of non-conformists to unethical acts. Some of the measures put in place include withdrawal of scratch card sales from zonal offices Directors, CCTV cameras around the office premises and examination halls. Clearly, the difference between past administrations and the present is checks and balances as well as monitoring and evaluation to ensure the measures introduced are effective.

Observations: situations that drive or could drive corruption among JAMB officials were also identified as unrealistic/insufficient remuneration for staff's transportation to the mock exam locations and delayed mobilization of funds. Late payment of DTA to travel could encourage staff to accept undue gifts and unsolicited gestures from CBT centres officials. The need to run an inclusive system is key, staff expectations were that the Registrar should have a physical meeting with technical officers that went to field to understand the details of the challenges faced at the exam venue.

**Staff Matters Division:** In this division, staff matters such as recruitment, promotion and disciplinary issues are handled. There are clear guidelines and rules documented in the staff manual. Matters such

as time of resumption, schedule of duties, ethical and code of conducts are explicitly stated in the manual. During promotion exercise, there are procedures in place to ensure transparency and orderliness through a computer-based exam. Staffs that are apprehended during promotion exam for examination malpractice are sanctioned and barred from taking another promotional exam for three years and barred from playing any role in supervising JAMB matriculation examination. Recruitment process is described as largely objective and fair. All applicants are subjected to entry examination and the successful applicants subsequently take oral test. However, external influence is also documented to play a role in the recruitment process at JAMB but to a low extent.

Generally, there is a clear evidence of delegated authority among members of staff and there is a deliberate effort to ensure every officer is easily identifiable within the office premises by their name through the compulsory use of Identity Cards.

As a department responsible for handling disciplinary matters, behaviour identified as corrupt behaviour in JAMB are Admission Racketeering and Extortion to fast track services for clients. Twelve members of staff were sacked about a year ago for these offences. The Head of the division further revealed that most deviant acts are individualistic in nature, that is the desire to get ahead of others (Selfishness).

**Training and Development Division:** this division is responsible for coordinating the training and development needs of staff at JAMB. At the beginning of the year, relevant training and training needs of staff are collated for Registrar's approval. This is to serve as incentive and motivation to members of staff and to improve productivity. There is an internal policy document guiding the procedure.

#### **Week 4: April 10<sup>th</sup>-14<sup>th</sup>**

**ADMISSION DEPARTMENT:** This is the department responsible for coordinating admission guidelines and procedures in collaboration with tertiary institutions. Since 2017, a new electronic admission system was launched known as CAPS, Central Admission Processing System. The electronic system was created to reduce human interaction and unethical acts in the admission process, to block loopholes that encouraged unethical and corrupt acts. The electronic system is closely monitored via checks and balances. It was created in such a way that only educational institutions have the power to give admission while JAMB approves and disapproves if anomaly is observed. There are documented guidelines in an operational manual.

The benefits of CAPS include faster processing of the admission procedure, reduced bureaucracy and process transparency.

Another system/platform built around the admission process is IBASS (Integrated Brochure and Syllabus System). This platform has significantly improved service delivery during the registration process, it enables eligibility check, reduced wrong subject combination during registration. It is an

interactive platform that engages the three stakeholders in the ecosystem (JAMB, Tertiary Institutions and Regulatory bodies such as NUC, NBBTE)

**FINANCE AND ACCOUNT:** The department of Finance and Account in JAMB is responsible for coordinating, handling and documenting revenue and expenditures of the organization. There are three divisions under this department: Treasury, General Finance, and ???????

The agency does an annual plan and three-years plan to guide the operations of the organization. There is an explicit organogram detailing the roles of the department and various divisions. The rules and responsibilities guiding the operation of the department is also formally documented. Since the administration of Prof Oloyede, there have been a number of initiatives to block loopholes and control unethical behaviour related to operations in the department. It was revealed that some staff and individuals are not happy with the stringent rules and procedures put in place to block the loopholes that drive corrupt behaviour. It is obvious that the risk associated with doing the right thing/acting right is huge in the public sector.

“Show us love” is a subtle term used by National Assembly members to demand for bribe from JAMB officials. But this has been consistently declined despite political pressure and witch-hunting through queries and petition. The organization (JAMB) can do this successfully because they don't receive funding from the government for capital expenditure, government funding is restricted to salaries; hence victimization through budget slicing is not possible.

Also, to control the hoarding and inflation of the cost of JAMB form, monopoly of only one bank selling the cards was broken. Examples of past corrupt behaviour that have occurred among internal and external stakeholders are sales of admission space, extortion of students, inflated cost of JAMB form, identity theft, non-remittance of payment to bank, hoarding of JAMB scratch cards. These have been largely addressed by introducing electronic means of transaction, automated system, and relevant monitoring, checks and balances.

**Specific interventions the registrar has introduced since he assumed office are mainly in the form of controls, monitoring, checks and balances. These include:**

- Introduction of biometric verification at exam venue to prevent identity theft
- Electronic monitoring of the activities of CBT centres
- Limited interaction between candidates and members of staff
- Verification of names by NIMC to block multiple registration
- Weekly presentation of revenue and expenditure in JAMB's weekly bulletin. Open book policy, invitation to have Accountant General staff as adhoc staff at the Board
- Close interaction and feedback from stakeholders
- Stiff penalties for offenders (Dismissal, Prosecution)

-Automated service process

### **Incentives**

Some of the incentives introduced by the Registrar and management to cushion the effects of blocked loopholes and encourage staff productivity include:

-Payment of 13<sup>th</sup> month salary

-Provision of daily free lunch

-Payment of Examination allowance (10% of annual salary) to all members of staff

-Award to institutions (University, Polytechnics, College of Education) for various award categories: institutions that follow guidelines and procedures laid down by JAMB for efficient service delivery are awarded annually.

### **Implications of the New Systems and Structures**

-Restore of confidence in the matriculation examination: this has been achieved through transparency in the examination process and involvement of University officials and other adhoc staff to co-supervise the exam. Previously, the loss of confidence in JAMB processed led to the introduction of POST-UTME, but the situation is changing now as most institutions are now dropping the idea of post-UTME. Some results have emerged from JAMB'S improved systems and processes, these include:

-Recognition from national and international bodies

-A Sane environment

-Set of well behaved staff

-Improved service delivery

**My Submission:** Overall, the drivers of unethical and corrupt behaviour among public officials are selfishness, greed, cultural/social expectation, and desire for lavish lifetsyles. To a large extent, all it takes to make a change is a "Willing Leader" and dynamic "Systems and Structures".

**QUALITY ASSURANCE:** This is the department in charge of controlling and ensuring quality of all operations in JAMB. The department operates through three divisions; Inspection and Standards; Archives, Record & Library services; and Monitoring & Evaluation

The department also has the responsibility of ensuring that all departments in JAMB achieve all they set out to achieve quarterly by monitoring and evaluating all operations and mandates of the departments. This is done every quarter through administration of questionnaires to staff of respective

departments. Quarterly reports are prepared and forwarded to the management of the board for implementation of recommendations.

The quality assurance department also collates report from all officiating officers (Technical officers, supervisors, proctors, biometric verifiers, etc) involved in conducting the annual matriculation exam. This involves documenting the highlights (such as events, exam malpractice, cases of irregularities, and hitches, etc) from all centres for proper documentation purpose. The compiled report is usually shared with the Test administration department and submitted to the Registrar to serve as lessons for future exam.

The Inspection and Standard division carries out regular inspection of CBT centres to ensure JAMB's stated guidelines and mode of operations are adhered to. For any non-adhering CBT centre, they are sanctioned and delisted from conducting future exams.

### **Summary**

Prior to the current registrar's administration, JAMB had a history of demand for bribe and 'kickback' from relevant stakeholders (candidates, ICT providing institutions, CBT centres etc), there were corrupt practices in admission placement, examination malpractice, exam questions leakage to candidates by JAMB officials, irregularities among the Computer Based Test centres, embezzlement of government funds. Major challenges identified during previous tenures at JAMB include negligence, negative attitude to work, lateness and absenteeism, weak payment system, weak leadership, political influence, weak monitoring system, lack of checks and balances.

In order to address these challenges, the present Registrar has introduced a plethora of systems and structures to prevent and block opportunities for corrupt and unethical acts in JAMB. Also, incentives and motivating factors were introduced to drive productivity and efficiency. This has resulted in changes in Attitude and Behaviour among members of staff.

Therefore, I submit the following:

- ❖ Change in behaviour and attitude of staff in public institutions is possible if the leader is willing.
- ❖ Transparency and Use of Technology is critical to success of reform.
- ❖ The previous system of non-digitization of the examination and admission processes promoted corrupt acts
- ❖ A result-oriented approach drives change
- ❖ Systemic monitoring and evaluation and checks and balances are important for change in behaviour and attitude
- ❖ For every loophole observed or discovered, prompt countering actions are implemented to block unethical acts
- ❖ Clearly stated penalties for unethical acts and apt implementation of penalties are critical to corruption control.

DRAFT



THIS DOCUMENT IS A DRAFT REPORT, AND IS PART OF AN ONGOING PROJECT AT THE NIGERIAN INSTITUTE OF SOCIAL AND ECONOMIC RESEARCH (NISER) UNDER A MACARTHUR FOUNDATION GRANT, TO PROVIDE RESEARCH SUPPORT FOR CORRUPTION CONTROL THROUGH BEHAVIOUR CHANGE.