



Effect Of Public Service Reform On Service Delivery Of Joint Admissions And Matriculation Board (Jamb) In Nigeria

Chidi Ukomadu, Fabian Benjamin Ph.D,

Department of Public Administration, Dorben Polytechnic, Garam, Niger State, Nigeria.
Public Relations Department, Joint Admissions and Matriculation Board (JAMB), National Headquarters, Abuja
Nigeria

Corresponding author: Chidi Ukomadu

ABSTRACT: This research work entitled, "Effect of Public Service Reform on Service Delivery of Joint Admissions and Matriculation Board (JAMB), in Nigeria", aims to examine the impact of reforms on the service delivery of the Joint Admissions and Matriculation Board (JAMB), most especially, with the introduction of certain innovations in the Board like; the Computer Based Test (CBT), online registration and release of results under one week. The major objective of this study is, to examine the level of service delivery in JAMB since after the reforms. In order to achieve this, the researchers adopted the survey method, using questionnaire as the major instrument for data collection. Some of the major findings of the research include: The reforms and innovations have led to improved serviced delivery in JAMB, the recent transition from Paper and Pencil Test (PPT) to Computer Based Test (CBT) has eliminated examination malpractice in JAMB organized examinations. The major recommendations of the research include: The number of JAMB CBT centres across the nation is grossly inadequate and seriously needed to be increased. The Board urgently needs to expand and improve on their Information and Communication Technology (ICT) system and equally employ highly experienced professionals to operate these systems.

KEY WORDS: JAMB, CBT, Public Service Reforms, Service Delivery

Received 25 August, 2018; Accepted 08 September, 2018 © The author(s) 2018. Published with open access at www.questjournals.org

I. INTRODUCTION

Reform efforts have been a recurring decimal in Nigeria's public service, right from inception. According to Olaopa (2012), the public service of the federation is made up of officials of government, at the federal, state and local government levels in the ministries, parastatals, extra-ministerial departments and the paramilitary organizations.

Caiden (1968), distinguishes administrative reform from administrative changes which could result from a normal process of administrative development or modernization. To Caiden, administrative change is a self-adjusting (not a result of deliberate effort) response to fluctuating conditions. Consequently, administrative reform results from the malfunctioning in the self-adjusting process of administrative changes, (Matahaba, 1989).

The concept of administrative reform in Nigeria had generally implied periodic review of a part or the whole of the machinery of government. Such review always produces a blue-print that is the basis of a white paper. Reforms could however be simply a management maintenance intervention or organization health-check, while it could also be a turnaround maintenance to re-engineer the structure, management and functioning of the administrative system, with improved service delivery as the overall objectives.

For the purpose of on-going reforms in Nigeria, reform refers to the process of aligning public service structures, systems and processes, human and material resources to government policies, targets and plans, (SEEDS Manual, 2005). The underlying principle which must be followed is 'form follows function', which means that it is only when comprehensive plans have been prepared, will it be possible to determine the appropriate configurations of public sector organizations to implement them. In other words, reform is essentially challenging the way government does its work in view of current or anticipated reality or a desired state.

The search for a more responsive public service for Nigeria culminated in the setting up of several commissions at various times and dating back to the period of colonial administration. In fact, the colonial administration made some attempts between 1941-1947 at reforming and re-organizing the Nigerian public service. However, those were exercises concerned primarily with the review of salaries and wages. According to Maduabum (2001), there have been several different reform efforts from 1946-1995 by successive governments of the regions and the federation, aimed at making the public service responsive, effective and efficient.

These reforms range from Lugard and Clifford reforms, the first of the major reforms in the civil service was undertaken in 1946 by the Harragin Commission, which divided the service into Junior and Senior services. It was followed by the Gorsuch Commission of 1954, which restructured the service into five (5) sections, which are: the sub-clerical, clerical, sub-professional/technical, administrative/professional and super-scale.

The Mbanefo Commission of 1959 was concerned mainly with the issue of salaries and this was followed the same year by the Hewn Commission which integrated the existing departments under Directors into ministries to be headed by Permanent Secretaries, (Adebayo:2004). The next reforms in the civil service, which looked mainly at the issues of salaries, were undertaken by the Morgan Commission in 1963, the Elliot Grading Team of 1966 and the Adebo Commission of 1970.

In 1974, the Udoji Commission recommended result-oriented and unified structure of public service for the whole country. This implies that recruitment, appointment, promotion, remuneration, retirement, discipline and dismissal would thereafter be governed by the conditions all over the country, (PSRC:1974). One of the backlashes of Udoji's Commission was official backdating and subsequent implementation of the recommended increases in the wages and salaries (which ranged from 12 to 30 percent) and generated an inflationary spiral during the period. Till date, no commission was as meticulous as the Udoji commission of 1972 but all it achieved largely stayed on paper, (Dickson:2008).

Shortly after, in 1975, General Murtala Mohammed inaugurated the Public Service Commission (Disciplinary Proceedings) headed by Dotun Philips, which immediately purged the civil service of those it considered not useful, (Adebayo: 2004). This severe disciplinary action according to Adamolekun (2000), was based on such grounds as 'abuse of office', 'decline in productivity', 'divided loyalty', 'old age' and 'corruption'.

In 1988, it was the turn of General Ibrahim Babangida to initiate his own reforms. He constituted the Philips Civil Service Review Panel which according to the government, was aimed at streamlining the public service along the lines of the presidential system of government, with the purpose of making the public service responsive to the Structural Adjustment Programme (SAP). One of the recommendations of the review was that professional heads of ministries be called Directors-General (DG) instead of permanent Secretaries. The review also recommended specialization in the ministry where an officer found himself. The appointment of the DG became political and they were required to retire with the president who appointed them (FCSR:1988, Adebayo:2004)

Another review of the public service was undertaken by the Allison Ayida Panel on Civil Service Reforms, under the late General Sani Abacha in 1995. The panel examined the 1988 reforms and suggested far-reaching changes. Based on the panel's recommendations, the Provisional Ruling Council (PRC) directed that the post of DG should revert back to the status of Permanent Secretary and should be the accounting officer of the ministry (FRN: 1997). The reforms went to the roots of the ills militating against efficiency and devotion to duty in the service.

The latest review of the public service was the one undertaken by the Obasanjo administration, with the establishment of the Bureau for Public Service Reforms (BPSR) to, among other things, to streamline and set a minimum standard in terms of staff strength and remuneration for the public service. According to HTSPE, an international consultancy company which worked in partnership with the federal government on the reform programmes, the public service reforms of the Obasanjo administration was an exercise embarked upon to among other things tackle payroll fraud, remove ghost workers and the large number of redundant posts, facilitate a process of organizational restructurings, improve service delivery standards and facilitate a process of pay reform that will provide incentives for quality staff to come into the service and stay there (HTSPE: 2007).

Bayo (2002), summarized Obasanjo's reform renewal under the following broad ways which include: Pension reform, monetization policy, restructuring of pilot ministries, Departments and Agencies (MDAs), down-sizing and payroll reform. Others are public service procurement and due process, financial regulation and anti-corruption, wages and salaries adjustment and awards (Public Service Rules: 2010).

The researchers therefore, would ascertain how some of these specific reform policies were effectively implemented in the Joint Admissions and Matriculation Board (JAMB) and the level it positively affected service delivery in the Board, from 1999 to 2015.

II. CONCEPTUAL CLARIFICATION

Concept of Service Delivery

According to Olaopa, (2014), governments are distinguished by four complementary functions-policy formulation, management, regulation and service delivery functions. The fourth one is usually taken to be fundamental to the emergence of the state in the first place. There is therefore no doubt that out of the four functions of government, service delivery holds a critical significance within the context of the expectation of good things by Nigerians. Thus, the essence of public delivery is basically to bring the government in touch with the people and conversely, to unfold the loyalty of the people in the service of the state, service delivery is a major factor in the maintenance of the legitimacy of a state. In other words, the quality and availability of essential services is a key factor in the determination of the degree of support that a state enjoys from its citizens. Where this is adequate, the state is strong. Where, on the other hand, it is grossly inadequate, the state becomes fragile and prone to failure. Unfortunately, this is the situation in many African societies, Nigeria inclusive

Concept of Public Service Reforms

One useful way of having a good understanding of new words is through their synonyms. These synonyms often enable the explanation of new words through the associational comparison with the other word. In this case, the synonyms of 'reform' include:

'improvement', 'reorganization', 'restructuring', 'modification', 'transformation', 'alteration', 'amendment', 'overhauling', 'restoration', 'change', 'adjustment', among others, (Olaopa, 2011). An organization being reformed therefore is an organization that is being improved, reorganized, restructured, modified, transformed, altered, amended, overhauled, restored etc.

Reform, in simple terms, implies the readjustment or repositioning of an organization in order to be able to effectively and efficiently meet the dynamism and challenges of its universe of operation. It often requires a trajectory of moving from a present but unfavourable state through series of strategic and institutional stages of change, towards a future state marked by efficient and effective improvements leading to better performance (ECA: 2009). Public sector reforms on the other hand usually include a range of reform measures dealing with core government functions such as civil service reform, financial and fiscal reform, decentralization, enhancing accountability, legal and judicial reform, and improving corporate regulatory frameworks (ADB,1995).

To reform is to 'form back' or to 'form again'. The idea behind this concept is in two folds. In the first case, it entails readjusting a thing in order to meet its original conception after it had gone through some period of decay. For instance, an organization or a system could be reformed in order to meet the standards of the original progenitor, if the said system/organization had, after some years, fallen below expectation. To reform in this sense is to improve the organization in question by removing errors that have crept into its modus operandi and structure(s). Reforms thus entails that recognizing that a thing has a fault, identifying the best means through which faults can be rectified and taking necessary steps to ensure that the reform is actually carried out.

In the second sense, an organization or a system may need to go through reform in order for it to be positioned for future challenges. This kind of reform is necessary if an organization enlarges its vision/mission and needs to implement some innovative ideas for which the structure (s) on ground may then be reformed to imbue it/them with necessary values, additional structure(s), management tools, skills, among others. This recognizes that the environment in which organizations operate are never always the same and at that, there is need for adaptation through a constant remodeling of the organization to meet the demands of the environment in which it operates. Better still, this conception challenges an organization to be on its toes and make efforts to foresee the future by focusing on the trends that things are taking, or likely to take and to make sure that it is not found wanting in responding to challenges posed by the dynamism of the environment.

These two senses may be termed the 'backward-looking/or rear-view reforms' and forward-looking reforms' respectively- the first sense being backward-looking/rear-view in that it seeks to reform an organization/system in accordance with some ideas conceived in times past; while the second sense is forward-looking in that it seeks to reform an organization/system in order to position it to meet the challenges of the future.

It is important to note that these two senses are applicable to the issues of public sector reforms in Africa. On the other hand, the public sector in most African countries, as a result of various causes derailed from the path of professionalization after independence. Thus, there is the need to reposition the public sector in the continent on the path of professionalization. On the other hand, it is also necessary to position the public sector in Africa to meet the challenges posed to it by the contemporary environment-national, regional and global, in which it operates.

Finally, in pursuing the, goals of reforms, there is need to be wary of the attraction for ‘quick wins’. More often than not, ‘quick fixes’ preoccupy us with immediate relief of today’s problems that invariably deliver only short-term solutions. This could take our minds off the deeper, underlying changes that need to be made in achieving sustainable outcomes (Olaopa, 2012).

Reforms and Service Delivery in JAMB

By far, the component of the reform that has the most far reaching impact on the activities of JAMB was the service delivery reform. This service delivery or SERVICOM Reform emanated from a technical assistance provided by the British Government through the DFID to the Federal Government. SERVICOM seeks to introduce the ‘Customer Orientation’ through a service delivery compact with all Nigerians’. The pact was adopted by President Obasanjo, the Federal Executive Council (FEC) and representatives of civil societies in March 2004 as part of the initiative to re-orientate the Nigerian public as service users to demand quality services as a matter of right and service providers to deliver on agreed standard under contractual obligations that are formalized in the SERVICOM Charter.

Each MDA has a ministerial SERVICOM Unit. The SERVICOM Unit is responsible for spearheading the strategy for SERVICOM compliance through a review and monitoring mechanism that relies on SERVICOM Index. There is also in place, a Customer Grievance Redress Mechanism reinforced by the publishing of MDA’s performance.

Service delivery orientation has also provoked a role of state re-definition which revolves around a functional review that seeks to answer the two questions: ‘What is the best way to get the work done’ and ‘how do we redesign services around customer requirements?’ Through creative answers to these questions, Public Service monopolies are being deregulated through delivery innovations and introduction of such other delivery modes as franchising, outsourcing, management contracting, corporatization, commercialization and sometimes, outright privatization.

The Board bought in the vision of the government, leading to several innovations, aimed at improving service delivery to its clientele. Some of the innovations during this period under review include the following:

Online Registration

The first Joint Matriculation Examination (JME) took place on the 29th of April 1978 with a total of ninety-six thousand, eight hundred and eighty-four (96, 884) candidates were tested, from that period to 2006, application forms were sold on behalf of the Board by post offices, from where they were retrieved on daily basis for processing after they were filled and returned by the candidates (Ajayi, 2015), though in 1997, banks were involved in the sales of the Board’s application documents. This came with several problems like improper filling of examination details, known as unscannable documents. This led to thousands of results not being processed and the denial of right to sit for examinations and admissions to candidates. Again, these takes months of manual processing and transit from the Board’s headquarters to the contact addresses of each of the candidates through the post offices. Improper addresses at times, lead to loss of documents on transit or late arrival of examination documents, weeks or even months when examinations were over

It was in the bid to reduce the number of candidates disenfranchised from writing the Board’s examinations that the idea of ‘Special centres’ came up. These were later used by some corrupt staff of the Board as centres for examination malpractices, where students pay to be aided during the examinations.

In 2006, the Board procured a registration portal which enabled candidates to register online. This innovation made it possible for applicants resident anywhere in the world to register for Universities Matriculation Examination (UME) or the Monotechnics, Polytechnics and Colleges of Education Matriculation Examination (MPCEME).

Computer Based Test (CBT)

The conduct of public examinations in Nigeria, JAMB UTME inclusive, is faced with various challenges. Some of these include the menace of examination malpractices, cases of incomplete result, owing to incomplete registration etc (Popoola, 2015). All these have impacted negatively on the integrity and sanctity of the Board. The implementation of the computer-based test has eradicated almost all these challenges. The introduction of this form of examination may have been controversial but the need for increased examination security, improved test formats and more flexible scheduling for examinees, a more efficient test administration process among others, necessitated the paradigm shift from paper-pencil to computer based examination.

In its bid to constantly reposition the education sector and make candidates realize their dream of acquiring tertiary education, the Board utilized three examination modes in the conduct of 2013 UTME. These examination modes include; Paper-pencil Test (PPT), Dual Based Test (DBT) and Computer Based Test (CBT). Candidates were given the liberty to opt for any of the modes. In 2013 UTME, a total number of one million, seven hundred and thirty-five thousand, eight hundred and eight (1, 735, 808) candidates sat for the

examination. Of this figure, the Paper-Pencil Test (PPT) mode had one million, six hundred and twenty-nine thousand, one hundred and six (1, 629,106) candidates while the Dual Based Test (DBT) mode had fifteen thousand and eight candidates (15,08) candidates. The Computer Based Test (CBT) mode on the other hand had a total of Ninety-one thousand, six hundred and ninety-four (91,694) candidates. DBT and PPT results were released promptly within five (5) days of the examination while CBT results were released each scheduled day after the test.

From 2015, the other two modes, PPT and DBT were eliminated and the Board has gone full blown on CBT, that is, from 2015, only the CBT mode of examination has been in existence. In that year's CBT examination, a total of One Million, four hundred and seventy-five thousand, four hundred and seventy-seven (1,475,477) candidates registered for the 2015 UTME and the following year 2016, a total of One million, five hundred and eighty-nine thousand, one hundred and seventy-five (1,589,175) candidates applied for the 2016 UTME, an increase of One hundred and thirteen thousand, six hundred and seventy-three (113,673).

According to Ojerinde, (2012), the Computer Based Test has the following advantages:

1. Eliminates the problem of printing and distribution of examination papers, syllabuses, brochures and supervisors' guidelines.
2. Eliminates the problem of the logistics of examination administration in terms of personnel, paper, vehicles, monitors and security.
3. Enhances examination discipline and reduced to the barest minimum, the problem of examination malpractice.
4. Provides JAMB with more efficient and precise ability estimation for fairer selection and assessment.
5. Eliminates cases of missing scripts and results, unscannable scripts and incomplete results.
6. Provides candidates with instant results.
7. In tandem with the present generation's style and way of life.
8. Conforms to the global best practices and international standard, offering a computer-based national examination as a means to an end, not an end in itself.

The introduction of the Computer Based Test (CBT) by the Joint Admissions and Matriculation Board (JAMB) was well received by all the stakeholders, the candidates, parents, education assessors, higher institutions and professional bodies, leading to showering of encomiums and accolades on the management and staff of the Board.

Online Distribution of Examination Results

Just as in the case of registration of JAMB organized examinations in the past, the post offices played pivotal roles in the distribution of examination results after each year's exercise. According to JAMB at 30 (2007), the Board started its online services which enabled UME/MPCEME candidates to check their examination number/centres and results through the internet.

Commenting on what was obtainable in JAMB during this inglorious era, Sola (2015) said, 'at the time he was called to serve in JAMB, candidates usually waited for several months to see their results and the Board's headquarter was always crowded with students and parents desperate to see the list of successful candidates pasted on the board'. Continuing, she said 'Today, prospective students do their registration and check their results online in the comfort of their homes. Online printing of admission letters began in 2008 to completely address the problems of delays in receipts of admission letters which were dispatched by post and sometimes, the addresses given by candidates could not be traced.

Right from the time the first Joint Matriculation Examination (JME) was conducted on the 29th of April 1978, with ninety-six thousand, eight hundred and eighty-four candidates in seventy-four towns in Nigeria and Banjul Gambia, it has taken between four to five months before the results are eventually released, causing tension and anxiety on the part of candidates, parents and guardians. This continued till the commencement of the reforms in JAMB, the result of the 2007 Universities Matriculation Examination (UME) was released and posted online within three weeks of the examination while that of 2007 Monotechnics, Polytechnics and Colleges of Education Matriculation Examination (MPCEME) was released and posted online within eleven days of the conduct of the examination.

During this period, in line with its charter of service delivery to its clientele, the Board deemed it unacceptable that, an examination will be written in one day and parents and candidates had to wait for four to five months before the results are released. One of the factors leading to this long delay in the release of results was the unavailability of adequate scanners needed to process the results, for in all, the Board had just five scanners. The then Registrar of JAMB, Prof. 'Dibu Ojerinde being a onetime Registrar of NECO, took the results to NECO headquarters at Minna where they have about 37 scanners. This made it possible for the results to be released in a record three weeks, as against the usual four to five months obtainable in the past.

According to Sola (2015), quoting Hajia Aisha Dada Dahiru, Director of Corporate Support Services JAMB, "Previously, we used to mark for a period of 2-3 months because we did not have scanners". By 2007

when the current Registrar, Prof. 'Dibu Ojerinde took over the reins of the Board, we had just about five scanners, now we have over thirty scanners'. With this number of scanners at the disposal of the Board, the release of result became more prompt. The 2008 UME result was released within 11 days, while that of the 2008 MPCEME was released within one week after the examination, the last matriculation examination before he commencement of CBT was released in five days' time. By this feat, the era of long months of waiting results and its attendant consequences is over- most candidates now have their examination results released completely. The issue of unscannable scripts is almost eliminated.

With the introduction of full blown Computer Based Test since 2015, results were released after two hours and it is also possible to release results instantaneously. The prompt release of results within two weeks of the conduct of the examination in 2007 was unprecedented in the history of the Board. The Board was twice commended by the successive Honourable Ministers of Education, some members of the National Assembly and other major stakeholders in the education sector. These testimonies and commendations about prompt release of examination results by the Board by relevant stakeholders, are indications that there is efficiency in service delivery in Joint Admissions and Matriculation Board (JAMB).

Empirical Literature Review on Public Service Reforms and Service Delivery

This section looked at the research works of other researchers in the topic under discussion, which is public service reform and service delivery. This will show the gap in research or knowledge, which the researcher aimed at filling, thereby necessitating his choice of this topic.

In a research work carried out by Rosemary Anazodo, Joseph Okoye and Emma Chukwuemeka in 2012, titled, "Civil service reforms in Nigeria: the Journey so far in service delivery", the researchers sought to examine some of the past civil service reforms, to find out to what extent they were able to solve problems of inefficiency and ineffectiveness in the Nigerian Civil service and proffer the way forward. In order to realize their objectives, the researchers adopted the content analysis method, where they used past documents and books on the various aspects of the reforms and survey method to arrive at conclusions. In their conclusions, the researchers opined that these reforms starting from the Morgan Commission of 1963, to the Ayida Panel of 1994, tried quiet a lot at improving the civil service in Nigeria. But by 2015, it was obvious that a result oriented civil service had not emerged in Nigeria.

Similarly, in a research carried out by Hussein Lufunyo, titled "Impact of Public sector reforms on service delivery in Tanzania", the researcher focused on public sector reforms and service delivery in Tanzania. The statement of problem was why the expected results of the extensive reforms on the public sector, for improved service delivery for almost two decades are not impressive? In order to achieve this end, the author conducted an intensive review of documentary information relevant to the subject matter. These included surveys by various institutions, books, Journal on Public sector reforms, reports, newspapers and articles. To compliment on secondary information, the author administered questionnaires to 120 respondents whom among them 40 were councilors and 80 public servants working with the selected case study. Observation method was also adopted accordingly

The findings of this study justifies that, currently the contribution of public sector reforms in Local Authorities has had significant positive impact in service delivery. The findings of the study were in agreement with the literature that reforms are relevant and necessary for improved service delivery. However; the implementation came with challenges that needed to be addressed if the fruition and benefits of the reforms are to be enjoyed and celebrated by the public. It is the researcher's opinion that, the outcome of the analysis reached by this study may have been influenced by the choice of the sample that was used for conducting the research. The Dares Salaam City Council is just one among the over one hundred councils in the country, and is advantaged by being the capital city, hence most of the reforms have immediate effect and impact to it based on its comparative advantage endowed. The choice of this study area may not have therefore clearly indicated the real picture of the status of public institutions in Tanzania compared to other areas as far as implementation of public sector reform programme is concerned.

Again, in a research work carried out by Mohammed Rafindadi in 2014, titled, "Effects of Public Service Reforms (1988 and 1994) on the Performance of the Civil Service in Nigeria: A Study of Selected Federal Ministries and Extra-Ministerial Departments and Agencies. In the research work, the researcher sought to know why despite the reforms of 1988 and 1994, the performance of the Nigerian Civil Service is still low. The main objective of the study was to assess the effect of public service reforms on the performance of the Nigerian civil service, based on the 1988 and 1994 civil service reforms. Data was gathered through the administration of questionnaires, personal interviews and observation.

Based on the findings, the researcher concluded that the civil service performed low in service delivery, this he attributed to lack of sound policies in recruitment, training and retraining of civil servants for effective service delivery.

The above researches the researcher reviewed and the methodology the researchers used in arriving at their conclusion are somehow similar to what this researcher did but the major point of departure is the scope of their researches.

In the first one by Anazodo, Okoye and Chukwuemeka, their emphasis was on the service delivery in the main stream civil service as a whole, the study was not extended to departments and agencies.

That of Hussein covered the impact of reforms in service delivery in the services provided by the public sector in the cities, using Dar Es Salaam, the country's capital as a study area.

Again, the research by Mohammed Rafindadi though, on the effects of public service reforms on the performance of civil servants, laid emphasis on the 1988 and 1994 public service reforms. The researcher adopted the survey research method as adopted by the three researchers mentioned above in his own research.

III. METHODOLOGY

In carrying out this research work, the researcher adopted the Survey research method because of the nature of the study. Here, the researcher developed questionnaire items for both the headquarter staff of the Joint Admissions and Matriculation Board (JAMB) and the 2017 Unified Matriculation Examination Computer Based Test (CBT) candidates. The questionnaires were collected and analyzed, using simple percentage, from where conclusions were drawn.

IV. RESULTS AND DISCUSSIONS

Research question one talked about the extent on-line registration has improved service delivery in JAMB since after the reforms and a high proportion of the respondents are of the opinion that this has greatly improved service delivery in the Board, looking at its mandate from inception, its performances before the reforms and now, which shows a quantum leap in service delivery.

This could be partly attributed to the introduction of online registration; this has eliminated loss of documents on transit as was the case when the Board was using post offices to distribute examination documents to candidates. Again, it has eliminated cases of unscannable documents, that is where candidates did not supply all the information needed to process their results and therefore, their results were not processed. Now, candidates cannot go to the next segments unless they fill the information above, this eliminated the incident of unscannable. Again, to a very large extent, it has reduced the incidence of impersonation as passports and thumb prints are now used during registration, this to a large extent has reduced the incident of impersonation in the Board's examinations.

Research question two dealt with the issue of online distribution of results and improved service delivery in JAMB, majority of the respondents are of the opinion that service delivery has really improved with the introduction of online distribution of examination centres and results by JAMB. In the past, these could take months to arrive their destinations, when NIPOST was used to distribute both the examination centres and results. In some cases, these documents are lost on transit, making candidates to forfeit their admissions for that year, causing pains and agony to parents, guardians and candidates. But since the introduction of online distribution of results, this is generated promptly and downloaded by the candidates concerned, thereby eliminating the incidence of loss of documents while on transit or late arrival of documents, which could lead to denial of placements in the candidates' institution of choice.

When asked their opinion on the impact of prompt release of results on service delivery in JAMB, majority of the respondents believe it has greatly impacted on service delivery. In the past, it takes close to six months to release the results of JAMB organized examination but since the advent of the reforms and the tenure of Prof. 'Dibu Ojerinde, the release of results was achieved in twenty-one days in the first year and under seven days subsequently. But since the introduction of Computer Based Test, the results are generated instantaneously. One could conclude without any fear of equivocation that service delivery has greatly improved with the early and prompt release of results in JAMB organized examinations.

In research question four, majority of the respondents agreed that Computer Based Test (CBT), has really helped in no small measure to curb examination malpractice in JAMB examinations. The agreement of majority of the respondents could be attributed to the new innovations put in place by JAMB which includes; biometric registration, different question paper types, Computer Based Test and provision of calculators. These in no small measure reduced examination malpractice to the barest minimum, if not completely eliminated. The issues of impersonation, copying and bringing in foreign materials into the examination halls, have been reduced to the barest minimum, thereby curbing examination practice in JAMB organized examinations.

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the summary of findings above based on the objectives of study and research questions, the research arrived at some conclusions, which include:

Before the introduction of the reforms between 1999 and 2007, the services rendered by the Board was nothing to write home about, with the incidences of loss of examination documents during transit as the Board depended on the post offices to deliver these documents like acknowledgement card, notice of examination centres and dates etc, the problems of unscannable or candidates' incomplete registration details and the stress of going to JAMB offices in the state capitals to purchase the examination forms. With the introduction of these innovations like online registration, these problems have been completely eliminated. From the forgoing, one can conclude that service delivery of the Board has greatly improved to a very high level since the introduction of the reforms between 1999 and 2015.

Prior to the introduction of these reforms in JAMB, it takes as long as six months to release result of examinations, before then some candidates became disenchanted and go into other vocations while waiting without end. But with the introduction of the reforms in JAMB examinations, examination results are generated instantly immediately after the examination. To most stakeholders, this was a miracle and a big relief and it has been applauded by all. Without any fear of double speaking, one can safely conclude that the prompt release of results in JAMB organized examinations, has led to efficient and improved service delivery in the Board.

Impersonation, copying the works of one another, even invigilators bringing in solved answers to candidates in the examination halls during JAMB organized examinations were recurring decimals over the years. In order to reduce this to the barest minimum and other benefits, the Joint Admissions and Matriculation Board, introduce the Computer Based Test (CBT).

To a very large extent, this wonderful innovation has reduced the incidence of impersonation, copying, collusion, invigilator involvement in mass cheating etc, to the barest minimum. This could be attested to by the recent directives by the Federal Ministry of Education to scrap the post Unified Tertiary Matriculation Examinations, organized by individual institutions of higher learning to further test the competence and ability of students who have already passed JAMB organized examinations. Based on the above, it could be safely concluded that the introduction of computer Based Test (CBT) has to a very high level, helped in curbing examination malpractices in JAMB organized examinations.

Recommendations

Based on the findings and conclusions above, the researcher proffered these recommendations which when implemented, will in no small measures, improve the productivity of Joint Admissions and Matriculation Board (JAMB).

The recommendations include:

1. There is great need for the Joint Admissions and Matriculation Board to expand its partnership with the private sector, to establish cyber cafes in all the cities and rural areas across the nation in the spirit of Public-Private Partnership. This will help candidates, especially those in the rural areas to have access to internet facilities. In order to make registration easier for candidates in the rural areas, the partnership between JAMB and the private sector has become of essence. This will reduce the cost associated with registration and the stress of going to a great distance, just to register for an examination.
2. The number of JAMB CBT centres across the nation is grossly inadequate. In some states, this could only be found in the state capitals, which means that all the candidates will have to make use of the only facilities available at the state capital. This could be time consuming. The partnership between JAMB and private organizations in the provision of Computer Based Test examinations should be sustained and expanded. JAMB should license more private organizations and educational institutions to serve as CBT centres.
3. The Board urgently needs to expand and improve on their Information and Communication Technology (ICT) systems and equally employ highly experienced professionals to operate these systems. In the past CBT examinations, candidates have been sent scores other than theirs after the examinations. In some instances, candidates were sent two or more different scores by the same examination body which is highly embarrassing and unprofessional. These anomalies are indications that something is wrong with their systems and needed to be upgraded and improved on urgently.

REFERENCES

- [1]. Adamolekun, L. (2000), *Politics and Administration in Nigeria*, Ibadan: Spectrum Books.
- [2]. Adebayo, A. (2004), *Principles and Practice of Public Administration*, Ibadan: Spectrum Books Ltd
- [3]. African Development Bank, (1995), *African Development Report 1995: Public Sector Management in Africa*, Oxford University Press

- [4]. Ajayi, G. O. (2006), E-Government: Reforming Public Administration to Accelerate Development, Paper presented at the National Information Technology Institute Abuja
- [5]. Anazodo, R.O, Okoye, J.C and Chukwuemeka, E.O (2012), "Civil Service Reforms in Nigeria: The Journey so far in Service Delivery", American Journal of Social and Management Science.
- [6]. Bayo, A.O. (2007), "Federal Civil Service Reform in Nigeria: The Case of Democratic Centralism", Journal of Radix International Educational and Research Consortium
- [7]. Collins, P. (1980), Current Issues of Administrative Reforms in the Nigerian Public Service: The Case of the Udoji Review Commission, in Collins (ed), Administration for Development in Nigeria: Introduction and Readings, Lagos: African Education Press.
- [8]. ECA, (2009), Innovations and Best Practices in Public Sector Reforms in Africa: The Case of the Civil Service, ECA/GPAD/AEGM/09/2, October
- [9]. Federal Republic of Nigeria, (1997), White Paper on the Report of the Review Panel on Federal Public Service Reform Programme. Available at www.htspe.Indiana
- [10]. JAMB News, (2013), A Quarterly Publication of the Joint Admissions and Matriculation Board, Vol.4 No 23, January-March 2013.
- [11]. Kunmi, Popoola, (2015), Transition From Paper-Pencil Test (PPT) To Computer-Based Test (CBT): The Cost Burden of Implementation
- [12]. Maduabum, C, (2001), Reforming the Public Bureaucracies, Badagry: ASCON
- [13]. Mutahaba, G. (2010), "Integrating and Realigining Public Sector Reforms to More Frequently Response to Current and Future Crises Facing Africa". Background Paper presented at the African Commonwealth Heads of Public Service Forum, Cameroon, 29th July
- [14]. Nwizu, G. (2002), Studies in Modern Public Administration, Enugu: NGIB Publishers Ltd
- [15]. Obadan, P. (1999), Jerome Udoji: Which way Nigeria, Ibadan: Spectrum Books.
- [16]. Odo, M.O. (1992), Guide o Proposal Writing in Social and Behavioural Sciences, Enugu: SNAAP Press Ltd.
- [17]. Olaopa, T. (2008), Theory and Practice of Public Administration and Civil Service reforms in Nigeria, Ibadan: Bookcraft.
- [18]. Olaopa, T. (2009A), Public Administration and Civil Service Reforms in Nigeria, Ibadan: University Press Plc.
- [19]. Olaopa, T. (2012), Public Administration and Civil Service reforms in Nigeria, Ibadan: Bookcraft
- [20]. Otodo, E. (1999), "Nigeria Civil Service Reforms", in Public Administration in Africa: Main Issues and Selected Countries Studies (eds.) O. Ademolekun, Colorado: Boulder West View
- [21]. Obasanjo, M. O. (1999), Inaugural Speech by President Olusegun Obasanjo, Delivered on 29th May 1999. A Chronicle of Nigeria Events, No. 1, January 2000.
- [22]. Ojerinde, D, (2012), From paper-based test to computer test for UTME: A Desirable Transition. A paper presented at the 4th Oyo State ICT in National Development Summit, Ibadan.
- [23]. Okigbo, P.N.C (1986), "In the Public Service", Paper presented at the Anambra State Public Service Lecture Series, No. 5
- [24]. Suleiman, A and Olayemi, A. (ed) (2015), "Methodological Processes in Research", Research Methodology Workshop Organised for Postgraduate Students of Faculty of Administration, Nasarawa State University, Keffi

Chidi Ukomadu "Effect Of Public Service Reform On Service Delivery Of Joint Admissions And Matriculation Board (Jamb) In Nigeria " (Quest Journals) Journal of Research in Humanities and Social Science 6.8 (2018): 41-49