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HIGHLIGHTS

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MINISTER ATTENDS UBEC ANNUAL CONFERENCE, COMMENDS OLOYEDE'S PERFORMANCE



The Honorable Minister of Education, Dr. Maruf Olatunji Alausa.

The Registrar of the Joint Admissions and Matriculation Board (JAMB), Prof. Is-haq Oloyede, has been commended for his outstanding contributions to the education sector by the Hon. Minister of Education, Dr. Maruf Olatunji Alausa.

The Minister gave this commendation on Tuesday, 9th December, 2025, on his arrival at Maiduguri International Airport, Borno State, where he was received by top government officials among whom was the Director, Maiduguri Zonal Office, Mr. Mohammed Suware, along with other education stakeholders ahead of the Universal Basic Education Commission (UBEC) Annual Conference.

In his brief address at the event, the Hon. Minister disclosed that Prof. Oloyede's visionary reforms have continued to strengthen transparency, integrity and efficiency in Nigeria's public examination system.

In his remarks on behalf of the Registrar, the Zonal Director express gratitude to the Hon. Minister for his kind words and pledged that the Registrar would not rest on his laurels.

JAMB RECEIVES NTA AWARD OF EXCELLENCE IN SERVICE DELIVERY

The Joint Admissions and Matriculation Board (JAMB) has received the Nigeria Television Authority (NTA) award of excellence in service delivery.

The Registrar of JAMB, Professor Is-haq Oloyede, received the Award on behalf of the Board on Friday, December 12, 2025.

In his opening remarks, the Chief Host of the occasion and General Manager, NTA

News 24, Mr. Wade Ibrahim, welcomed guests to the annual event.

He explained that the 4th edition of the station's hangout and award night was organised to appreciate resource persons and reward staff for their hard work and dedication throughout the year.

Mr. Ibrahim disclosed that forty resource persons across various sectors of the

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VARSITY REGISTRARS ARE PRESERVERS OF INSTITUTIONAL MEMORY - OLOYEDE

A call has gone to the Association of Registrars of Nigerian Universities (ARNU) to be alive to their duties as repositories of institutional memory while keeping up with the demands of the 21st century workplace. This call was made by the Registrar, Joint

Admissions and Matriculation Board (JAMB), Prof. Is-haq Oloyede, on Tuesday, 9th December, 2025, when he received the visiting ARNU delegation at the Board's National Headquarters, Bwari, FCT-Abuja.

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...JAMB Receives NTA Award of Excellence in Service Delivery



The Registrar of JAMB receiving the award of Recognition during the NTA 2025 recognition awards ceremony.

economy were recognised, describing the ceremony as the station's way of saying "thank you" to individuals and organisations that had consistently supported its programmes by availing themselves to explain government policies to the public.

Declaring the ceremony open, the Director-General of the Nigeria Television Authority, Mr. Saliu Dembos, represented by the Executive Director, Mr. Ayo Adewuyi, expressed appreciation to partners and awardees for honouring the invitation.

He pointed out that their support had been invaluable in enhancing public understanding of

government plans and policies.

While commending the awardees, Adewuyi urged them to remain supportive in promoting government policies and sustaining proper public orientation for national development.

He affirmed that NTA as a responsible arm of the media, would continue to uphold its mandate of fostering national unity and ensuring balanced and accurate reportage.

No fewer than forty (40) agencies, notable personalities, and

organisations were honoured at the ceremony.

Notable among personalities recognised included the Secretary to the Government of the Federation, the Nasarawa State Government, the National Automotive Design and Development Council, the Special Assistant to the President on Health, the Honourable Minister of State, Federal Ministry of Humanitarian Affairs and Poverty Reduction, the Honourable Minister of State for Agriculture and Food Security, state governors, and captains of industry across the country among others.

The JAMB Registrar was accompanied to the event by Director, Psychometric, Mr. Ibrahim Kawu; Director General Services, Mr. Adindu Achunine; Director Abuja Zonal Office, Mrs. Doom Iyortyom and Mrs. Ijeoma Onyekwere, Public Affairs and Protocol Unit, Registrar's Office.

2026 UTME: JAMB BEGINS ACCREDITATION OF CBT CENTRES

The Joint Admissions and Matriculation Board (JAMB) has commenced the accreditation of examination centres for the 2026 Unified Tertiary Matriculation Examination (UTME).

No fewer than 848 Computer-Based Test (CBT) centres have been slated to be covered in the accreditation exercise, which began on Monday, 15th December, 2025, throughout the country.

In his remarks at a virtual meeting with Chief External Examiners (CEES), Chief Technical Advisors (CTAS), Zonal Directors, State Coordinators, Computer Professionals Association of Nigeria (CPAN), ZITOs, SITOs, PITOs and other critical stakeholders partaking in the exercise, the Registrar, Prof. Is-haq Oloyede, thanked all the participants for hearkening to the Board's call.

He enjoined the accreditation team to be focused, diligent and thorough in the onerous task ahead as well as be conscious of the consequences of their decisions.

Prof. Oloyede urged them to see their assignment as a call to national duty and implored them not to accredit

centres that are not good for the Board's examination.

He advised the participants to be security conscious, avoid unnecessary risks, minimal movement and acts that could expose them to dangers even as he assured that maximum security had been put in place for a hitch-free exercise.

The Board's IT Consultant, Mr. Damilola Bamiro, pointed out that the accreditation exercise was for only centres, which had successfully conducted the mandatory automated test deployed to check system readiness, with results determining eligibility for physical inspection.

He pointed out those areas that the team must focus attention on at each centre during the exercise to include: the coverage areas of the CCTV system, which must be wired, and must be HikVision model with the recommended 16 channels, as well as having all the switches connected to the UPS.

Other accreditation requirements included: details of verifiable holding

rooms/halls and its proximity to the examination hall, identification of 250 functional laptops for new centres, spacious registration points with CCTV coverage, assessability of network cables for biometric verification, use of star topology with all switches connected to the master switch to make troubleshooting easier.

In her presentation, the Director of Information Technology Services (ITS), represented by Mr Auwal Ahmed Bello, took participants through the operations of the Centre Management System (CMS) and other reporting details.

Similarly, the Chairman, CEES, Prof. Vincent Tenebe, and Prof. Bashir Galandanci, CTAS, restated their commitment to the success of the exercise while underscoring the importance of accreditation in the 2026 UTME ecosystem.

The duo promised to deliver a credible accreditation exercise that would stand the test of time while also thanking the Board for giving them the opportunity to contribute their



JOINT ADMISSIONS AND MATRICULATION BOARD

REPORT OF INFLOW AND OUTFLOW FOR THE PERIOD

DECEMBER 06 2025 - DECEMBER 12 2025

FINANCIAL INFLOW

S/N	DESCRIPTION	PURPOSE	AMOUNT(=N=)
		INFLOW	
1	E-Facility/Sales		119,606,000.00
2	PRC Service Charges		2,002,100.00
	TOTAL		121,608,100.00
	The sum of N12,160,810 was auto-deducted by the AGF as advance remittance to CRF.		

FINANCIAL OUTFLOW

S/N	DESCRIPTION	PURPOSE	AMOUNT(=N=)
1	Staff Claims	Various	27,387,550.00
2	Sensitive Materials	Sensitive	72,590,000.00
3	Legal Consulting	Professional Fee	5,159,069.00
4	Total Security Insurance Broker	Insurance Premium	8,618,884.00
5	Engr. Abisoye Mudasir Adesoji	Maintenance of Generators	637,320.00
6	Danjuma Umar	Motor Vehicle Fuel Cost	3,333,454.00
7	DE-LAW Computed Ltd	Repairs of Printing Machines	12,129,476.00
8	Adefots Nig. Ltd	Printing	1,718,232.00
9	Umma Food Concept	Staff Meal	174,883.00
10	Remita	Financial Charges	56,093.00
	Total		131,804,961.00

JAMB CELEBRATES STAFF BORN DECEMBER 15TH – DECEMBER 21ST 2025

15TH DECEMBER

Ijeoma Henrietta Onyekwere
Yusuf Kabar Sharu
Obiageli Onyemечи Godwin Dickson
Babangida Ibrahim Bello
Olusegun Adesina
Joseph Ekpe Adidi

16TH DECEMBER

Murna Danjuma Bitiyong
Caleb Musa Maigari
Iragbonfoh Patricia Musa
Bolaji Oladapo Adedayo
Fatima Musa Garba
Bukar Mbaruma Abdul
Oluwakemi Shakirat Awosanya
AbdulHakeem Abdulkadir

Ifeanyi John Kalu

17TH DECEMBER

Odunayo Adebanye Akintola
Mariam Usman
Naomi Suleiman

18TH DECEMBER

Margaret Jegede
Mercy Zashimi Sunday
Titilola Tosin Alabi
Abiodun Oladiji Oyewole
Binta Esther Isa

19TH DECEMBER

Ladi Adebawale Jeff-Johnson
Ajishu Samuel Shishi

20TH DECEMBER

Mohammed Sule Shehu
Juliana Eni Nkanu
Kafayat Abiola Kareem
Mohammed Tijani Samaila
Moses Akogwu
Abiodun Omobolanle Oluwafemi
Michael Akor
Rebecca Durosimi Adebayo
Hadiza Kaneng Nuhu
Anthony Ochigbo Odisi
Stella Uju Agbachii

21ST DECEMBER

Sherifideen Adekunmi Sanni
Onyilokwu Terry Ategba

Happy Birthday





EDUCATION IN THE MEDIA

NAIRAMETRICS, SUNDAY, DECEMBER 7, 2025: WASSCE candidates can choose subjects across all streams, FG clarifies: The Federal Government has clarified that students registering for the West African Senior School Certificate Examination (WASSCE) can freely select subjects across science, arts, and social science streams under the revised Senior Secondary School Curriculum...

The clarification follows widespread confusion among students, parents, and school authorities about subject restrictions under the new curriculum. According to the Ministry, "There is no restriction or exclusion attached to the selection of any approved subject within the Senior Secondary School Curriculum. All subjects remain fully open for students to choose from, provided such choices are properly guided by the school authority, parents or a certified school counsellor..."

CHANNELSTV, MONDAY, DECEMBER 8, 2025: Education Minister Alausa Launches ₦50m Grant For Student Startups: The Minister of Education, Dr. Tunji Alausa, has officially launched the Student Venture Capital Grant (S-VCG), offering Nigerian students the opportunity to access up to ₦50 million in investment funding for their businesses...

Speaking at the event, Dr. Alausa described the S-VCG as a government initiative designed to support student-driven innovations and startups through funding, mentorship, and visibility. "Beneficiaries of the S-VCG will receive a comprehensive support

package tailored to increase their chances of building viable, scalable ventures, this includes up to ₦50 million in equity-free seed investment, an intensive incubation programme, and mentorship from seasoned entrepreneurs and industry leaders. He said. Also in Nairametrics, Tuesday, December 9, 2025; NAN, Monday, December 8, 2025; Punch, Monday, December 8, 2025

GUARDIAN, TUESDAY, DECEMBER 9, 2025: FG Opens 1600 Technical, Vocational Training Centres: Over 1.3 million Nigerians have completed application to benefit from the Federal Government's renewed Technical and Vocational Education Training and 1600 accredited centres are being equipped across the country for that purpose, according to the Minister of Education, Dr. Tunji Alausa...

In a letter written to several manufacturers across the country, the Minister noted that "the training activities are already underway across 1,600 accredited centres, Equipping young Nigerians with practical industry-relevant competencies in priority sectors such as manufacturing, construction, energy, automotive services, agriculture, technology and the digital economy."

The Minister added that the participation of the companies "will play a transformative role in building a highly skilled, globally competitive Nigerian workforce capable of driving the nation's industrialisation agenda..."

GUARDIAN, TUESDAY, DECEMBER 9, 2025: Nnaji Hails Alausa over Innovations in Education: Former Minister of Power, Prof. Barth Nnaji, has praised the Minister of Education, Dr. Tunji Alausa, for introducing the Student Venture Capital Grant (S-VCG). He described the initiative as a long-awaited bridge between classroom learning and practical application.

Speaking at the launch, Prof. Nnaji said: "Well, I want to begin by applauding the Honourable Minister of Education, Dr. Tunji Alausa, and his team for thinking about this initiative, because I see it as a direct connection between what the students learn in the university and how they can actually make use of what they learn. And that is precisely what education should be about."

Drawing from his academic and professional experience in the United States, he said, "In my previous life, when I was a Professor of Engineering at the University of Massachusetts in the U.S., we started a company with our students. That company, Geometric Machines, is actually an outgrowth of that period..."

PUNCH, WEDNESDAY, DECEMBER 10, 2025: FG Unveils New Education Policies, Focuses On Implementation: The Federal Government has unveiled three new national education policies, shifting the sector's focus from policy formulation to practical implementation.

The Minister of Education, Dr. Tunji Alausa, at the unveiling in Abuja, said the ministry had adopted an 80 per

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...Education in the Media

cent implementation and 20 per cent policy development model in line with international standards...

Dr. Alausa stressed that "The first of the three policies presented is the National Teachers' Policy alongside its implementation guidelines. "The policy is designed to strengthen teacher quality, upgrade competencies, and improve professional development," Alausa said...

DAILY INDEPENDENT, WEDNESDAY, DECEMBER 10, 2025: Education Minister Unveils Zulum's Two Mega Schools: The federal government has commended the Governor of Borno State, Professor Babagana Zulum, for the significant investment he has made in providing educational infrastructure in the state, describing him as "a pacesetter."

The Minister of Education, Dr. Maruf Tunji Alausa, gave the commendation on Wednesday during the official commissioning of two newly constructed mega schools in Maiduguri funded by the administration of Governor Zulum.

The facilities are Kulogumna Mega Primary School and Government Day Secondary School, Kaleri. Both were

equipped with laboratories, libraries and sports facilities designed to provide quality learning environments for thousands of students...

"I'll tell you I've been to so many places, a lot of universities and polytechnics that we have visited, built and approved for other states; they don't have the quality infrastructure of a primary school in Borno," Dr. Alausa said.

NAN, WEDNESDAY, DECEMBER 10, 2025: FG Unveils Polytechnic Foundation To Boost TVET Innovation:

The Minister of State for Education, Prof. Suwaiba Ahmad, has unveiled the Nigeria Polytechnic Foundation (NIPOF), an initiative aimed at strengthening technical and vocational education and enhancing innovation in polytechnics.

Speaking at the unveiling ceremony in Abuja recently, Prof. Ahmad said the foundation would reposition Nigeria's polytechnics as engines of creativity, hubs of technical expertise, and centres of applied research...

In her words, "Today's event is not merely the birth of a new institution. It is the beginning of a movement, to reposition our polytechnics as engines of creativity, hubs of technical

expertise, and centres of applied research that directly respond to the needs of industry and society. The launch of NIPOF comes at a pivotal moment in our national conversation on skills development, youth employability, and the future of work," she said.

PUNCH, FRIDAY, DECEMBER 12, 2025: Dangote rolls out N1tn education support for 1.3m students: President of the Dangote Group, Aliko Dangote, has, unveiled a N100bn Annual Education Support Initiative, estimated to cost over N1tn over the next 10 years.

The programme was flagged off by Vice President Kashim Shettima, who praised Dangote's "visionary and generational" philanthropy, describing the investment as one of the most consequential private-sector efforts to rescue Nigeria's most critical sector.

"A youthful population is a global asset only when it is educated. Without education, it becomes a threat to itself and to the nation that houses it," Shettima said. Also in Nairametrics, Thursday, December 11, 2025; Daily Independent, Thursday, December 11, 2025.

JAMB OSUN SENSITIZES STUDENTS ON SKILLS AT TEEN LEAD CONFERENCE

In a bid to expose students in senior secondary schools to various career opportunities as well as enhance their leadership capabilities, the Osun State Senior Secondary Education Board, in collaboration with Destiny Development Initiative (DDI), has organised a career fair and leadership training programme for public and private senior secondary schools in some selected local government areas in the State. The programme was held recently at Ataoja School of Science, Osogbo.

The theme of the programme was: "Teen LEAD Conference" and was designed to expose students to various career opportunities and sharpen their leadership capabilities. In his address, the Osun State

Coordinator, Mr Babatunde Jacob, who was represented by Head, SERVICOM, Mrs. Oluwabunmi Adesina, said a leader is someone who inspires, motivates, and guide others towards achieving a common goal or vision. He added that, being a good leader entails listening effectively and bonding with team members, making informed decisions, taking responsibility and being accountable as well as fostering growth and development.

She also reiterated that career is a lifelong journey of exploration, growth and discovery adding that it is a path where passion meets purpose and skills meet opportunities.

Mr. Babatunde also advised that before choosing a career, some key factors such as: interest, skills, values,

job market and lifestyle, must be considered, and, therefore, admonished the students to chose wisely.

Earlier, the Dean, Faculty of Education, Osun State University, Osogbo, Prof. Florence Yusuf, in her paper titled: "Emerging Skills in the 21st century" emphasized the need for students to equip themselves with digital literacy such as Artificial Intelligence (AI), analyzing complex data, developing algorithms and creating novel intelligent systems. She disclosed that these skills are crucial for success in today's fast-paced and tech-driven world.

Other professionals from diverse fields were also present at the event for the purpose of showcasing their expertise and inspiring the students.



WE MUST HAVE OFFICES THAT REFLECTS OUR NATIONALITY



The Registrar in a group photograph with staff of Adamawa and Taraba State offices with some members of management during the Registrar's interactive meeting with staff of Adamawa and Taraba State offices.

The Registrar of the Joint Admissions and Matriculation Board (JAMB), Prof. Is-haq Oloyede, has declared that all offices of the Board must reflect a truly national character, with staff drawn from all parts of the country. He made this declaration in Yola, Adamawa State, during a meeting with staff of the Adamawa and Taraba State offices. The Registrar was reacting to the discovery that all staff of the Adamawa State office were indigenes of Adamawa State, while most staff of the Taraba State office were from Taraba State. He stated that such a situation does not align with the ideals of a federal institution.



Prof Oloyede with the ES, NUC, Prof Abdullahi Ribadu during the Registrar's Condolence visit to the ES who loss his elder brother

Prof. Oloyede noted that the practice whereby staff from the South lobby against postings to the North, and vice versa, must be discontinued. According to him, "One of the defining features of a federal establishment is its universality, having representation from every part of the nation to enable proper cross-fertilization of ideas."

The meeting forms part of the Registrar's ongoing nationwide tour, initiated to enable direct, one-on-one engagement with staff across states. The exercise, which resembles a process audit, is aimed at obtaining firsthand information on staff welfare and the Board's operations, and has taken the Registrar across the country over the past three months.

In Adamawa, staff of the Taraba and Adamawa State offices engaged in a fruitful discussion, during which they presented personal and work-related challenges. Issues within the Registrar's immediate authority were addressed, while those requiring further administrative procedures were referred to the appropriate departments.

During the visit, Prof. Oloyede also paid a condolence visit to the Executive Secretary of the National Universities Commission (NUC), Prof. Abdullahi Ribadu, over the loss of his elder brother. He further visited Modibbo Adama University, Yola, on an assessment tour of the



The Registrar of JAMB, Prof Is-haq Oloyede(L); the Chairman Governing Board of Modibbo Adama University, Yola, His Exc. Mahmod Aliyu Shinkafi (M) and the Vice-Chancellor of the university, Prof Ibrahim

institution's three Computer-Based Test (CBT) centres.

Earlier, the Adamawa State Coordinator, Mr. Musa Muhammad, and his Taraba counterpart, Mr. Habib Maiyaki, welcomed the Registrar and his team to Adamawa State. They commended him for the various welfare packages introduced for staff and described the one-on-one engagement initiative as highly commendable, noting that it has given staff the opportunity to seek clarification on many pressing issues.

The Registrar was accompanied on the visit by the Director of Special Duties, Mrs. Zainab Hamza, and other senior officials of the Board.



The Registrar of JAMB and the VC Modibbo Adama university at the University's Solar farm

HUMAN CAPACITY BUILDING: JAMB TRAINS ACCOUNTS, AUDIT STAFF

As a way of enhancing transparency, accountability and compliance with extant financial regulations, the Joint Admissions and Matriculation Board (JAMB) has organised an in-house capacity building for members of staff of the Finance & Accounts and Audit Departments. The training held at the Board's Auditorium, Bwari, Abuja, brought together

members of the two Departments and their professional colleagues from the Board's Zonal Offices across the country.

The three-day programme, which commenced on Wednesday, 10th December, 2025, was rounded off on Friday, 12th December, 2025.

Declaring the session open, the Registrar, Prof. Is-haq Oloyede, who was represented by the Director of

the Registrar's Office, Mr. Mufutau Bello, expressed his commitment to staff capacity development.

In his speech, the Registrar noted that accountants and auditors play key roles in the administration of their respective organisations, be it public or private.

"No organisation is worth anything without your professional inputs. We hope that at the end of this training,

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JOINT ADMISSIONS AND MATRICULATION BOARD

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PROF. IS-HAQ O. OLOYEDE, 

Registrar/Chief Executive



OFFICE OF THE REGISTRAR

No. 2024ff.04

6th May, 2024

MANDATORY USE OF THE NATIONAL IDENTIFICATION NUMBER (NIN) FOR REGISTRATION WITH JAMB BY CANDIDATES APPLYING FOR NON-REGULAR PROGRAMMES

This Advisory is issued to all the concerned institutions, and candidates desirous of applying to study under the non-regular mode of study in tertiary institutions in Nigeria.

As part of measures to checkmate the nefarious activities of fraudulent characters, who are scheming to compromise candidates' records through dubious registration channels and in compliance with its enabling act, JAMB has mandated that all applicants desirous of studying in Nigerian tertiary institutions must provide their NIN while registering for any programme of study in any tertiary institution in Nigeria irrespective of whether the mode of study is **regular and non-regular**.

2. Consequently, it has now become mandatory for all prospective candidates in the **non-regular category (NOUN, Distance Learning, Part-time and Sandwich programmes)** to create a profile code, before registering with JAMB, by sending their NIN, through their unique phone number to either of the Board's sort code (55019 or 66019).
3. Immediately after the creation of profile, each candidate will proceed to a CBT Centre for registration. After the registration, the candidate's details will appear on the CAPS of the institution of choice under non-regular admission. The institution will then propose and recommend to the Board for approval and the candidate will accept and print admission letter.
4. Furthermore, all previous candidates in the non-regular programmes, who had not integrated their NIN or unique phone number on the Board's platform, would have to create a profile using their respective NINs to access any of the services of the Board.
5. No candidate can use the process to change any of the data already supplied to the Board.
6. JAMB, as a responsive organisation that is conscious of the peculiarities of the non-regular studies, will continue to make the registration process as flexible as possible by making its platform available throughout the year. It is, therefore, expected that candidates, who fall under this category, will apply through JAMB before approaching their preferred institutions to process their admission with their respective JAMB registration numbers. They would also be expected to pay their preferred institution a processing fee as determined by the respective institutions.
7. Please be guided for compliance.

SGD

Registrar





**JAMB
STAFF
INVESTMENT AND
CREDIT
COOPERATIVE
SOCIETY**

**NOW
SELLING**

PHASE II DIBU OJERINDE ESTATE

•AZHI, TAFA LOCAL GOVERNMENT, NIGER STATE•

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LEVEL (450sqm)
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**PROPERTY
TYPE 2**



DEVELOPMENT UP TO WINDOW
LEVEL (450sqm)
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**PROPERTY
TYPE 3**



DEVELOPMENT UP TO DAMP
PROOF COURSE (450sqm)
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**PROPERTY
TYPE 4**



DEVELOPMENT UP TO
FOUNDATION (450sqm)
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**PROPERTY
TYPE 5**




PLOT OF LAND RIPE FOR
DEVELOPMENT (450sqm)
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HUMAN RESOURCE MANAGEMENT IN FOCUS 15th Edition

SENIORITY IN THE PUBLIC SERVICE: ORDER, EXPERIENCE AND FAIRNESS

"Seniority is not merely a count of years, but a measure of experience, discipline, and contribution." — Anonymous

In every organized system, order is essential for harmony. The Public Service, being the engine room of governance, thrives on clearly defined structures of authority and responsibility. One of the oldest and most enduring principles that uphold this order is Seniority.

Understanding Seniority in Public Service

Seniority, in simple terms, refers to the relative ranking of officers within the same cadre or grade level based on the date of appointment, confirmation, or promotion and career progression. It determines precedence- who takes instruction from who, who supervises who, and, in many cases, who progresses first to the next level?

In the Nigerian Public Service, seniority is more than a matter of pride; it is a foundation of administrative order. It ensures that progression and recognition follow clear, transparent rules rather than arbitrary choices.

Seniority Determination in the Public Service

Seniority is guided by extant circulars and relevant rules in the Public Service Rules (PSR). Generally,

- within the same grade level, seniority is determined by the date of appointment or promotion into that level;
- where two or more officers share the same date, the officer with the earlier date of assumption of duty takes precedence;
- in the event of a tie, seniority may further be determined by the date of antecedent progression;
- for officers transferred or absorbed from other services, seniority is based on the date of first entry into the service.

This structured approach preserves fairness and helps prevent conflicts arising from ambiguity or perceived favoritism.

Importance of Seniority

Seniority plays a crucial role in ensuring discipline, respect for hierarchy, and predictability in career progression.

- Administrative Order: It provides a clear chain of command, helping organizations function smoothly and efficiently.
- Fairness in Promotion: It ensures that officers advance according to

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...Human Resource Management in Focus

- recognized service rules, preventing arbitrary promotion decisions.
- Experience and Mentorship: Senior officers often provide guidance, mentorship, and institutional memory to younger ones, preserving the service's culture of continuity.
- Conflict Prevention: When seniority is clearly established, misunderstandings about authority, reporting lines, and privileges are minimized.

Where records are unclear or not promptly updated, disputes could arise over seniority. This, many times, often lead to grievances, petitions, and avoidable tension in the workplace.

Common Pitfalls and Lessons Learned

Experience has shown that some officers misinterpret or neglect the importance of accurate records in maintaining seniority order.

For instance, there have been cases where officers failed to promptly regularize their promotions or update assumption dates, leading to disputes when seniority lists were released. In another instance, a staff member who transferred from another agency assumed he retained his former seniority, unaware that he needed formal re-ranking in his new service. Such oversights can have long-term implications on promotions, postings, and recognition.

The lesson is simple: seniority must be properly documented and consistently reviewed in line with the PSR and management directives.

Seniority and Leadership

Seniority should not be mistaken for entitlement. While it commands respect, it also comes with responsibility and exemplary conduct. Senior officers are expected to:

- Display maturity, fairness, and humility.
- Guide and mentor younger officers.
- Avoid using seniority as a tool for intimidation.
- Uphold professionalism and integrity in all interactions.

Final Word

True seniority shines not just in years served, but in the quality of service rendered and the positive influence exerted on colleagues and the organization. It is one of the pillars of stability in the Civil Service. It promotes order, fairness, and respect for institutional processes. Remember, to be a senior is not by just being earlier, it is by being exemplary.

Tip for the Week

"True seniority is not in years, but in wisdom and service."

HRM Reflection

Seniority is the silent thread that holds the fabric of the Civil Service together. When properly understood and respected, it ensures justice, discipline, and harmony- the very values upon which public service excellence is built.

...Varsity Registrars are Preservers of Institutional Memory - Oloyede

In his welcome address, Prof. Oloyede expressed delight with the visit and reminded the delegation that as custodians of institutional memory, they owe it a duty to their respective universities to mentor a new crop of professionals who will take over from them. He said as mentors, Registrars should not be subjected to the limitations of tenure as Vice Chancellors as they have a mandate to mentor Deputy Registrars, Assistant Registrars and the likes before they retire.

In his opening address, the Chairman of the Association, Dr. Bala I. Ahmed, expressed his pleasure for the opportunity granted them to visit. He said the visit was born out of the fact that JAMB is considered a strategic partner with which ARNU could evolve closer collaboration in order to further consolidate on the gains of the nation's admission policies.

Continuing, he said, ARNU as a veritable and critical stakeholder in the admissions process, has noted with concern their current role and status in the admission process where Registrars are placed on the view only mode on the CAPS portal. According to him, the Central Admissions Processing System (CAPS), as is being currently operated, gives only the Vice Chancellor and the Admissions Officers direct access to CAPS, where they are active players while Registrars are passive observers.

Furthermore, Dr. Ahmed said Registrars are equally concerned about the non-recognition of the universities Registrars whenever requests for students' data is

forwarded to universities. He cited the non-recognition of universities Registrars in the last JAMB Policy Meeting on Admissions as a good example.

Dr. Ahmed said it is their strong opinion that Registrars, who are the Heads of administration as well as custodians of students' records and signatories to students' admission letters, deserve more prominent role in the admission process and CAPS management. He also used the opportunity afforded by the visit to call on the JAMB Registrar to further strengthen admissions management in Nigerian universities.

In his closing remarks, Dr. Ahmed informed the Board that the association would be holding its 2025 Annual Retreat on 10th December, 2025, adding that topical issues surrounding university administration and management would be discussed at the event.

The Registrar, in his response, disclosed that, ever since JAMB was established he has been an active player as he had always represented his university in all JAMB-related activities. He said up till he became the Registrar of JAMB the universities' Registrars were not involved in the admission process. He noted that even though JAMB was the product of a joint effort by the university and other stakeholders, only the Vice Chancellors were presiding over admission matters. He added that in the current system, only three persons are involved in the Admissions process chain - the Vice Chancellor, Admission Officers and JAMB Desk Officers. He noted that

while Admission Officers report directly to the Vice Chancellor, there was a need for the Registrars to know the flow of admissions in their institutions. He, thereafter, made provision for the Registrars to make their inputs through CAPS mail. He also recalled that the Board had scheduled a training session for all the Registrars in the six geopolitical zones of the country but he said to his greatest surprise, no Registrar has utilized that opportunity to date. Continuing, Prof. Oloyede said as Registrar himself, he can never work against his fellow Registrars. He added that he had initiated the accommodation of university Registrars in the admissions process immediately he became the JAMB Registrar because he believed these set of principal officers should know what is going on that is why he made them viewing partners on the admission portal.

Speaking further, Prof. Oloyede said the admission process globally follows the same pattern and that was why he made the Admission Officers to be held responsible and they can be charged to court as well as held liable for any breach of the rules of the game.

On the issues of the non-recognition of the Registrar at the last JAMB Policy Meeting, he apologised for the oversight adding that he had taken note of it.

With respect to the invitation for the association's annual retreat, he said it came in rather too late but promised to make up for his absence with more interactions going forward.

OLIMA-WILLIAM FELICITATES AHFE AS IT ROUNDS OFF THE YEAR IN STYLE

The Akwa Ibom State Coordinator, Mrs. Grace Olima-William, has joined the Association of Heads of Federal Establishments (AHFE), Akwa Ibom State chapter, of which JAMB is a member, for a memorable End-of-Year Get-together and

Thanksgiving Service, to round off the Year 2025.

The event was held on Saturday, 6th December, 2025, at the Luthernant Church of Nigeria, Uyo, Akwa Ibom State.

In her opening address, the State Chairman of the AHFE, Mrs. Uduak

Effiong Essien, at the august gathering attended by Heads and Representatives of Federal Establishments, in Akwa Ibom State, welcomed the dignitaries to the annual event.

According to her, the occasion marked one of the most significant

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...Olima-William Felicitates AHFE as it Rounds Off The Year in Style

events to be held under her watch since she assumed office as Chairperson of the association.

Mrs. Essien assured the gathering that, AHFE, under her watch, will build on the positive legacies of her predecessors, break new grounds, and elevate the body to a formidable level capable of upholding the glory of the nation's Public Service. She also outlined the association's programmes for 2026, which include, but not limited to, engaging world-class Resource Persons, to deliver cutting-edge papers on critical Public Service topics, capable of ensuring that members stay abreast of current global best practices and modern

governance techniques, establishing a Multi-purpose Cooperative Society to significantly boost the financial standing of Federal MDAs Staff in Akwa Ibom State, to mention but a few.

In her address, the JAMB State Coordinator, Mrs. Grace Olima-William, who is currently the Treasurer of AHFE in the State, expressed appreciation to the Chairperson and her entire team for the good work they had been doing to move the association forward, and indicated her readiness to partner with the association to achieve better and greater results.

The week-long activities, commenced on Friday, 5th

December, 2025, with the following highlights: Jumma prayers and a Visit to Solace Orphanage Home, Fitness/Games, and a Gala nite/Get-together, on Saturday, 6th December, 2025, and was rounded off, with a Thanksgiving Service on Sunday, 7th December, 2025.

The well-attended event attracted dignitaries across the State, notable among whom are: Prof Leo Daniels, Vice Chancellor, Federal University of Technology, Ikot Abasi, as Chairman; Elder Effiong Essien, the immediate past Head of Service, in the State, as Special Guest, among other personalities.

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...HUMAN CAPACITY BUILDING: JAMB Trains Accounts, Audit Staff

you might have learnt one or two new things. We also believe that this programme will be an annual event and will cut across other Departments as well. At the end of the exercise, there will be an evaluation to know the extent to which the set objectives have been achieved. Hence, it is our belief that when our consultants visit us in future, there will be noticeable improvement in our work," he said.

Welcoming the participants, the Director of Finance & Account Department, Mr. Ashiru Semiu, said, "I thank you for your unwavering commitment over the past years. As we continue to strive for excellence, we need to keep updating our skills because knowledge is like a perishable item that needs to be preserved, through training and retraining. And that is why this exercise has been organised to

enhance your skills and knowledge. As technology advances, there is a need to align one's knowledge with current technological innovations.

"Before the Federal Government financial reform of 2015, we talked majorly of pen and paper, cashbook, etc., but nowadays, almost all accounting activities are computer-based. As such, there's a need for us to up our game to tackle contemporary challenges with

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...2026 UTME: JAMB Begins Accreditation Of Cbt Centres

quota to national development.

The Board's IT Consultant, Mr. Damilola Bamiro, pointed out that the accreditation exercise was for only centres, which had successfully conducted the mandatory automated test deployed to check system readiness, with results determining eligibility for physical inspection.

He pointed out those areas that the team must focus attention on at each centre during the exercise to include: the coverage areas of the CCTV system, which must be wired, and must be HIKVision model with the recommended 16 channels, as well as having all the switches connected to

the UPS.

Other accreditation requirements included: details of verifiable holding rooms/halls and its proximity to the examination hall, identification of 250 functional laptops for new centres, spacious registration points with CCTV coverage, assessability of network cables for biometric verification, use of star topology with all switches connected to the master switch to make troubleshooting easier.

In her presentation, the Director of Information Technology Services (ITS), represented by Mr Auwal Ahmed Bello, took participants through the operations of the Centre

Management System (CMS) and other reporting details.

Similarly, the Chairman, CEES, Prof. Vincent Tenebe, and Prof. Bashir Galandanci, CTAS, restated their commitment to the success of the exercise while underscoring the importance of accreditation in the 2026 UTME ecosystem.

The duo promised to deliver a credible accreditation exercise that would stand the test of time while also thanking the Board for giving them the opportunity to contribute their quota to national development.

JOINT ADMISSIONS AND MATRICULATION BOARD

National Headquarters Complex, Suleja Road, Bwari, P.M.B. 189, Garki, Abuja, Nigeria.

Tel: 08166335513, <http://www.jamb.gov.ng>

PROF. ISHAQ O. OLOYEDE, ON, FNAL

Registrar



OFFICE OF THE REGISTRAR

No: 2025ff05

22nd August, 2025

ADVISORY ON PROCEDURE FOR PROCESSING OF (DEGREE) ADMISSION FOR AFFILIATED INSTITUTIONS

In 2022, the Board proposed that universities should take full responsibility for admissions into all degree programmes offered through institutions affiliated with them. However, this directive was not fully implemented, as universities were initially given the liberty to decide on the matter, pending a final resolution. To date, only the University of Ibadan has assumed this role of overseeing and coordinating the admissions of its affiliate institutions.

2. Following the meeting held on Monday, 18th August 2025, with various institutions regarding violations of matriculation guidelines, concerns were raised about the existing admission processing structure. Notably, institutions complained that they could not be held accountable for the misdemeanors of their affiliates under the existing processing format. As a result of this, the matter was revisited.

3. Consequently, it was resolved that the previously proposed process, where Mother-Institutions take responsibility for admissions into their affiliated institutions, should now be adopted and implemented by all universities with affiliates.

4. In light of the above, the Board has developed an updated procedure for the processing of admissions by both Mother-Institutions and their affiliates, as follows:

- a. Head of the affiliated-institution logs into JAMB (CAPS) portal and downloads candidates for a particular programme;
- b. The Head of the Affiliated-Institution (wherever it is based) logs into JAMB (CAPS) portal and sets admissions criteria for every programme, such as minimum scores for UTME, post UTME, aggregate, catchment and ELDS;
- c. The Head of the affiliated institution proposes the qualified candidates for each programme on CAPS and it goes to the Head of the mother-institution;
- d. The Head of the Mother-Institution (wherever it is based) logs into the JAMB (CAPS) portal and recommends the candidate to the Registrar of JAMB (or representative) for approval or declines the proposal with a reason for the rejection;
- e. The Registrar of JAMB (or representative) approves the recommendation(s) from the Head of the Mother-Institution or declines the recommendation with a reason for the rejection;

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- f. If the recommendation is approved, the candidate is notified through his/her email and SMS to either accept or reject the offer of admission. The two institutions can log in and view the status of the recommended candidates;
- g. If the candidate accepts the offer of admission, he/she can thereafter print his/her admission letter and access other services online from his/her profile.

NOTE: The Head of an Affiliated-Institution has access to **"VIEW ONLY"** all recommendations by the Head of a Mother-Institution.

5. All Universities serving as Mother-institutions, Polytechnics/Monotechnics, Colleges of Education and other institutes offering degrees in affiliation with universities are to be guided by this, please.



Mohammed A. Babaji
Director Admissions
For: Registrar

...HUMAN CAPACITY BUILDING: JAMB Trains Accounts, Audit Staff

cutting-edge skills that provide opportunity for professional growth. "By investing in your skills, we shall be building a more resilient and capable entity, ready to tackle any future challenges. As we continue to strive for excellence in our various domains, it is essential to prioritize our goals and development. This training will cover key areas relevant to our work, helping us in improving our performance and contributing to the department success.

"Please note that this training is not exclusive to the Finance & Accounts Department, we also have our professional colleagues from the Audit Department and selected

Zonal Offices. I, therefore, encourage you all to engage actively, share your experience, embrace this opportunity to learn and grow together, while wishing you a successful deliberation."

The programme features such training modules as: "Public Sector Financial Reporting under IPSAS", "Audit Preparation and Response, Integrating Finance and Audit Functions: Building Synergy and Audit Teams in JAMB for Enhanced Efficiency", "Overview of Internal Control over Financial Reporting", "Public Sector Budget, Planning and Control, Ongoing IPSAS Monitoring and Compliance, and Navigating

the New Tax Reforms."

The facilitator of the programme was Mr. Sola Oyetayo FCA, Managing Partner, Sola Oyetayo & Co, while the resource persons included: Hon. Goddey I. Daniel, Dr. Lateef Odekunle and Mr. Adeshola Amoo. He advised the participants to be security conscious, avoid unnecessary risks, minimal movement and acts that could expose them to dangers even as he assured that maximum security had been put in place for a hitch-free exercise.

THE FINANCE & ACCOUNTS / AUDIT STAFF TRAINING IN PICTURES



WEEKLY REPORT OF TERTIARY INSTITUTIONS MATRICULATION AND JAMB ANALYSIS OF THE 2025/2026 MATRICULATION LIST

S/N	INSTITUTION	INVITATION TO MATRICULATION CEREMONY DATE ON THE LETTER	DATE OF CEREMONY	TOTAL ON THE LIST	TOTAL SUBMITTED BY THE INSTITUTION	NUMBER OF DUPLICATE RECORDS	TOTAL INVALID REGISTRATION NUMBER	TOTAL NUMBER ON THE LIST	TOTAL NUMBER SUBMITTED BY INSTITUTION (NET)	TOTAL NUMBER STILL ON PROPOSED STAGE (WITHIN THE LIST)	TOTAL NUMBER STILL ON PROPOSED STAGE (OUTSIDE THE LIST)	TOTAL NUMBER STILL ON RECOMMENDED STAGE (WITHIN THE LIST)	TOTAL NUMBER STILL ON RECOMMENDED STAGE (OUTSIDE THE LIST)	TOTAL APPROVED BUT AWAITING CANDIDATE ACCEPTANCE ON CAPS	TOTAL CANDIDATES THAT HAVE ACCEPTED ADMISSION OFFER ON CAPS	TOTAL ADMITTED THROUGH CAPS FROM THE LIST	TOTAL ADMITTED THROUGH CAPS FROM THE LIST	TOTAL ILLEGAL ADMISSION BY INSTITUTION (ON MATRICULATION LIST BUT NOT SUBMITTED)	TOTAL ADMITTED BUT NOT ON MATRICULATION LIST	TOTAL NUMBER OF FOREIGN / TRANSFER INSTITUTIONS ON THE LIST
1	FEDERAL UNIVERSITY, GUSAU, ZAMFARA STATE	29/11/2025	3/12/2025	2123	2123	0	0	2123	0	0	0	0	0	221	1902	2123	0	0	0	0
2	UNIVERSITY OF ILESIA, ILESIA, OSUN STATE	13/10/2025	11/12/2025	8,653	8,653	0	0	8,653	0	0	0	0	0	286	8,367	8,653	0	0	0	1
3	Zamfara State College of Nursing Sciences, Gusau, Zamfara State.	24/11/2025	9/12/2025	162	162	0	0	162	0	0	0	0	1	2	163	162	0	4	0	0
4	OSUN STATE UNIVERSITY, OSOGBO	25/11/2025	4/12/2025	11,292	11,292	0	0	11,292	0	0	0	0	0	679	11,401	11,292	0	788	1	0
5	TAI SOLARIN UNIVERSITY OF EDUCATION, IAGUN, OGUN STATE	3/12/2025	11/12/2025	10,469	10,469	0	0	10,469	0	0	0	0	0	147	10,469	10,469	0	147	0	0

ATTENTION!!!

THE NEW NOMENCLATURE FOR THE BOARD'S OFFICE AND OUTSTATION DIRECTORS

S/N	Zonal Office	Office's Acronym	Nomenclature of Head of Office	Director's Acronym
1.	Abuja Zonal Office	AZO	Zonal Director, Abuja	ZDA
2.	Bauchi Zonal Office	BZO	Zonal Director, Bauchi	ZDB
3.	Lafia Zonal Office	LZO	Zonal Director, Lafia	ZDL
4.	Maiduguri Zonal Office	MZO	Zonal Director, Maiduguri	ZDM
5.	Kano Zonal Office	KZO	Zonal Director, Kano	ZDK
6.	Port Harcourt Zonal Office	PZO	Zonal Director, Port Harcourt	ZDP
7.	Ibadan Zonal Office	IZO	Zonal Director, Ibadan	ZDI
8.	Benin Zonal Office	NZO	Zonal Director, Benin	ZDN
9.	Sokoto Zonal Office	SZO	Zonal Director, Sokoto	ZDS
10.	Enugu Zonal Office	EZO	Zonal Director, Enugu	ZDE
11.	Owerri Zonal Office (HA)	OWZO (HA)	Zonal Director (HA), Owerri	ZDOW
12.	Lagos Zonal Office (HA)	LGZO (HA)	Zonal Director (HA), Lagos	ZDLG
13.	Ilorin Zonal Office (HA)	LRZO (HA)	Zonal Director (HA), Ilorin	ZDLR
14.	Kaduna Zonal Office (HA)	KDZO (HA)	Zonal Director (HA), Kaduna	ZDKD