

Published by the Education Department

Independent Corrupt Practices and Other Related Offences Commission, Abuja, Nigeria

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**Admissions, Enrolment and Registration of Courses**

Associated corrupt practices

* Non-adherence to the carrying capacity of the National Universities Commission (NUC)
* Non-adherence to rules and regulations guiding admission
* Political interference in the admission process of the University
* Inadequate funding which encourages Universities to engage in over enrolment of students in order to generate IGR to run the Institution
* Lack of proper monitoring and the absence of punitive measures taken against the University by NUC

Preventive actions by the University

* Strict adherence to approved NUC carrying capacity for institutions with monitoring by supervisory agencies
* Staff selection process should ensure only people of integrity are appointed as they would be crucial to the admission process. (see further under Appointment)
* Admission of students based on merit only and discretionary admissions be applied with set criteria to avoid abuse
* Provision and/or expansion of infrastructure to cater for enrolled/admitted students
* Insulating officials involved in admission processes from Political pressure
* Elimination of supplementary admission lists to check financial inducement and extortion
* Stipulating a time table for admissions and ensuring that the exercise starts & rounds off within same time to eliminate room for unnecessary pressure on officials
* Adequate funding by the proprietor
* Development of an admission policy that prescribes severe sanction against any staff influence the admission process against the guideline
* Post-UTME screening should be preceded by counselling sessions with intending students to acquaint them with the process and discourage infiltration by unscrupulous people
* Conduct of standard post-UTME tests/screening accompanied by proper supervision
* Regular staff orientation on institutional values to emphasise ethics and integrity in the conduct of admission and examinations
* Government to encourage online degrees by addressing the problem of discrimination against holders of online degrees
* Institutions should transit to online-based selection examinations to minimise staff contact with intending students
* Stricter sanctions for infractions
* Revocation of fraudulently procured admission and prosecution of culprits

Preventive actions by ICPC

* Educate the university system and conduct public awareness campaign on corrupt practices associated with admission

Preventive actions by NUC

* Stricter sanctions for universities exceeding carrying capacities
* NUC should ensure regular monitoring of universities
* NUC should work with JAMB and universities to set uniform guidelines for post-UTME exercises in Nigerian universities

Preventive actions by JAMB

* JAMB to improve on the biometric check of candidates
* Recruitment of invigilators with integrity
* JAMB to ensure adherence to criteria and admission quota for each university

Preventive actions by other stakeholders

* Professional bodies such as the Nigerian Medical and Dental Council, the Council of Legal Education and the Council for the Regulation of Engineering in Nigeria, should ensure strict compliance with admission policy to universities
* National Board of Technical Education and National Council for Colleges of Education should as a matter expand into other sectors of tertiary education, viz., the Polytechnics and Colleges of Education in order to reduce pressure on the universities and discourage undue resort to unethical practices by intending students
* Ministry of Education should encourage vocational and entrepreneurial education to reduce on pressure of demand for university education
* Government though the Head of Service should address the problem of placements of polytechnics and colleges of education relative to their university counterparts

**Examination Administration, Award of Degrees and Graduation of Students**

Associated corrupt practices

* Sale of examination questions and other examination-related information
* Gratification and inducement to manipulate award of marks/grades
* Swapping of grades
* Writing of examination by proxy
* Direct cheating in examination
* Delay in the release of results
* Delay of students from graduating due to poor record keeping and deliberate victimisation by officials
* Manipulation of internal examination processes

Preventive actions by the University

* Installation of CCTV cameras at strategic places within examination halls
* Question papers should be printed on the day of the examination to reduce leakages
* More careful selection of people of integrity to handle examinations
* Computerization/Automation of the entire record(Administrative & Academic) management system from department to all relevant organ
* There should be a policy on a stipulated time line for Lecturers to process results- two weeks after exams
* Provision of a platform for students to report any form of victimisation
* Introduction of standard record keeping system and upholding of official discipline
* Training & retraining for Administrative staff on record keeping
* Enforcement of the University's code of conduct for examination
* Allotment of manageable number of courses to lecturers
* Rules and regulations relating to examination management should be made public and infractions should be met with appropriate punishment
* Departmental examination board must sit over results to verify the correctness of results as computed by the Department’s exams officer before forwarding further, this is to check manipulation of results at the department’s level
* Results should be presented to Senate no later than six weeks of completion of examinations after processing through relevant departmental and faculty committees
* Stipulation of sanctions such as stoppage of salary for Departments that default in meeting deadlines for presentation of results
* Design an instrument for measuring students’ attendance (Development of a class list that contains students’ passport to check impostors, and ensure that students sign-off on submission of their script
* Personalized Career Guidance and Counselling for intending Students
* Students should be re-oriented on placing emphasis on personal development as against just passing examinations
* Students should be encouraged to read the Students’ Handbook to familiarize themselves with examination rules and procedures and sanctions for malpractices
* Every University should develop core values, institutionalize same and make their students buy into them
* Adequate male and female invigilators should be provided in examination halls to screen students before they are allowed entry into the examination halls
* Adequate intelligence should be deployed in the monitoring of examinations
* Rules and regulations guiding the conduct of examinations should be pasted on notice boards at least one week before the commencement of examinations
* Interactive sessions should be organized for students about a week to the examination to remind students of the ‘dos’ and ‘don’ts’ of examination
* Arrangement of seats in the examination halls should be such that students are adequately spaced to curb malpractices and enhance effective supervision
* The relevant Examination Boards (Departmental, Faculty and Senate) must meet as and when due to preserve the integrity of examination records
* Lecturers should alleviate students fear for examinations by avoiding discouraging comments
* Examination Monitoring Teams should be set up for Distance Learning Programmes and similar standards used for conventional programmes upheld
* To tackle delay in grading of scripts and release of results, marking schemes should be forwarded by lecturers alongside examination questions to enable other lecturers assist in grading scripts for large classes

Preventive actions by ICPC

* ICPC should establish student anti-corruption vanguard in universities to function as whistle blowers
* ICPC should ensure that the Anti-corruption and Transparency Monitoring Unit (ACTU) in universities functions effectively
* ICPC to educate and conduct public awareness campaigns on corrupt practices associated with examination
* Prosecution of offenders by ICPC
* Sensitisation action by ICPC to discourage corruption at other levels of education particularly secondary

Preventive actions by NUC

* NUC to ensure enforcement of sanctions stipulated in approved policies and facilitate the process of review and enactment of new policies with stricter sanctions
* NUC to carry out regular oversight functions

**Teaching and Learning Services and Facilities**

Associated corrupt practices

* Delay in take-off of lectures and non-completion of syllabus by lecturers
* Non-adherence to students/lecturer ratio results in over-crowding of classes
* Lack of commitment to work by the lecturers
* Continued defiance by institutions of the ban on satellite programmes/campuses by NUC
* Frequent strike action by staff and students interrupting the academic calendar
* Sales of lecture notes, Hand-outs and Text-books
* Non-provision of adequate and appropriate practical apparatus
* Late opening and early closing of library
* Stealing and mutilation of library books
* Inadequate/irrelevant (outdated) textbooks
* Inadequate reading tables and chairs
* Corruption in the allocation of official bed spaces in student hostels by the managers; influencing of allocation by students engaging in gratification and bribery of staff
* Sale of accommodation spaces by official occupants to highest bidders by students

Preventive actions by the University

* Avoid excessive workload on lecturers
* Regular payment of staff salary and improved welfare and working conditions
* Employment of lecturers should be based on merit
* Strict adherence to students/lecturer ratio
* Regular taking of attendance of students who attended classes and forward same to the Dean through the HODs on weekly bases
* Adequate provision of learning facilities and conducive environment
* Early commencement of lectures on resumption
* Occasional unscheduled visits to classes by VC or his representative based on developed time-table at the beginning of each semester
* Centralization of all published books and teaching materials which would be sold by the university
* Provision of current & adequate books, learning materials and teaching aids
* Openness and transparency in the allocation of official bed spaces
* Ejection from university hostels of students found to have sold their official bed spaces for profit

*On absence from classes/Inability to cover syllabus*

* A two-way supervision should be introduced and enforced, where lecturers are monitored by their Heads of Departments and Students’ Representatives report on lecturers by keeping records of attendance of lecturers and submitting same to the HODs/Dean before the conduct of examinations
* The University leadership should be vigilant, paying unscheduled periodic visits on lecture rooms having been armed with lecture time-table *a priori*
* Course outlines should be monitored to ensure delivery on contents
* Staff members may be assigned administrative responsibilities other than their primary responsibilities at the end of every session
* HODs and students should monitor and reports on lecturers on a regular basis
* Class representatives should keep records of attendance for lecturers
* There should be un-scheduled visits to lecture halls by the Vice Chancellor
* At the beginning of the semester, lecturers should submit their teaching schemes to HODs and these should be used to assess the work of the lecturer at the end of the semester

*On Illegal sales of hand-outs and textbooks*

* The library should be adequately stocked and accessible by students to deter any lecturer intending to produce hand-outs/textbooks, as such hand-outs/textbooks will be perceived as sub-standard compared to the avalanche of books at the disposal of students
* Well stocked e-library to assist students in writing their projects

*Dealing with full-time lecturing in more than one University*

* NUC should have a comprehensive database of all academic staff in Nigerian universities to facilitate monitoring
* Salaries of defaulting staff should be delayed or stopped, depending on the nature of fault
* Part-time and adjunct lecturers should be interviewed before being engaged to establish if they are overburdened with other responsibilities in other universities
* Adjunct and part-time lecturers should be properly monitored
* Issues relating to the quality of lectures offered and absenteeism should always be punished

Preventive action by other stakeholders

* NUC to enforce sanctions stipulated in approved policies in respect of failure to close satellite campuses
* ICPC working with NUC to educate and conduct public awareness campaigns on corrupt practices associated with establishment of satelite campuses; Prosecution of offenders

**Appointments, Promotion and Discipline of Staff**

Associated corrupt practices

* Gratification, victimisation, favouritism, nepotism, arising from ethnic and religious sentiments
* Lack of due process in appointments and promotion
* No policy deployment strategy to check staff overstaying in one position which encourage corruption
* Abuse of promotion and transfer criteria
* Forgery of certificates and other credentials

Preventive actions by the University

* Stricter sanctions including dismissal and prosecution of culprits
* Policy guideline stating a minimum of 10yrs before a professor’s appointment as a VC
* Development of functional conditions of service that stipulates criteria & conditions for staff appointment; promotion and discipline & prescribed sanction for erring official
* Composition of independent committee (including Unions & University’s Desk officer from NUC) to monitor strict compliance to due process
* Credentials of intending staff should be adequately vetted before appointments are formally offered
* Recruitment should be done with integrity, made stringent and thorough as well as multiple-phased
* Initial and continuous thorough vetting of staff members’ career and academic background
* The Vice-Chancellor should be personally involved in the recruitment process, especially that of teaching staff
* When close acquaintances are to be recruited, staff members in the interview panel should be made to declare their interest and should only serve as observers in the process if they are to be present at all
* Requests for recommendations from prospective employees’ referees should be made and independent confirmation by the school authority conducted, not necessarily directly from the referees (it could be through other staff of their institutions) before appointments are given, especially to teaching staff

*On forgery of certificates and other credentials*

* Credentials of staff should be adequately vetted before appointments are formally offered

*On lack of due process*

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Preventive actions by NUC

* Development of functional conditions of service that stipulates criteria & conditions for staff appointment; promotion and discipline & prescribed sanction for erring official.
* Enforcement of sanctions stipulated in approved policies; Review and enact new policies with stricter sanctions; Carryout regular oversight functions

Preventive actions by ICPC

* Educate and conduct public awareness campaigns on corrupt practices associated with appointment and recruitment; Prosecution of culprits

**Departmental Administration and Faculty Governance**

Associated corrupt practices

* Appointment of HODs and Deans on the basis of nepotism and ethnic/religious affiliations, without following laid-down rules and policies.
* Inability to hold regular department and faculty meetings leading to dictatorial tendencies by the Dean and HODs
* Distribution of teaching load and other faculty assignments on the basis of friendship and patronage.
* Resort to vendetta in the allocation of courses and other workload
* Undue interference and imposition by management
* Falsification of records
* Deliberate failure to keep records

Preventive actions by the University

* Appointment of credible people as Deans, HODs and on the University Council following extant rules
* Maintenance of transparent and open door policy
* Submission of monthly minutes of departmental and faculty meetings to the office of the Vice-Chancellor.
* Exhibition of discipline on the part of leadership
* Prompt implementation of appropriate sanctions for confirmed infractions
* Development and implementation of institutional code of conduct to be reviewed every three years.
* Training of relevant staff in record keeping and management
* Staff should be ICT compliant and properly oriented.
* Electronic filing and recording system should be introduced.
* Assigning competent persons of integrity to keep records.
* Provision of backups for students’ records

**Contract Awards**

Associated corrupt practices

* Regular and occasional contract “cornering” by Council members compromise the integrity of this University and quality of project execution
* Contract splitting
* Non-adherence to rules and policies regarding contract awards leading to award of contracts to corrupt and incompetent firms and suppliers;
* Selection of projects on the basis of personal interests and opportunity of personal benefit
* Abandonment of projects
* Bribery and other forms of gratification
* Inadequate project monitoring and evaluation

Preventive actions by the University

* Appointment of people of integrity into Tenders’ Board/Procurement Committee and ensuring the proper functioning of the committee
* Filling of continuous assessment form covering the personality and quality of projects and materials should be put in place for checks and balance
* Constitution of independent body for the supervision of contracts/projects to check the Council/Management Members
* Strict adherence to the public procurement Act, Invocation of Due Process that adopts verifiable steps
* Contracts should be awarded to competent contractors following due process;
* Following laid down procedures for determination of projects to be executed involving all levels of stakeholders including the end-users.

Preventive actions by proprietors

* Appointment of persons of integrity into Council
* Review approval limit upward to address contract splitting,
* Revocation of contracts found to have been awarded fraudulently

Preventive actions by Government

* Government should encourage private universities by extending grants/loans to assist in infrastructure development

Preventive actions by NUC/ICPC

* NUC, ICPC and other financial crimes agencies should monitor projects and contracts award
* ICPC to educate and conduct public awareness campaigns on corrupt practices associated with award of contracts
* Council members suspected of sharp practices with regard to award of contracts should be investigated by EFCC and ICPC and their assets confiscated

Preventive actions by other stakeholders

* Bureau of Public Procurement should ensure adherence to laid down rules and regulations with regard to award of contracts and ensure strict implementation of sanctions

**Management of Funds**

Associated corrupt practices

* Diversion/virement/misapplication of funds to meet other needs without recourse to appropriation
* Non-payment of salary as at when due and inability to pay the arrears owed to staff
* Lack of transparency in the constitution of the budget monitoring committee by the authorities
* Non-remittance of pension deductions
* Misapplication/misappropriation of Internally Generated Revenue
* Non-remittances of taxes and other deductions
* Non-refund of caution deposit to students upon graduation
* Disregard for audit query
* Inadequate documentation of sources of income
* Lodging of official funds in personal accounts yielding interest for account holder
* Over-invoicing and falsification of document such as receipts, and alteration of figures
* Fictitious expenditure and padding of expenses
* Converting of official funds to private use
* Fraudulent allocation of funds to inappropriate heads during budgeting process
* Payment of salaries to ghost workers/inflation of staff nominal roll

Preventive actions by the University

* Regular payment of staff salary and improved welfare and working conditions
* Adoption and usage of bottom-up approach to the budget development process
* Ensure strict adherence to budgetary rules
* Ensure effectiveness of budget monitoring committee.
* Compliance at all levels both internal and external audit queries
* Prompt payment of staff salaries to prevent recourse to gratification and inducement
* Refund of caution fees paid by students at graduation upon application
* Regular publication of income and expenditure accounts of the university
* Institution of effective internal control system including effective use of internal audit system
* Prompt and regular auditing of institution’s accounts by external auditors to ensure transparency in accounting processes

Preventive actions by ICPC

* Education and enlightenment of stakeholders in the university system with respect to corruption in finance management
* Enforcement of sanctions relating to flagrant violation of financial regulations
* ICPC should establish student anti-corruption vanguard in universities to function as whistle blowers
* ICPC should ensure that the Anti-corruption and Transparency Unit (ACTU) in universities to function effectively.

Preventive actions by other stakeholders

* Federal Inland Revenue Service and similar statutory bodies to follow up with institutions on ensuring prompt remittances of taxes and other deductions;
* ICPC to educate and conduct public awareness campaigns on corrupt practices associated with management of funds in tertiary institutions
* Prosecution of confirmed offenders under the law to serve as deterrent

**Research and Research Administration**

Associated corrupt practices

* Plagiarism and fraudulent citation
* Diversion of research funds to other uses

Preventive actions by the University

* Improved official funding of staff research
* Utilization of advanced internet search and e-library facilities to find out if a particular topic has been worked upon by others;
* Students’ Project Monitoring Teams should be set up
* Lecturers should not be overburdened with supervision in order to ensure thoroughness
* Topics to be researched by students should be agreed with the lecturer/supervisor not decided by the student and merely submitted;
* Student project topics should be targeted at solving environmentally peculiar problems which should be identified periodically;
* Innovation should be encouraged on the part of student and staff
* Before the commencement of project writing, seminars should be organised to build confidence in students in their ability and warn them of dangers of research fraud.
* Students should not be allowed to bring already decided project topics; rather lecturers should work with students to decide on their topics which should, as far as possible, be in the areas of interest to the student.
* As a matter of policy, no lecturer should supervise more than 10 students’ projects.
* Library should be well equipped to aid students in project writing.