



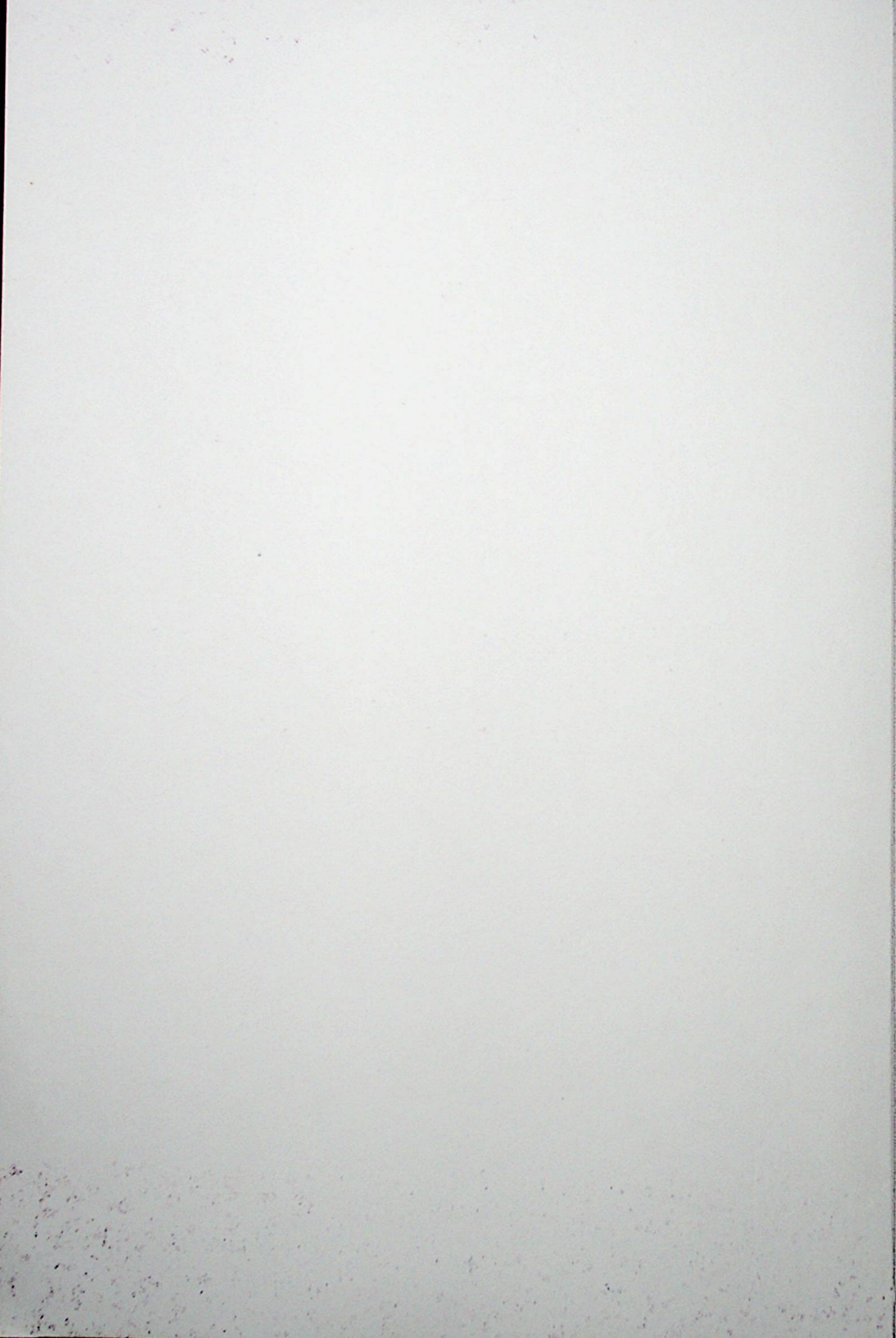
**Public Complaints and  
Anti-Corruption Directorate,  
Kano State**

# Annual Report

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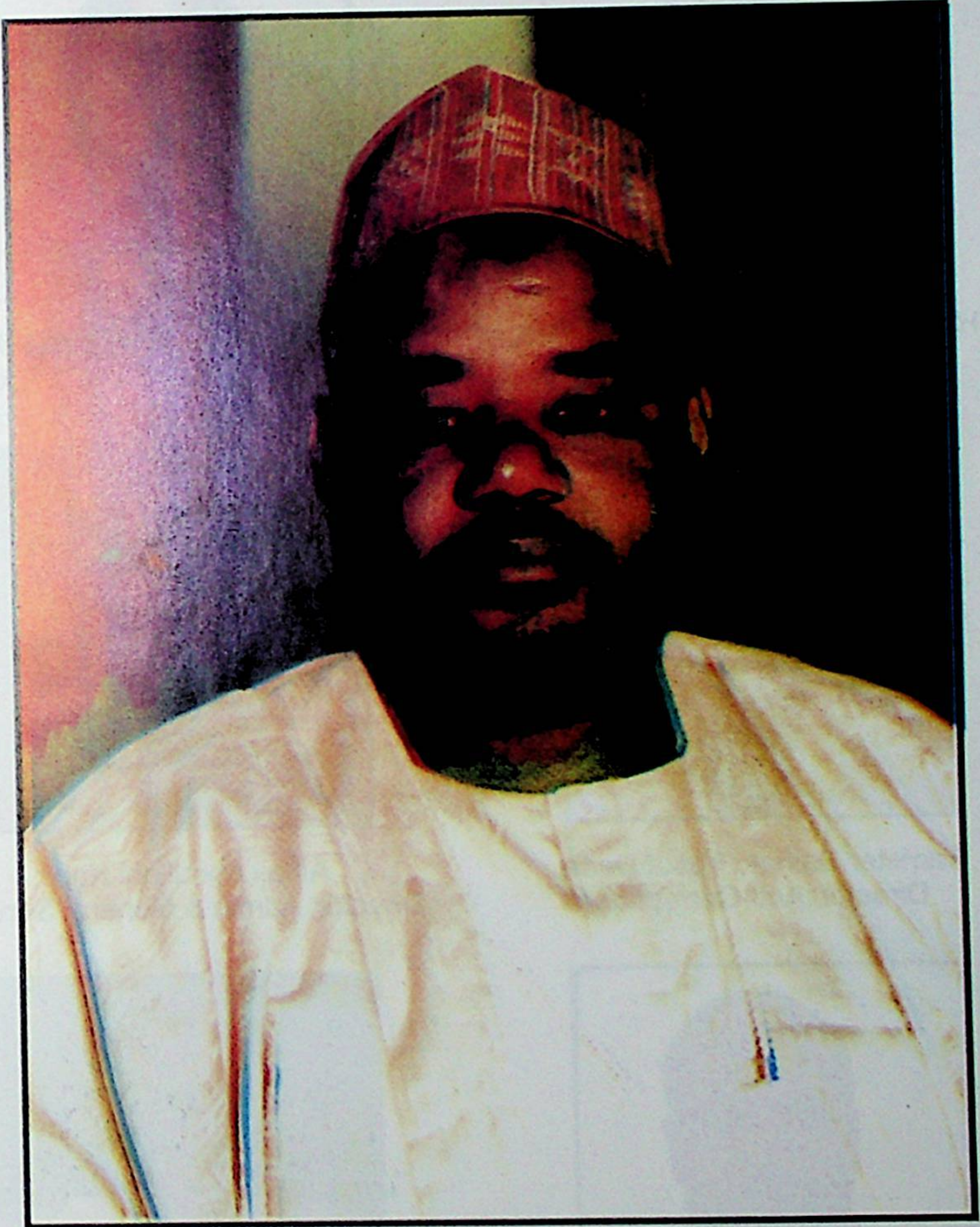
PUBLIC COMPLAINTS AND ANTI-CORRUPTION DIRECTORATE  
(OFFICE OF THE EXECUTIVE GOVERNOR)  
KANO STATE

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ANNUAL REPORT  
2005



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Malam Ibrahim Shekarau



The Director General, Malam Aminu Inuwa Muhammad



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Public Complaints & Anti-corruption Directorate  
(Office of the Executive Governor)  
Kano State

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## PREFACE

In line with the human development, accountability and transparency posture of the administration of His Excellency, Executive Governor of Kano State, **Malam Ibrahim Shekarau**, the Public Complaints and Anti-Corruption Directorate was established on the 8<sup>th</sup> of April 2005.

As the name implies, the Directorate has a multi-faceted workload that rests squarely on its shoulders. In other words, the demands, activities and schedules on the one hand and expectations of the public and that of Government on the Directorate on the other.

Being the first Annual Report, this document provides some fundamental details of the Directorate's activities, scope of mandate and the philosophy behind its establishment during the formative stage. It is also pertinent to note that this report lays great but ambitious emphasis on setting out policy direction, mode of operation and other technical/professional guidelines that would be adopted by the Directorate.



Emphasis is also given to the 3 operational departments as regards their peculiar and distinct activities in relation to interactions with the public.

The report touches on aspects of corruption prevention, rights protection and promotion, handling of public complaints against individuals or organizations and public education as well as enlightenment.

Finally, the report looks at some constraints that militate against the effective operation of the office. Examples of these could be given as, staff and office accommodation.

**Aminu Inuwa Muhammad**

Director General

*15<sup>th</sup> May, 2006*

*( Rabiul Thani 17, 1427 A.H.)*

## ACKNOWLEDGEMENT

All thanks and praises go to Allah (Subhanahu Wa Ta'ala) the Lord of the worlds for sparing us to witness the first year of the Directorate's existence.

Our prayers and gratitude goes to His Excellency, Malam Ibrahim Shekarau, Executive Governor of Kano State whose vision, thoughtfulness and commitment towards implementing Shari'ah in the State made him to establish the Directorate. In addition, I personally extend my gratitude for the confidence he reposed in me to steer the affairs of the Directorate. His philosophy, humility, leadership and encouragement will continue to inspire the entire staff of the Directorate.

The Directorate enjoyed the support and cooperation of the Office of the Secretary to the State Government, especially staff of Research, Evaluation and Political Affairs Directorate (REPA) who coordinated the take-off of the Directorate. In the same vein, the Office of the Head of Civil Service deserves commendation for the role it played in the selection and deployment of personnel to the Directorate.

My special regard is extended to Malam Bukhari Bello, Executive Secretary, National Human Rights Commission, Abuja and Professor Muhammad Tabi'u of the Faculty of Law, Bayero University, Kano for the guidance they provided me in setting up the Directorate.

Our sincere appreciation also goes to all pioneering staff who had worked tirelessly to see the successful take-off of the Directorate. They had really served the State to the best of their abilities.

I am grateful to members of my Editorial Team for their tireless efforts and commitments to compile this report despite of their various workloads.

Finally, I wish to acknowledge the assistance of each and every individual or group of people who contributed in one way or the other towards the successful take-off of the Directorate. We pray to Allah to reward us all, amen.

**Aminu Inuwa Muhammad**

Director General

## TABLE OF CONTENTS

i. Preface	vi
ii. Acknowledgement	viii
iii. Table of Content	x
iv. List of Appendices	xi
1. Executive Summary	1
2. Formation of the Directorate	2
3. Functions and Organizational Structure	4
3.1. Mission	4
3.2. General Functions and Duties	4
3.3. Organizational Structure	5
3.4. Functions of Departments	5
3.5. Scope of Mandate	12
3.6. Powers	13
3.7. Mode of Operations	13
4. Development During 2005	15
5. Guidelines and Policies	18
6. Operational Activities 2005	36
7. Corruption Prevention	44
8. Public Education	47
9. Staffing and Recruitment	55
10. Training	58
11. Accommodation and Resources	61
12. Problems and Constraints	65
13. Upcoming Plans	68
14. Aspirations	70
15. Conclusion	71

## LIST OF APPENDICES

Appendix	I	Directorate's Organogram
Appendix	II	Summary of caseloads for the year 2005
Appendix	III	Summary of Complaints & Petitions handled by Public Complaints & Mediation Department
Appendix	IV	Summary of Complaints & Petitions handled by Citizens Rights Protection & Promotion Department
Appendix	V	Summary of Complaints & Petitions handled by Anti-Corruption Department
Appendix	VI	Statistics for Money recovered
Appendix	VII	Sample of Casework form
Appendix	VIII A-B	Samples of Appreciation letters submitted to the Directorate by Complainants
Appendix	IX	Staff List

## 1.0 EXECUTIVE SUMMARY

This is the Directorate's first annual report compiled in compliance with the directives of His Excellency, **Malam Ibrahim Shekarau** the Executive Governor of Kano State during the swearing-in of the Director General on Friday, April 8<sup>th</sup>, 2005.

The report provides details of the Directorate's activities during its formative period and its mode of operation. We have also thought it right that in this first report we set out the policies and guidelines which have been adopted by the Directorate.

In coming years it will be unnecessary to repeat these matters and we anticipate that accordingly future reports will be less lengthy, contain more details about the actual performance of the Directorate and will draw conclusions from comparative statistics.

Subsequent sections describe the events leading up to the formation of the Directorate, developments during the year, formulation of guidelines and policies, operational activities through to the activities on corruption prevention, public education and staffing as well as to the constraints/aspirations of the Directorate.

## 2.0 FORMATION OF THE DIRECTORATE

In recent years, Government has become increasingly concerned about the growing problems of corruption, fraud, administrative injustices and human rights violations in the state. The concern is two-fold: First, is the size of the problem. It has been seen that corruption and injustice- both apparent and suspected- are not only limiting state development, affecting its solid structures and depriving it of effective governance but also becoming a social menace. The second concern arose from a recognition that existing legislations, structures and resources were not coping with the problems and in consequence, even when corruption, fraud and human rights abuse came to notice, little was done to contain the trend. Accordingly the present administration resolved to tackle the problem head-on.

In formulating its approach to the problem, Government considered what had been done at the national level and some States in the Federation. There already exists at the National level, the Independent Corrupt Practices and Other Related

Offences Commission (ICPC), the Economic and Financial Crimes Commission (EFCC), the Public Complaints Commission (PCC), the National Human Rights Commission (NHRC) and the Code of Conduct Bureau (C.C.B.).

It is noticeable that a significant result had been achieved at the National level. However, to entrench good governance, accountability and transparency in Kano State, a separate body was needed to deal with the problems rather than imposing additional burdens on existing law enforcement agencies. This informed the establishment of the Public Complaints and Anti-Corruption Directorate in April 2005.



## 3.0 FUNCTIONS AND ORGANIZATIONAL STRUCTURE

### 3.1 MISSION

The mission of the Directorate is to foster accountability, social justice and social cohesion and to guarantee the rights of the weak and vulnerable members of the society.

### 3.2 GENERAL FUNCTIONS/DUTIES OF THE DIRECTORATE

- i. Mediation of disputes between individual members of the society as well as corporate bodies.
- ii. Investigation and redress of complaints from the public.
- iii. Investigation of any allegation of corruption in the Civil Service.
- iv. Assistance and support for citizen's rights promotion and protection through legal advice, information and assistance for accessing justice.
- v. Dissemination of information and raising public awareness on citizen's rights and duties and on the legal processes for redress of complaints.

- vi. Dissemination of information and raising public awareness on the menace and danger of corruption and ways to curb it in the society.

### **3.3 ORGANIZATIONAL STRUCTURE**

The Directorate has 4 Operational Departments and 2 Units namely:

- i. Public Complaints and Mediation Department
  - ii. Rights Promotion and Protection Department
  - iii. Anti-Corruption Department
  - iv. Administration and General Services Department
  - v. Communication and Public Relations Unit
  - vi. Planning Research and Statistics Unit
- Refer to *Appendix I* for the Organogram.

### **3.4 SPECIFIC FUNCTIONS OF THE DEPARTMENTS**

The four operational departments and two units have the following specific functions:

### **3.4.1 PUBLIC COMPLAINTS AND MEDIATION DEPARTMENT**

- i. To receive, investigate and decide on complaints of administrative injustice, decisions based on mistakes, bias and abuse of power.
- ii. To receive and investigate complaints of unsatisfactory conduct and ineptitude by any government official with a view to remedy the situation.
- iii. To launch investigation on behalf of the Directorate in response to any credible information, regarding inadequacies in the functions of government department, institutions and functionaries with a view to recommending reforms.
- iv. To recommend corrective measures aimed at remedying administrative injustice after extensive investigation.
- v. To introduce necessary procedural reforms to forestall occurrence of administrative injustices in the future.
- vi. To supervise compliance with administrative decisions and due process.

- vii. To mediate between individual persons, who happen to be in dispute.
- viii. To mediate between individuals and corporate bodies or between corporate bodies themselves for settlement of disputes and complaints.
- ix. To facilitate referral, including presentation, follow up and support, of citizens to appropriate institutions.

#### **3.4.2 RIGHTS PROMOTION AND PROTECTION DEPARTMENT**

- i. To investigate oppressive conduct by powerful members of the society.
- ii. To offer legal advice, information, and necessary assistance and support for accessing justice in other institutions responsible for enforcing citizens' rights.
- iii. To offer financial support to deserving person(s) to enable them to access justice.
- iv. To employ ways and methods of enlightening members of the society on their rights and how to claim them.

- v. To enlighten the general public on available opportunities and processes for redress of grievances and complaints.
- vi. To guarantee the rights of weak and vulnerable members of the society through counseling, guidance and support.
- vii. To liaise with other statutory bodies responsible for protection and enhancing citizens rights such as National Human Rights Commission.

### **3.4.3 ANTI-CORRUPTION DEPARTMENT**

- i. To receive and investigate any allegation of corrupt practices against any person and refer the matter to the Attorney General of the State for necessary action.
- ii. To monitor and inquire into any case of suspected corrupt practices in the public service of the state.
- iii. To receive and inquire into any allegation of corruption concerning any public officer.
- iv. To seek information from other public officers and the general public

regarding any case of corrupt practices reported to the Directorate.

- v. To monitor proper handling of all Government moveable and immoveable properties.
- vi. To investigate any allegation of improper or non-performance of any Government contract with a view to advising Government on the necessary administrative and or legal action to be taken.
- vii. To liaise with other statutory bodies responsible for the fight against Corruption and moral regeneration. Such as the Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices and other Related Offences Commission (ICPC) and any other organization.

#### **3.4.4 ADMINISTRATION AND GENERAL SERVICES**

- i. To take charge and advice on the General Administration of the Directorate.
- ii. To provide leadership, control, direction and purpose to the staff of the Directorate.

- iii. To inculcate the sense of service, discipline, cohesion, dedication and loyalty in the staff through enforcement of standards and procedures in conformity with existing rules and regulations.
- iv. To organize the overall management of finances of the Directorate and ensure maintenance of proper accounting system and records.
- v. To ensure prompt response to audit queries and give maximum cooperation to resident auditors.
- vi. To ensure the preparation of monthly financial report or as may be required.
- vii. To examine on a continuous basis working environment and make recommendations for improvement in order to raise staff morale.
- viii. To determine training needs and priorities in consultation with other departments in accordance with the Directorate's training policies and guidelines.
- ix. To ensure prompt response to all Establishment and other service related circulars issued by the Office of the Head of

Civil Service and other related organizations.

- x. Any other relevant duty assigned.

### 3.4.5 COMMUNICATION AND PUBLIC RELATIONS UNIT

- i. To establish link between the Directorate and the public.
- ii. To create information dissemination channel between the management and the staff of the Directorate.
- iii. To provide media coverage of the activities of the Directorate.
- iv. To subscribe to the relevant newspapers, magazines and periodicals for the management staff with a view to keeping the Directorate abreast with current happenings in the society.
- v. To help create a bridge between the Directorate and other sister organizations, at both National and International levels.
- vi. To serve as the image maker of the Directorate.



### **3.4.6 PLANNING, RESEARCH AND STATISTICS UNIT**

- i. To Prepare annual budget estimates for the Directorate.
- ii. To take regular inventory of all materials and other resources of the Directorate.
- iii. To obtain and maintain proper statistics of all cases received for record purposes and future planning.
- iv. To collect and shelve published materials for the Directorate's reference library.
- v. To organize and coordinate training programmes for the staff of the Directorate.
- vi. To advise on matters relating to policy planning and programmes.
- vii. To liaise with other departments of the Directorate for proper coordination of programmes and activities.
- viii. To Liaise with other research centres with a view to developing a data bank for the Directorate.

### **3.5 SCOPE OF MANDATE**

The Directorate is empowered to perform functions beyond those of a public complaints commission. It will offer additional services in

the form of mediation, advice, counseling, guidance and information.

Assist people to better access and use the existing institutions as well as enjoy more effective understanding, rights and duties as citizens.

### **3.6 POWERS OF THE DIRECTORATE**

The Directorate is vested with the powers to:

- i. Summon Government officials to appear before it with all required information and grant it access to relevant documents.
- ii. The public are mandated to respond to summons and non-compliance will be treated as a prosecutable offence.

### **3.7 MODE OF OPERATIONS**

The mode of operation of the Directorate will be that of receiving and making sense of complaints and/or petitions from individuals or groups; sorting out such complaints or petitions and making one or a combination of the following:

- i. To prepare a brief for each complaint worthy of the attention of the Government;

- ii. To treat minor/straight-forward cases through dialogue, mediation, counseling and advocacy;
- iii. To work in partnership with existing Government agencies (Hisbah Board, Shari'ah Commission, Judiciary, the Attorney General and the Civil Service) best suited for treating the matter and follow it up to its logical conclusion;
- iv. To make public, through radio and television programmes and publications, matters of public complaints amicably settled or which Government has addressed; and
- v. To collaborate with other agencies in raising awareness on campaign for civility, the pursuit of due process and against corruption.

## 4.0 DEVELOPMENTS DURING 2005

By the end of 2005, the Directorate had produced a draft of what is to become the Directorate of Public Complaints and Anti-Corruption Law. The law envisaged:

- i. The formation of a separate state Government agency to deal with complaints/petitions relating to public and societal conflicts, citizens rights violations and allegations of corruption in the state;
- ii. The implementation of the proven formula known as the 'Three Pronged Principle' which coordinates the impact of enforcement, prevention and public education in the fight against corruption;
- iii. The novel concept of linking conflict mediation, rights protection and fight against corruption with all forms of fraud;
- iv. The provision of special powers of investigation to the agency; and

- v. Inclusion of specific punishments relating to corruption.

Within a period of 3 months in 2005, the Director General visited the Independent Corrupt Practices and Other Related Offences Commission (ICPC), Economic and Financial Crimes Commission (EFCC), National Public Complaints Commission (NPCC), National Human Rights Commission (NHRC), and Non-Governmental Organizations working in related fields e.g Women Rights Advancement and Protection Agency (WRAPA), for the purpose of studying and assessing the scale of the problems of corruption and fraud, human rights abuse and violation and injustice as well as reviewing existing resources, establishing linkages and support toward formation of the Directorate. During those visits, meetings were held with the Chief Executives of the Organizations or their representatives.

Following the visits, emphasis was laid on a number of recommendations amongst which was the need to make use of experts in the fields of white collar crime investigations, corruption prevention, public education and professionals such as Forensic Accountants, Auditors, Accountants,

Social workers as well as lawyers. The objective behind employing these professionals was two-fold; first to utilize their skills and experience for the pursuit of the Directorate's objectives to enable it to forge ahead, secondly to ensure the credibility of the Directorate.

In November 2005, the Management of the Directorate consisting of the Director General and four other Directors was inaugurated. Included in the team were two very Senior State Counsels, a retired lecturer and an experienced administrator to head the Anti-Corruption, Rights Promotion and Protection, Public Complaints and Mediation as well as Administration and General Service departments respectively.

Immediately the Directorate commenced operations, it produced a blue-print for organizing, establishing and developing policies of the Directorate.

## 5.0 GUIDELINES AND POLICIES

### 5.1 INTRODUCTION:

The Directorate has adopted guidelines and policies which it pursues in the course of its work. The overriding concepts which have led to the formulation of these guidelines and policies have been:

- i. The need to develop a professional, efficient and respected organization, capable of undertaking the functions for which it was established;
- ii. The implementation of the 'Three-Pronged Principle' to curb corruption and ensure the coordination of the aims and objectives of each function;
- iii. Thoroughness, fairness and impartiality in the Directorate's investigative work;
- iv. The development of a productive, honest and open relationship with the public; and
- v. The development of a working relationship with Ministries, Commissions, the Police, Non-Governmental Organizations and with relevant National and International bodies.

## 5.2 DEVELOPMENT GUIDELINES:

The development of the Directorate involves not only the acquisition of appropriate human and material resources but also ensuring that through training, staff are equipped to do the job. Underlining this is the fact that at inception, the Directorate lacked the necessary experience and skills to investigate corruption, mediate in disputes and/or redress injustices, to undertake prevention work, or mount effective anti-corruption public education programmes.

To enable the Directorate to become operational in all of its three key departments as quickly as possible therefore, the approach needed to be a combination of skills and a recruitment/training programme aimed at providing experience and knowledge within the shortest possible time. To this end, some key personnel have been recruited.

As an interim measure some officers have received training in various capacity building seminars and workshops.

The acquisition of physical resources is also paramount. It is essential that the Directorate be provided with the accommodation and equipment it needs to do the job. Many of the administrative



difficulties which the Directorate faced the previous year arose from the fact that its rapid development was not foreseen when recurrent and capital budgets for the year were prepared. Bearing this factor in mind therefore, we consider what was achieved during the year under review to have been highly satisfactory.

The need for funds for investigative work, legal advice and support, public education and prevention work cannot be over emphasized.

### 5.3 THE MAJOR FUNCTIONS:

The draft law envisages that the Directorate will not only receive and investigate allegations of corrupt practices, but will also receive complaints, mediate disputes, protect and promote citizens rights. The need for specific skills and resources to deal with the equally important functions of prevention and public education and the necessity of coordinating the targets as well as their direction is one of the principal reasons why the functions of the Directorate could not be absorbed by an existing organization.

The aim of the public education programme will be to educate the public against the evil of corruption, human rights abuses and injustices and elicit their

support in the fight against it. An anticipated product of the programme will be that of members of the public reporting instances of corruption, abuse, injustices they come across. This will lead to the investigation of those complaints/petitions which will subsequently highlight the weaknesses and loopholes in existing legislation and procedures that have provided opportunities for corrupt practices. It is these opportunities which form the basis of prevention studies aimed at eliminating them

Conversely, investigation work may well highlight dangers, pitfalls and trends of which the public should be advised about or warned against through the public education programme. The fostering of public confidence will itself undoubtedly lead to requests for advice from the prevention unit on how to prevent corruption opportunities in public organizations.

#### **5.4. DEVELOPMENT OF OFFICE MANUAL**

An Office Manual was developed and distributed to each staff/caseworker and kept in every office in the Directorate. It is our hope that the Manual will be updated on a regular basis so that staffs are kept up to date with developments in their work. The

Manual is to be kept in a loose leaf format in a ring binder, to avoid photocopying the whole manual when updates are being made. The Manual is divided into different sections, including: organizational structure, client procedures, office procedures and standard forms and letters (e.g Client Data Form). Excerpts of the manual are as below:

#### 5.4.1. OPENING AND CLOSING OF FILES

##### I. *REFERRALS*

- i. People making their initial visit to the Directorate will be asked to state the nature of their enquiry.
- ii. The nature of the enquiry may range from visitors who want to know more about the Directorate to potential clients who have relevant cases that will be accepted by the Directorate's staff for action.
- iii. Where enquiries are deemed not appropriate for the Directorate, or where there is a conflict of interest, details of any relevant agency more suited to deal with the matter will be suggested to the visitor. The agency referred to will be identified in the Action Taken column.

- iv. A list of agencies that should be considered for referral is given. The visitor should be encouraged to report back to the Directorate, if convenient, with any comments as to the appropriateness and success of the referral.

## II. FILE OPENING

- i. Where the enquiry fits within any of the services offered by the Directorate, a Client Data Form will be completed and a file opened, a number given and case allocated to *Caseworker*. Notes will be taken of each interview and placed in each file in that order. Each interview note should contain the date, signature of interviewer, summary of instructions and details of advice and action to be taken.
- ii. A well ordered file should provide any caseworker new to the case with all the information he/she needs to know about the status and progress of the case.

## III. FILE CLOSING

- a) Files should be closed if no further activity is expected or if the client has not given instructions for a period of more than 3 months. The Case Register should be

endorsed with the date that the file has been closed.

- b) A Process Map table which identifies each stage a client will be taken through, whether for legal advice or mediation, is provided.

#### 5.4.2. REFERRAL AGENCIES

An enquiry or a case may be referred to any of the following:

- ✓ Courts
- ✓ Ministry of Justice
- ✓ Traditional Rulers (Emirate Council)
- ✓ Legal Aid Council (through authority of Director General)
- ✓ Police (client to be accompanied where appropriate)
- ✓ Federal Public Complaints Commission
- ✓ Independent Corrupt Practices and Other Related Offences Commission
- ✓ Economic and Financial Crimes Commission
- ✓ Private Legal Practitioners
- ✓ Social Welfare Agencies
- ✓ Shari'ah Commission
- ✓ Civil Service Commission

- ✓ Hisbah Board
- ✓ Others

### 5.4.3. CASE REGISTER DETAILS

The following are the suggested columns to be completed in the Register kept in each Department.

<i>File No.</i>	<i>Date Open</i>	<i>Name of main client</i>	<i>Sex</i>	<i>No. in party</i>	<i>Place</i>	<i>Type of matter</i>	<i>Caseworker</i>	<i>Date Closed</i>

### 5.4.4. FILE NUMBERING SYSTEM

The case numbering system is made up of: Directorate and Department; individual case number; month; year. Examples of how the system might be applied according to the purpose are:

- PCAD/COM/005/06/05 -  
PCAD/RPP/009/08/05 – PCAD/AC/012/07/05  
(full reference)
- PCAD/COM/005/01 - PCAD/RPP/009/01 –  
PCAD/AC/012/01 (short – on file)

### 5.4.5. CLASSIFICATION OF TYPES OF CASES

- ❖ Administrative Injustice
- ❖ Business/Contract
- ❖ Civil Transactions

- ❖ Crime/Criminal Offences
- ❖ Debt
- ❖ Dispute (family, neighbourhood, etc.)
- ❖ Employment/Labour Matters
- ❖ Fraud
- ❖ Housing
- ❖ Human Rights
- ❖ Inheritance
- ❖ Judicial Injustices
- ❖ Land Matters
- ❖ Maladministration
- ❖ Matrimonial
- ❖ Misappropriation
- ❖ Mismanagement
- ❖ Miscellaneous
- ❖ Other Social Issues
- ❖ Police Injustices

#### 5.4.6. OFFICE PROCEDURES

##### I. OFFICE WORKING HOURS

8.00 am to 4.00 pm – Monday - Thursday

8.00 am to 1.00 pm – Friday

##### II. MEETINGS

- Weekly Departmental Briefings
- Monthly Management Committee

- Quarterly – Director – General meeting with Heads of Departments and Units

### III. REPORTS FROM DEPARTMENTS

i. CASE REPORTS - After each major event or activity – Caseworker must write a report and submit to Director – General through Head of Department.

ii. WEEKLY UNITS REPORTS – to contain a summary of activities and submitted to Director – General through Head of Department -.

iii. MONTHLY DEPARTMENTAL REPORT- to contain the following information:

- Number of cases received
- Number of cases – disaggregated by types of matter
- Number of mediations carried out
- Number of cases Resolved
- Number of cases Closed
- Number of cases Ongoing
- Number of cases Pending
- Number of cases Transferred
- Number of cases Withdrawn
- Number of cases Rejected



- Number of cases Referred to Courts/Police/Other Agencies
- Any particular issues needing attention of Director - General
- Short paragraph describing any 'success stories' of interest.

#### 5.4.7. FINANCIAL PROCEDURES

- Written request made to Head of Department
- Head of Department recommends and forwards request to Director - General
- If approved, cheque is raised by voucher – if above imprest limit
- If within limit of Imprest – cash paid and beneficiary collects and signs.
- Accountant/Cashier makes payment by cheque or by cash
- Retirement to Accountant/Cashier by recipient
- Funds/Money recovered on behalf of Clients:
  - Recoveries made- written notification made to Director-General

- Cash recovered must be lodged in Directorate's Accounts before payment
- Cheques recovered must be lodged in Directorate's Accounts before payment(except those addressed to Clients)

#### 5.4.8. SUPERVISION

In addition to regular meetings with staff, the Director – General will ensure that the following systems of supervision operate in the Directorate.

##### **Request for support and guidance**

- Case Workers will approach Heads of Departments
- Supporting Staff will approach DAGS
- Heads of Departments will approach the Director – General

##### **Files review**

- Heads of Departments will review all files opened since last visit and a sample of files that have been opened for a significant amount of time (e.g. 3 months)

#### **5.4.9. CONFIDENTIALITY POLICY**

- No disclosure of client details about enquiries and cases will be made outside the Directorate, except with the client's express consent.
- Reports that are likely to be circulated outside the Directorate should not reveal names of clients

#### **5.4.10. COMPLAINTS HANDLING POLICY**

- A complaint is regarded as 'any expression of dissatisfaction with services provided by the Directorate.
- If any complaint is lodged, the complainant should be requested to put the grievance in writing and address it to the Director-General.
- A response should be provided within a period of two – weeks from the receipt of the complaint.

#### **5.4.11. MONITORING AND EVALUATION**

- The objective of the Directorate's Monitoring & Evaluation approach is to provide concrete evidence of success and progress, and to learn lessons that will

improve the delivery of services

- The baseline evidence that will be used to indicate progress include:
  - the number of cases that are dealt with by the Directorate
  - the number of Clients that access the Directorate, either with enquiries or actual cases
  - the number of mediations successfully carried out

#### **5.4.12. ACCESS TO JUSTICE FUND**

Uses of the Fund include the payment of:

- Expenses of 'pro bono' lawyers, including transport costs, filing fees, and other incidental costs with the approval of the Director-General
- Costs of copies of court proceedings in order to assess merits of complaint.

#### **5.5. THE APPROACH TO INVESTIGATIVE WORK**

The investigative work undertaken by this Directorate is aimed at establishing the truth of a given case. To achieve this, determination, perseverance, patience, analytical skills, experience and a thorough knowledge of the laws being

enforced, the laws and rules of evidence and above all a sense of fairness and transparency are required.

There are a number of ways through which the Directorate sets about achieving these ideals. Foremost amongst them are confidentiality and supervision. Both of these are essential for a number of reasons. Firstly, many of the investigations which the Directorate undertakes take several months to conclude. Secondly, they must be carried out in secrecy, to prevent premature destruction of evidence or interference. Supervision of investigations is of vital importance and a system has been established which ensures that adequate supervision is provided.

This close supervision activity also extends to the regular monitoring of investigation progress. The monitoring is designed to ensure that investigations are carried out as expeditiously as possible and that priorities are properly set and met.

As a means of ensuring absolute fairness and also of producing accurate records of interviews, all interviewees are given fair hearing, while the records are kept under lock and key, to enable thorough reviews to be undertaken later.

## **5.6. RELATIONSHIP WITH THE PUBLIC**

To succeed in the task of combating corruption, injustices, rights abuse and others, the general public must recognize them for the evils they are and must want to get rid of them. They must realize the damage that these crimes cause to our communities and be motivated to play their role in the battle. This realization is what prompted the public to express the need to have an effective organization in place to which they can report corruption, abuse or any other complaint and which, on their behalf, will mediate, reconcile or prosecute wrongdoers effectively. Thus the Directorate's open policy is aimed at convincing the public about this noble objective.

In practical terms this means more than just the public education programme embarked upon by the Directorate. It means holding regular press/media interviews and making press releases to inform the public on what the Directorate is doing rather than waiting to be asked. So far many media interviews were held with electronic media in the state. In addition to that, jingles were produced and are being aired on a regular basis.

### 5.7. RELATIONSHIP WITH GOVERNMENT AGENCIES

In its investigative work, the Directorate requires access to data in the possession of government Ministries, Parastatals and other agencies. The draft law has provided the Directorate with powers to request such information and where appropriate those powers shall be exercised. Some Ministries and organizations will be more regularly approached for information than others and it has been necessary to embark on a programme of fostering relationships aimed at establishing procedures which would ensure compliance.

A further objective of these liaison arrangements is to ensure that the organizations are aware of matters which should be brought to the Directorate's attention and to provide guidance on how and when to report them.

By the end of the year under review the programme of establishing liaison had just begun but the year 2006 will see substantial development in this area. However, an effective working relationship has already been established with the National Human Rights Commission (NHRC), the Zonal Offices of the Federal Public Complaints Commission (FPCC), the Nigeria Police Force, the Independent Corrupt

Practices and Other Related Offences Commission (ICPC). These relationships have resulted in mutual operational assistance.

In addition, useful contacts with the Economic and Financial Crimes Commission (EFCC) with a view to obtaining assistance and cooperation have been established.

At the state level, the Directorate has established similar mutual relationships with the Shari'ah Implementation Agencies, such as Shari'ah Commission, Hisbah Board and Societal Re-orientation Directorate (A Daidaita Sahu), the Ministry of Justice, Judiciary, Office of the Head of Civil Service and the Civil Service Commission.



## 6.0 OPERATIONAL ACTIVITIES 2005

### 6.1 INTRODUCTION:

The Directorate became fully operational in the month of August and by the end of December, all the four departments, including the Communication and Public Relations as well as the Planning, Research and Statistics units were in position and working from the secretariat. At the time we commenced, some serious investigations on complaints and petitions received were dealt with, even though we did not have the legal backing.

Detailed discussions took place with the Head of Civil Service in relation to the selection and recruitment of personnel. However initial staffing is yet to be concluded. It will be some time before we are able to report that the Directorate is adequately staffed and has sufficient accommodation and equipment for its needs.

Recruitment was not completed at the end of the year under review and detailed training is yet to commence. Until the vacancies are filled and staff well trained, the Directorate will not be fully

operational and capable of discharging the duties vested upon it.

Currently, Directorate's request for additional office blocks is with the Office of the Secretary to the State Government.

Nevertheless, work has commenced and at *Appendix II* is summary of the caseload which the Directorate faced during the year under review. Many cases have been concluded, some of which merit particular mention while the remaining cases are still under investigation and consideration. Several case will be protracted which is an unavoidable consequence of the investigations required on such complaints/petitions.

Despite the many administrative difficulties which the Directorate faced during 2005, its successful establishment during the year is a testimony to Government's determination to take positive measures against inept and corrupt individuals and groups in the state.

## **6.2 COMPLAINTS/PETITIONS RECEIVED:**

The number of complaints/petitions made to the Directorate during the year under review was 166. Investigations were launched out of which 71 had

been completed by the end of the year. (Note: a case is not regarded as concluded until a decision has been reached to terminate enquiries). The remaining 95 cases are still under investigation with a view to resolving them amicably. It is worthy to note that, some of the cases relate to matters, which for varying reasons- among which are inadequacy of information- could not be pursued to their logical conclusion.

#### 6.2.1 PUBLIC COMPLAINTS AND MEDIATION DEPARTMENT

The number of complaints received by the department during the year was 127. Complaints bordered on matters affecting the family, land disputes, housing disputes, business (market trading, contracts), the Civil Service and other societal issues.

Land and Housing disputes accounted for 42% of the complaints received; businesses and contracts had 24%, Civil Service 21% while other societal issues had the remaining 13%.

Out of these cases, 43 (34%) were resolved, 55 (43%) cases are still under investigation, 12 (9.5%) are pending, and 16 are referred/transferred to other agencies, while 1 case was rejected. *See appendix III.*

In the area of Business/Contract conflict, the sum of *Two Million Seven Hundred and Fifty Six Thousand, Two Hundred and Seventy Two Naira Sixty Four Kobo* ₦2,756,272.64 was recovered for complainants. *See Appendix III for further details.*

### **6.2.2 CITIZEN'S RIGHTS PROMOTION AND PROTECTION DEPARTMENT**

Twelve petitions were received. The petitions were on human rights violation by the Police, the Judiciary and a few by individuals in the society. Police violations constituted 33%, judicial injustices 8% and other crimes and injustices 42%. Five cases were successfully resolved, 4 are still pending, while 3 are under investigation. *See Appendix IV* for summary and details of the cases.

### **6.2.3 ANTI-CORRUPTION DEPARTMENT**

The Anti-Corruption department received 27 petitions. The petitions cut across state institutions and Local Government Councils in the State.

Investigations have been concluded in 3 cases, has reached advanced stage in 13 cases, while others are at preliminary stages. These involved 11 State Institutions and 10 Local Government Councils. However, some of the petitions lacked merit for

investigation. Summary and details of cases are contained in *Appendices V*.

In summary the Directorate recovered the sum of Three Million Two Hundred and Fifty Six Thousand Two Hundred and Seventy Two Naira Sixty Four Kobo (₦3,256,272.64) for petitioners and complainants. The sum of One Million Sixty One Thousand Two Hundred and Seventy Two Sixty Four Kobo Naira (₦1,061,272.64) was recovered from Local Government Councils, Two Million and Twenty Five Thousand Naira (₦2,025,000.00) from State Government, while the rest came from individuals and one other Private organization. *See Appendix VI* for details.

There are of course no figures for previous years with which to make comparisons and it may be two to three years before the figures can be used to discern trends and patterns. It is clear from an examination of the cases at hand; however, that the majority of them would not now be looked at by any other agency had the Directorate not come into existence.

An encouraging sign discernible from the reports is the high percentage (89%) in which petitioners identified themselves. The Directorate considers all

information it receives from any source, be it anonymous or from a person who has given his name. Information coming from an individual who has identified himself is of course usually more reliable and easier to follow up for investigation.

Amongst the cases under investigation are some of major importance and complexity. Some will be brought to conclusion shortly, but others will take many months to complete.

The other worrying feature about the number of cases and the anticipated increase is whether the Directorate will have sufficient resources to deal with them. The Directorate cannot be selective in deciding which cases to pursue and which not to. Our experience has taught us that a petition on what might seem to be a minor matter could well, upon investigation; turn out to be a major one. There is also the important matter of public confidence, for if it is perceived that the Directorate is not interested in apparently minor cases, the information flow will dry up, the cooperation which we need to undertake our work will not be forthcoming and the corrupt will seize the opportunity to continue their wrong doing unchecked.

### 6.3 RECEIVING AND PROCESSING OF COMPLAINTS/PETITIONS:

Fundamental to the establishment of public confidence in the Directorate will be the way in which it deals with members of the public, especially when they first make contact with it, perhaps through making reports of complaints/petitions. The services which staff of the Directorate are trained to provide are professional, courteous and efficient. Where anonymity is requested it will be respected and at all times the Directorate insists on confidentiality.

The Directorate is equipped to accept complaints/petitions from any source. These include:

- a) Personal callers at the Directorate's office;
- b) Letters;
- c) Reports from Organizations;
- d) Newspaper Articles;
- e) Radio Programmes; and
- f) From the Directorate's own intelligence gathering.

Callers to the Directorate are asked to provide full details of the matter they wish to complain about or are seeking advice on.

Irrespective of the manner in which a complaint is made however, full details will be on a 'first information' form, or 'case work form' *See Appendix VII*. A determination will be made in respect of each complaint made as to whether the subject matter falls within the terms of reference of the Directorate and whether it is a matter capable of being investigated. Where, however, it is determined that the subject of the complaint is not a matter for investigation by this Directorate, the complainant will be consulted and if he agrees, it will be referred to the appropriate Government or other agency for attention. Such referrals will be monitored to ensure that the matter receives attention.



## **7.0 CORRUPTION PREVENTION**

### **7.1 INTRODUCTION:**

As mentioned elsewhere in this report the prevention activities of the Directorate will eventually have as much impact on the problems of corruption as the Directorate's investigations would. However, by the end of the year under review no prevention work has been undertaken due to lack of enabling law and adequate staff. We envisage that the work of the Corruption Prevention Unit will commence in mid 2006.

The corruption prevention unit will be empowered to examine the practices and procedures of public bodies to facilitate the discovery of corrupt practices and to proffer remedies.

### **7.2. MEASURES OF CORRUPTION PREVENTION:**

The initial task of the Corruption Prevention Unit will be a review of the work undertaken by the investigation unit to identify areas, within the practices and procedures of public bodies, which have already been noted as giving rise to opportunities for corrupt practices. At the same time, it is hoped that heads of public organizations

and other bodies, perhaps worried about their own internal practices and procedures, will seek the Directorate's assistance in that regard.

It is already clear from a survey of complaints/petitions made that some priority must be given to a review of the tender procedures in use throughout Government general financial dealings in Local Governments and to review the accounting system in some sectors.

### 7.3. METHODOLOGY:

The work of the Corruption Prevention Unit will be most successful when carried out in cooperation with the agencies under study.

Typically, staff of the unit will first discuss problem areas with the head of the public or private body concerned with the objective of reaching an agreed definition of the scope of the study.

The study will then commence. Its main theme will be to examine documents, decision making and information flow and to ascertain existing levels of accountability. As this information is obtained, opportunities for corruption will be identified. Once this survey has taken place, the prevention unit will devise methods of eliminating those opportunities, but in so doing will be mindful of the

costs and efficiency of any proposals made. It will be of paramount importance that any new procedures or practices suggested are at least as cost effective and efficient, as the systems the proposals are being designed to replace if not more so.

On completion of studies, a full analytical draft report will be prepared and submitted to the Head of the Organization as a basis for discussion. Once the discussion phase is completed and the draft report amended in light of this discussion, a final report will be prepared and submitted. It then becomes binding on such organizations on which the study was made to implement the agreed changes, while the Prevention Unit will monitor and report progress made to the Directorate.

A further aspect of the work of the Prevention Unit will be the promotion of code of ethics for use by public bodies in the way in which they undertake their business. Once devised, publicity will be given by the public education unit to these codes and efforts will be made to persuade these bodies to adopt and adhere to them.

## 8.0 PUBLIC EDUCATION

### 8.1 INITIAL TAKE-OFF:

Public education is a prime objective of the Directorate. Not only is it necessary to educate the public against the evils of injustice and corruption but their support is essential if the Directorate is to succeed in its task. Fundamental to the approach therefore will be for the Directorate to be as transparent as possible about its work. This means publicity as well as an open and honest response to the media and public at large.

At the beginning of the year under review some headway was made with the Communication and Public Relations Unit which is charged with the responsibility of public education and enlightenment. Under the leadership of a Senior Information Officer, a small number of activities were undertaken:

- I. Three (3) Media Interactive Sessions with the Director General were held.
- II. Series of Write-ups in select Newspapers and Magazines were published, including;
  - a. New Nigerian Newspaper
  - b. News Day
  - c. Triumph Newspaper

- d. Insider Magazine, and
  - e. Internet: Gamji and Amana web sites.
- III. Series of Advertorials were published in the Executive Weekly and At-Tajdid Newspaper.
- IV. The Director General featured in Television and Radio Programmes where the activities of the Directorate were discussed. They included:
- a. 3 Television Programmes with the CTV
  - b. 3 Programmes with Radio Kano
  - c. 1 Programme with Freedom Radio
- V. The department in conjunction with selected resource persons undertook the development and airing of Jingles in:
- a. Freedom Radio
  - b. Radio Kano, and
  - c. CTV
- VI. Retainership Agreements with some Media Houses for airing the Directorate programmes were entered into. The Media Houses are as follows:
- a. Radio Kano
  - b. CTV Kano
  - c. Pyramid Radio
  - d. Freedom Radio

The sum of Three Million Seven Hundred and Fifty Thousand Naira (₦3,750,000.00) was expended on publicity. It is with this amount the public education programmes were conducted.

In the same vein, the sum of Two Million One Hundred and Thirty Eight Thousand Two Hundred and Forty Naira (₦2,138,240.00) was expended for the purchase of public relations equipments for the take-off of the unit.

The Directorate is getting all the needed cooperation from the press. The press corps does understand that they are partners in progress and that a lot of enlightenment is still needed so the Directorate interacts with them on frequent basis, which creates a cordial relationship.

## **8.2 LEGAL BASIS FOR PUBLIC EDUCATION WORK:**

The Public Education function of the Directorate is drawn from sections 8(I) d, 14 (I)f and 16(2)f of the Directorate's Law 2006 (draft). These charged the Directorate with the duty of educating the public against the evils of corruption, injustices and other vices and eliciting and fostering public support in combating corruption.

### 8.3 METHODOLOGY:

The aspects of the work of the public education and enlightenment initiative are:

- i. Devising and delivering talks to groups
- ii. Press liaison and press conferences
- iii. Development and production of jingles
- iv. Poster campaigns; and
- v. Schools liaison and schools talks

### 8.4 TALKS TO GROUPS:

By the year end, talks had been delivered for very top level policy makers and implementers in a forum which brought together Commissioners, Permanent Secretaries, Chief Executive Officers of Government organizations and Chairmen of Local Government Councils. Similarly, talks were delivered to Heads of Departments of the 44 Local Government Councils in a retreat organized by the Ministry for Local Government. At the launching of Civil Service Societal Reorientation Committees, opportunities were created for talks to top and medium cadre officers in the service.

During the coming year, we will embark on series of talks in forms of workshops and seminars for

public officers, legislators and social representative groups. The aims of these talks are, and will be, to propagate Government policy on corruption, ideals for good governance and general capacity building towards enhancing corruption prevention.

#### **8.5 PRESS LIAISON AND CONFERENCE:**

Several media discussions were held. The discussions dealt with the formation of the Directorate, the initial work done, the merit of corruption prevention, and a number of potentially contentious issues. The media programme received good coverage and feedback from the public. We intend to hold further programmes at regular intervals to up date the media on the Directorate's progress.

#### **8.6 POSTER CAMPAIGNS:**

Provision has been included in the estimates for the Take-off of the Directorate for the production and distribution of posters publicizing its messages and encouraging the public to report to the Directorate concerning their complaints/petitions.

Aside from exhibition and distribution of the posters in public places and various for a, it is



intended that they would be inserted as advertisements in newspapers.

### **8.7 SCHOOLS LIAISON AND TALKS:**

It is intended that considerable efforts shall be expended in inculcating the anti-corruption message into the minds of the younger generation, in view of the vital importance of the moral grounding of these citizens to the long term development of the state. Thus, the Communication and Public Relations unit will be liaising with the Ministry of Education, State Universal Basic Education Board, Teachers Service Board and other related agencies with a view to developing teaching aids and programmes for delivery to students.

### **8.8 DRAMA PROGRAMME:**

Series of Hausa Drama on anti-corruption would be developed and produced for airing in the CTV and NTA Television Stations.

### **8.9 WILAYATUL RADDIL MAZAALIM:**

In our effort to remain focused on our Shari'ah compliant status, the Directorate requested the services of some select Islamic Scholars including; Muhammad Nasir Adam, Sani Shuaibu, Falalu

Dan'Almajiri, Umar Sani Fagge, Hussain Abubakar Othman, Bashir Aliyu Umar, Abdullahi Salihu Aikawa, Ibrahim Mu'azzam Maibushira, Yahya Tanko and Mujtaba M. Mahboob to help develop a working document on the concept of Wilayatul Raddil Maza'alim (Complaint and Mediation). To that effect series of meetings will be held during the coming year to discuss issues bordering on:

- The concept of Raddul Mazaalim
- Corruption and matters related to it
- The concept of Mediation and Reconciliation
- Human Rights in Islam

The document (blueprint) will be used in the creation of awareness through Radio and Television Programmes.

#### **8.10 THE APPOINTMENT OF FATWA STANDING COMMITTEE**

The Directorate put in place a Fatwa Standing Committee, in an effort to create an enabling environment for the Shari'ah to flourish and have direct bearing on reconciliation and mediation, especially those that are essentially civil matters. Under the supervision of this committee many cases were resolved amicably.

### 8.11 DOCUMENTATION

The Communication and Public Relations Unit has documented through electronic means, series of responses of the community to the services offered by the Directorate. The responses are mostly in form of appreciation letters made by complainants/petitioners whose cases have been settled amicably. *See Appendix VIII A-B*

## 9.0 STAFFING AND RECRUITMENT

### 9.1 INTRODUCTION:

By the year end the approved staffing of the Directorate was 27 posts of which most were occupied either on posting or casual basis. Full details of posts and positions are contained in *Appendix IX*.

As mentioned earlier, the internal organization of the Directorate has been designed to enable it to discharge its broad objectives through the four Departments. When staffing levels were first determined, the size and extent of the problems facing the Directorate were unknown. This data has yet to be fully established but current indications show that, especially in the case of complaints and mediation, investigations and preventive assignments, the workloads are higher than initially anticipated.

However, we believe it will first be necessary to build up the Directorate to its approved level of staffing before any case for an increase can be justified.

We considered it important that the Directorate began its work as soon as practicable. It was

recognized that all the specialized skills and experience necessary to deal with the problems are lacking in the state and that it would take time to select and train new staff. The problems need to be addressed with urgency.

### 9.2 POSTINGS:

By the year end a total of eight (8) posts in the Directorate were occupied by officers posted from the Civil Service and three (3) from the Police. We were highly impressed with the quality and enthusiasm of these officers and their willingness to acquire new skills. It is hoped that the postings will continue until all posts are filled.

### 9.3. SECONDMENTS:

By the year end efforts were made to post on secondment, two (2) officers to the Directorate. However, due to certain bureaucratic exigencies it has not been possible. The Directorate is yet to receive approval for the secondment and is pursuing the matter with the Office of the Head of Civil Service and the Civil Service Commission.

### 9.4. RECRUITMENTS:

The Directorate is awaiting approval to recruit twelve (12) personnel into its services on Permanent

and Pensionable Appointment. Also included in the recruitment are the Head of Public Complaints and Mediation and a Chief Monitor in the Department of Anti-Corruption whose appointments would be on Contract basis. The majority involve junior officers.

## 10.0 TRAINING

### 10.1 INTRODUCTION:

Training must be a high priority for the Directorate for some time to come, for without its officers being equipped with the skills and knowledge which will be required for them to perform their jobs effectively, the Directorate will become impotent. As was noted elsewhere in the report, an attempt is being made to maintain operational activity, while training is underway. It follows that the services being offered currently are at minimal levels and that as more officers are trained and become experienced on the job, the efficiency of the Directorate would increase.

### 10.2. TRAININGS UNDERTAKEN:

The Director General attended Workshops and Seminars organized by the Economic and Financial Crimes Commission (EFCC), the Institute of Chartered Accountants of Nigeria (ICAN) and many other Consultants.

Similarly, three (3) Directors two (2) Senior and two (2) Intermediate staff attended various training programmes.

The Directorate will provide induction courses and specialized training for its officers.

### **10.3. INDUCTION TRAINING:**

The objective of this training is to provide a basic understanding of roles in the Directorate for all officers. It will provide the knowledge and skills necessary for the officers to be able to perform their duties efficiently in the Directorate. Material to be covered would include:

- i. Terms and conditions of service in the Directorate
- ii. The guidelines and policy of the Directorate
- iii. The law establishing the Directorate
- iv. Their specific roles and objectives
- v. An overview of the processes of investigations
- vi. Processing of complaints.
- vii. Briefings on the standards of personal conduct and behavior expected of officers of the Directorate.

### **10.4. SPECIALIZED TRAINING:**

The need for specialized training is paramount in all aspects of the Directorate's work. It is aimed at developing the additional skills required to deal



with complex and sophisticated 'white collar crimes', rights abuse and injustices. Specifically, training in Forensic Accounting will receive serious attention.

The training facilities of Independent Corrupt Practices and Other Related Offences Commission (ICPC), Economic and Financial Crimes Commission (EFCC), and National Human Rights Commission (NHRC) would be used to train officers, beginning from the end of 2006.

## 11.0 ACCOMMODATION AND RESOURCES

### 11.1 INTRODUCTION:

Being a new agency, the acquisition of sufficient accommodation and physical resources has been a high priority during the year. The Directorate has faced many bureaucratic and administrative problems in this regard and many have remained unresolved up till now.

### 11.2. ACCOMMODATION:

The Directorate with the support of the Office of the Secretary to the State Government has been accommodated at a 3-bedroom flat situate at GP 224 on Sabo Bakin Zuwo Road. Renovation works were undertaken by the Cabinet Office at the cost of over Six Million (N6m).

During the year, as work continued and staff assumed duty, it became clear that the existing accommodation would be inadequate. Not only was there insufficient office space for existing staff but it was clear that unless additional accommodation was provided soon, staff who would be joining the Directorate would have nowhere to stay.

We are however, pleased to report that proposed designs for additional offices, library, committee rooms and public toilets have been passed to the Cabinet Office for onward submission to Government for approval.

The acquisition of additional accommodation will necessitate slight upward adjustments in the Directorate's establishment as there will be need for additional support and security staff. It will also be necessary to enhance the Directorate's facilities and to acquire additional office furniture.

### 11.3 PHYSICAL RESOURCES:

Much time and effort had been expended during the year on furnishing the Directorate. Government graciously provided the sum of ₦8.9 million for the purchase of furniture and equipment.

Principal acquisitions from the above fund include:

- i. Furniture
- ii. Stationery and office supplies
- iii. Intercom facility
- iv. Safes
- v. Security Cabinets
- vi. Heavy and light duty photocopiers
- vii. Paper Shredders
- viii. Computers (Laptops and Desktops)

ix. Standby Generator (40KVA)

**11.4. PROVISION OF COMPUTERS**

The Directorate has a pressing need for Information Technology (IT) equipments. They are necessary not only for coordinating and processing secretarial work but also as an invaluable tool in major investigations.

Presently, laptop computers have been provided to the Director General, all four (4) Directors and Head of Communication and Public Relations Unit. In addition, there are four (4) Desktop Computers in use within the Directorate.

It is our plan to embark on a system that will enable all investigators, monitors, legal officers, and rights promoters to have computers. This would go a long way in preserving and promoting secrecy, confidentiality and enhance speed and accuracy in report writing and presentation.

**11.5. LIBRARY**

A proposal for the establishment of a mini reference library has been submitted to Government and approval for the sum of One Million Naira (₦1,000,000.00) was given. When the funds are released it will enable the Directorate to purchase

the needed materials in form of law books, journals, reports and other books.

#### 11.6. OVERHEAD

For the whole year, the Directorate received a monthly Overhead of ₦337,500.00 making a total of ₦3,037,500.00 just like any other Special Adviser's office. A case was made to the Government for upward review which is under consideration.

## **12.0 PROBLEMS AND CONSTRAINTS**

### **12.1 LACK OF RESPONSE FROM ORGANIZATIONS:**

It must be pointed out that, while people do embrace the activities of the Directorate warmly, the response of some Heads of Organizations when called upon to verify complaints is unsatisfactory. Notable among the Institutions is the Ministry of Lands and Physical Planning whose nonchalant attitude towards the Directorate is worth mentioning. Efforts were made to discuss the problem with the Honourable Commissioner but the result was unfavorable.

### **12.2 COMPLAINTS AGAINST POLICE OFFICERS:**

In broad terms we have started encountering problems with cases of complaints against Police Officers and cases that ought to be taken to court, in view of their civil nature. This we hope to address when the enabling law for the Directorate is passed into Law.

Efforts were made towards advocating good relationship with the Police through the Assistant Inspector-General of Police, Zonal Command and the Commissioner of Police, State Command.

### 12.3. JUDICIARY:

The Directorate has started encountering problems with some judges of the Shari'ah Courts in the State as they don't honour our invitations to respond to complaints of miscarriage of justice against them. Efforts were made to liaise with the judiciary while series of discussions were held with the Grand Khadi with a view to finding lasting solutions.

### 12.4. FUNDING:

During the year the Directorate operated with much difficulty due to resource constraint. As earlier mentioned, the sum of ₦337,500.00 was earmarked monthly as Overhead. This money was used to pay staff allowances and for the up keep of the Directorate. The Directorate's functions which include investigations, social advocacy for mediation and reconciliation, suffered due to lack of resources. In future separate funding for investigative work, legal support and reconciliation activities would be required to enable the Directorate to function effectively.

**12.5. LACK OF ADEQUATE OFFICE SPACE AND COMMITTEE ROOMS**

Already the Directorate is over-stretched in terms of office accommodation. The need for additional offices for staff as well as Committee Rooms and Library cannot be over-emphasized.



## 13.0 UPCOMING PLANS

### 13.1 TRAINING OF KEY PERSONNEL

The Directorate has made adequate contact to use training facilities of Independent Corrupt Practices and Other Related Offences Commission (ICPC), Economic and Financial Crimes Commission (EFCC), National Human Rights Commission (NHRC) and Federal Public Complaints Commission (FCC) to train several categories of officers in the coming year.

### 13.2. REVIEW MEETING

The Directorate will convene a review meeting, which will involve its entire key staff to discuss modalities, problems and achievements made so far and the way forward. The forum would pave way for the staff to air their views and proffer solutions to the problems facing the Directorate.

### 13.3. SENSITIZATION PROGRAMMES

Series of sensitization programmes on Due Process and the fight against corruption for Legislators, Members of the Judiciary, Mainstream Civil Servants (Directors, Accountants, and Auditors) would be held in the upcoming year.

#### **13.4. VIGOROUS MASS MOBILIZATION ON CORRUPTION**

The Communication and Public Relations Unit has made proposals for mass campaign on corruption targeting school children, students of tertiary institutions, teachers, civil servants and the general public

#### **13.5. NEED FOR ENABLING LAW.**

By the end of the year 2005, our on the job experiences have proved the need for an enabling law to aid the effective discharge of the Directorate's duties, provide guidance as well as legal protection for the Directorate.

## 14.0 ASPIRATIONS

Having spelt out in broad terms, the wisdom behind the State Government's resolve in the establishment of the Directorate, the achievements we have recorded so far, as well as the problems we are encountering, our hope is that, with a committed management team and with the assistance of other staff in the Directorate, we hope to spearhead and support the government reform process and work towards a zero-tolerance corruption level in the state.

## 15.0 CONCLUSION

The main objectives of setting up the Directorate as can be deduced from all that is contained in this report are: protecting/promoting human rights, mediation of disputes among members of the public as well as eradication of all forms of corruption particularly in government establishments.

The Directorate also has a sizable staff strength comprising senior and junior staff to the effect that training and capacity building for all staff is of paramount importance for improved output. Public enlightenment campaign particularly through the media was embarked upon in order to raise the level of awareness about citizens' rights as well as inform the public about the existence of the organization and its activities.

Within the nine months period that make up our first year, some complaints/petitions were received and treated accordingly while some were resolved, others are still at various stages of investigation.

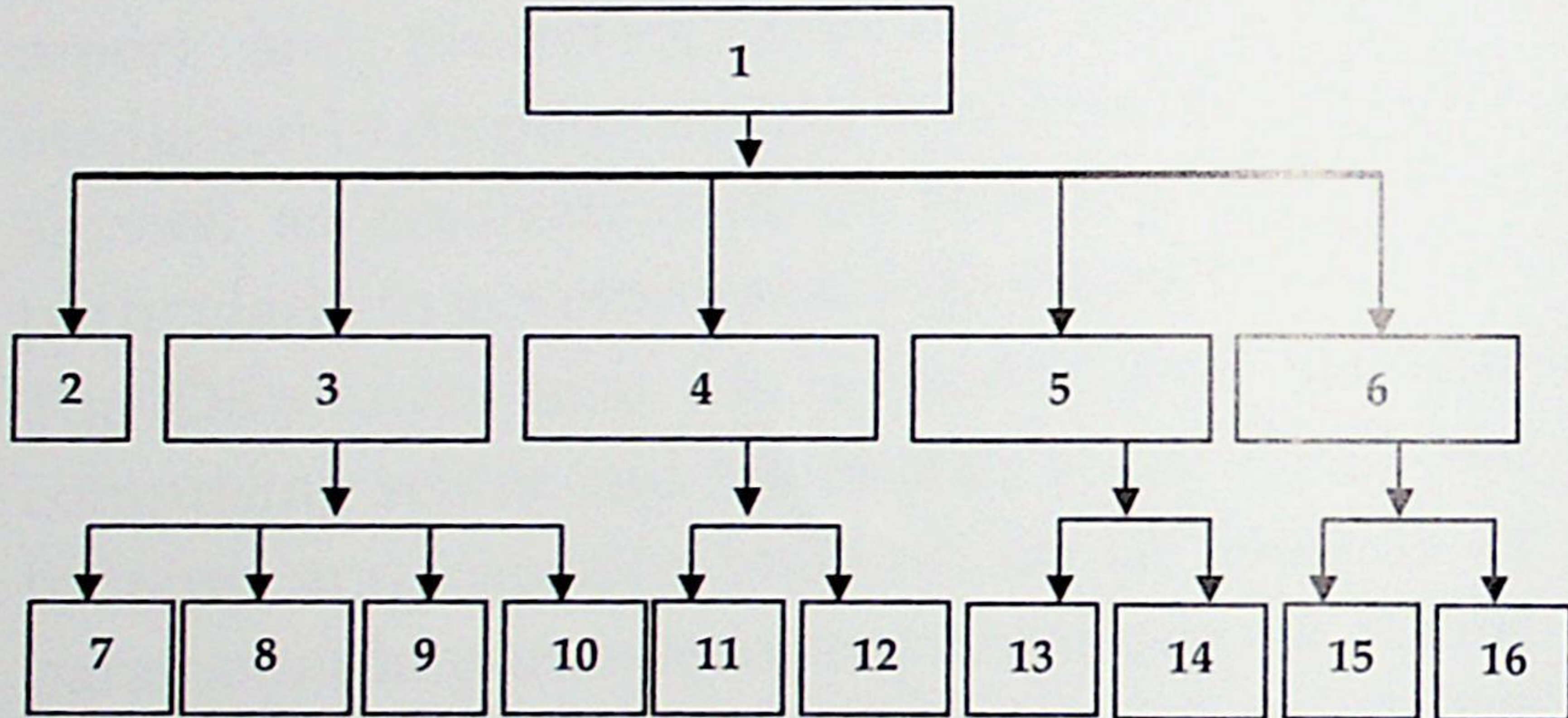
The major source of funds for the Directorate is the State Government and as expressed earlier in the report, these are grossly insufficient particularly for an organization established to cater for the needs

and aspirations of the weak and vulnerable members of the society. However, in spite of all odds, the Directorate has made a good start and hopefully with the dedicated manpower at its disposal, will forge ahead towards more successes.

Appendix I



KANO STATE PUBLIC COMPLAINTS  
& ANTI-CORRUPTION DIRECTORATE  
ORGANOGRAM



1. Director General
2. Audit
3. Admin & General Services Department
4. Public Complaints & Mediation Department
5. Anti-Corruption Department
6. Rights Promotion & Protection Department
7. Accounts
8. Communication & Public Relations
9. General Admin
10. Planning, Research & Statistics
11. Complaints & Mediation
12. Land & Community Mediation Centres
13. Corruption Prevention
14. Corruption Investigation
15. Rights Promotion
16. Rights Protection

## Appendix II

**GENERAL SUMMARY OF CASE LOADS**  
**APRIL - DECEMBER 2005**

<b>A.</b>	<b><u>STATUS OF CASES</u></b>	<b><u>NO. OF CASES</u></b>	<b><u>PERCENTAGE (%)</u></b>
1.	Cases Resolved / Closed	51	31%
2.	Still on Investigation	71	43%
3.	Pending / K.I.V.	24	14%
4.	Transferred	02	1.2%
5.	Withdrawn	01	0.6%
6.	Rejected	02	1.2%
7.	Referred to Court / Police	15	9%
	<b>TOTAL</b>	<b>166</b>	<b>100%</b>

**B. CATEGORIZATION AGAINST WHOM THE COMPLAINTS WERE LODGED**

		<b><u>NO. OF CASES</u></b>	<b><u>PERCENTAGE (%)</u></b>
1.	Federal Government Organizations	09	6%
2.	State Government Organizations / Officials	65	39%
3.	Local Government Councils / Officials	31	18%
4.	Individuals	45	27%
5.	Private Organizations	16	9.5%
	<b>TOTAL</b>	<b>166</b>	<b>100%</b>

**SUMMARY OF COMPLAINTS/ PETITIONS HANDLED**  
**BY PUBLIC COMPLAINTS & MEDIATION**  
**DEPARTMENT, APRIL - DECEMBER, 2005**

<b>A.</b>	<b>Total Number of Cases</b>	-	127
	<b>Scores of Cases and Percentages</b>	-	100%

<b>B.</b>	<b><u>STATUS OF CASES</u></b>	<b><u>NO. OF CASES</u></b>	<b><u>PERCENTAGE (%)</u></b>
1.	Cases Resolved / Closed	43	34%
2.	Still on Investigation	55	43%
3.	Pending / K.I.V.	12	9.5%
4.	Referred/Transferred	16	12.6%
5.	Rejected	01	1%
	<b>TOTAL</b>	<b>127</b>	<b>100%</b>

**C. CATEGORIZATION BASED ON SUBJECT MATTER**

		<b><u>NO. OF CASES</u></b>	<b><u>PERCENTAGE (%)</u></b>
1.	Fraud/Misappropriations	01	1%
2.	Land/Housing Matters	53	42%
3.	Business/Contracts	30	24%
4.	Employment (Civil Service)	27	21%
5.	Public Disturbance (Societal Issues)	02	1.5%
6.	Family Issues	11	8.5%
7.	Labour Matters (Private Org.)	03	2%
	<b>TOTAL</b>	<b>127</b>	<b>100%</b>



**D. SUB – DIVISION AGAINST WHOM THE COMPLAINT WAS LODGED**

		<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Federal Organizations	06	5%
2.	State Government Organizations	53	42%
3.	Local Governments	20	15.5%
4.	Private Organizations	14	11%
5.	Individuals	34	26.5%
	<b>TOTAL</b>	<b>127</b>	<b>100%</b>

<b>E.</b>	<b>MONEY RECOVERED</b>	<b>₱2,756,272.64</b>	
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## Appendix IV

**SUMMARY OF COMPLAINTS/ PETITIONS HANDLED**  
**BY RIGHTS PROMOTION & PROTECTION**  
**DEPARTMENT, APRIL - DECEMBER, 2005**

<b>A.</b>	<b>Total Number of Cases</b>	-	12
	<b>Scores of Cases and Percentages</b>	-	100%

<b>B.</b>	<b><u>STATUS OF CASES</u></b>	<b><u>NO. OF CASES</u></b>	<b><u>PERCENTAGE (%)</u></b>
1.	Cases Resolved / Closed	05	42%
2.	On Investigation	03	25%
3.	Pending / KIV	04	33%
	<b>TOTAL</b>	<b>12</b>	<b>100%</b>

**C. CLASSIFICATION BASED ON SUBJECT MATTER**

		<b><u>NO. OF CASES</u></b>	<b><u>PERCENTAGE (%)</u></b>
1.	Administrative Injustice	00	0%
2.	Judicial Injustice	01	8.3%
3.	Police Injustice	04	33%
4.	Murder	01	8.3%
5.	Human Right Violation	01	8.3%
6.	Other Crimes	05	42%
	<b>TOTAL</b>	<b>12</b>	<b>100%</b>

## Appendix V

**SUMMARY OF COMPLAINTS/ PETITIONS HANDLED**  
**BY ANTI - CORRUPTION DEPARTMENT, APRIL -**  
**DECEMBER, 2007**

A.	Total Number of Cases	-	27
	Scores of Cases and Percentages	-	100%

B.	<u>STATUS OF CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Cases Resolved / Closed	03	11%
2.	On Investigation	13	48%
3.	Pending K.I.V.	08	30%
4.	Referred to Court/Police	01	3.7%
5.	Rejected	01	3.7%
6.	Withdrawn	01	3.7%
	<b>TOTAL</b>	<b>27</b>	<b>100%</b>

**C. CATEGORIZATION BASED ON SUBJECT**

		<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Against State Government	11	40.7%
2.	Against Local Governments	10	37%
3.	Against Individuals	04	14.8%
4.	Against Private Organizations	02	7.4%
	<b>TOTAL</b>	<b>27</b>	<b>100%</b>

## Appendix VI

**LIST OF MONEY RECOVERED FOR COMPLAINANTS**  
**FOR THE 2005**

<u>S/N</u>	<u>NAME /FILE NO.</u>	<u>DESCRIPTION</u>
1.	SADIYA WARURE PCAD/COM/100	₦300,000.00 collected for her from Gwale Local Government.
2.	ALH. SANI MUKHTAR K/NA'ISA PCAD/COM/26	₦2,000,000.00 collected for him from Ministry of Land & Physical Planning through SSG Office.
3.	HASSANA ALI PCAD/COM/88109	₦60,000.00 retrieve from Alhaji Tijjani being Government Medical Assistance to her.
4.	LAWAN MUSA KURA PCAD/COM/52	₦25,000.00 balance of contract collected from Kano Line
5.	IDRIS M. RIGAR JAURO PCAD/COM/126	₦10,000 paid by Glo Communication.
6.	MUSA IBRAHIM PCAD/COM/22	₦61,272.64 collected for him from Ungogo Local Government.
7.	UK & SONS PCAD/COM/40	₦300,000.00 collected for him from Rimin Gado Local Government.
8.	ADAMU ALASAN AJINGI : PCAD/AC/21	₦100,000 collected for him from Tahir Investment
9.	LADI SULAIMAN : PCAD/AC/22	₦400,000.00 collected for her from Dala LG.
	<b>TOTAL</b>	<b>₦3,256,272.64</b>

**SUMMARY:**

1.	Local Governments Contracts - 4 L. G. Councils	₦	661,272.64
2.	Government Organization	₦	2,025,000.00
3.	Individuals	₦	60,000.00
4.	Private Organization	₦	<u>110,000.00</u>
	<b>TOTAL</b>	₦	<b>3,256,272.64</b>

**APPENDIX VII**

**KANO STATE  
PUBLIC COMPLAINTS AND ANTI CORRUPTION DIRECTORATE  
(OFFICE OF THE EXECUTIVE GOVERNOR)**

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**CASE WORK REPORT - FORM**

Date:

**CLIENT PARTICULARS**

<b>Name:</b>	<b>Age</b>	<b>Sex:</b>	<b>Case No:</b>	<b>Date Ref:</b>	<b>Referred by:</b>
<b>Address:</b>				<b>Tel. No.</b>	
<b>Organization/Individual Petitioned Against</b>					
<b><u>CASE REPORT</u></b>					



*APPENDIX VIII (A)***SAMPLES OF APPRECIATION LETTERS SUBMITTED  
TO THE DIRECTORATE BY COMPLAINANTS.****APPRECIATION MADE BY USMAN SA'ADU SHEKA  
LAYIN GIDAN LEDA, KANO INRESPECT OF  
SUCCESSFUL HANDLING OF HIS COMPLAINT.**

<b>NAME:</b>	Usman Sa'adu PCAD/COM/195
<b>ADDRESS:</b>	Sheka Layin Gidan Leda, Kano.
<b>NATURE:</b>	Denial Of Proof Of Ownership
<b>HISTORY:</b>	He was ejected from a house the day his wife gave birth. His Excellency Malam Ibrahim Shekarau on his kindness bought him a house at Sheka, through the Special Adviser Special Duties but the certificate of the house for proof of ownership was not given to him.
<b>APPRECIATION:</b>	Ni farin ciki na a yau, ba abin da zan kamanta da shi sai ranar haihuwata sai ranar da kuma aka ce Gwamna ya sai min wannan gida. Allah ya saka da alheri. Allah Ya saka wa ma'aikatan gidan nan. Ni wannan takardar gida na gode Allah Ya saka da alheri. Allah Ya sa ku gama da duniya lafiya. Ina kiran masu kofari su zo wannan gida za su samu biyan bukatunsu. Shi kuma Gwamna Allah Ya saka masa da alheri. Da mutane suna ce mun ba zan samu biyan bukata ba saboda korafi na ya hada da jami'in Gwamnati, sai na ce na dogara ga Allah. To yau ga shi da albarkan wannan hukuma ban ji kunya ba.



<b>TRANSLATION:</b>	<i>"I was delighted when I heard that the Governor has purchase a house for me. May Good continue to shower His Blessing on this Directorate for the Proof of ownership is now with me that my petition would not see the light of the day since it involves a Government official. But I saw something different whoever has complaint should come this Directorate. I am happy"</i>
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**APPENDIX VIII (B)****SAMPLES OF APPRECIATION LETTERS SUBMITTED  
TO THE DIRECTORATE BY COMPLAINANTS.****APPRECIATION MADE BY SHEHU TAJIRI NO. 18  
LAYIN POLICE STATION, RIJIYAR LEMO, KANO  
INRESPECT OF SUCCESSFUL HANDLING OF HIS  
COMPLAINT.**

<b>NAME:</b>	Alhaji Shehu Tajiri PCAD/COM/164
<b>ADDRESS:</b>	No. 18 Layin Police Station. Rijiyyar Lemo, Kano.
<b>NATURE:</b>	Contracts Payments
<b>HISTORY:</b>	He under took scores of contracts job for Warawa Local Government Council without being paid. Through the efforts of the Directorate now his money was paid.
<b>APPRECIATION:</b>	Wannan hukuma ta Anti-Corruption karkashin mai girma Gwamna Malam Ibrahim Shekarau ta zama zakaran gwajin dafi a Kano da Najeriya. Allah Ya saka da alheri. Don Allah duk wanda aka zalunta ya zo wurin wannan hukuma in sha Allah zai samu biyan bukata. Ina kuma ba da shawara lalle wannan hukuma ta samu dan 'cell' da za ta rika ajiye azzalumai. Muna godiya, mun samu fiye da rabin abin da muke nema, Allah Ya saka da Alheri.
<b>TRANSLATION:</b>	<i>"May God bless you all. This Directorate has proven to be an exemplary institution. I am</i>

	<p><i>appealing to anybody who has any complaint or petition to please come to the Directorate. We got more than half of what we are looking for. This is a great work. I am calling for this Directorate to please provide a cell for detaining offenders."</i></p>
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## APPENDIX IX

STAFF LIST AS AT 31ST DECEMBER 2005

S/N	NAME	RANK	DATE OF BIRTH	DATE OF 1 <sup>st</sup> APPOINTMENT	DATE OF PRES. APPOINTMENT	REMARKS
1.	Aminu Inuwa Muhd.	Director Gen.		8/4/2005	29/05/2007	Consolidated
2.	Abdullahi Kabir	DAGS	4/4/1958	1/10/87	1/1/12001	Perm. & Pen.
3.	Hauwa Sambo Muhd.	D.P.C	31/3/1958			Casual
4.	Dalha Yusuf Dada	D.A.C	17/5/1963	1/1/1992	July 2002	Perm. & Pen.
5.	Nasidi Aliyu	D.R.P.P	1963	17/09/1991	July 2002	Perm. & Pen.
6.	Fatima Mustapha	A.D.P.C	1956	24/10/1989	March 2002	Perm. & Pen.
7.	Ibrahim Yahaya Bashir	Assistant Director (Acct) / C.E.O	1958			CASUAL
8.	Jamilu Abba Muhammad	Prin. Res. Off.	Aug. 1963	1/10/1988	1/7/2004	Perm. & Pen.
9.	Abba Anwar	Snr. P.R.O	10/6/1968	1/10/2004	1/10/2004	Perm. & Pen.
10.	Muhd. M. Adamu	E.O.	25/4/1969	29/9/89	2003	Perm. & Pen.
11.	Sule Musa Dawaki	Con. Sect. II	1977	July 2001	2005	Perm. & Pen.
12.	Ibrahim Sule	State Counsel	17/4/1973	May 2005	May 2005	CASUAL

13.	Umma L. Dodo	State Counsel	1976	May 2005	May 2005	CASUAL
14.	Shafi'i Mahmoud	PRO II	Feb. 1969	May 2005	May 2005	CASUAL
15.	Sunusi Bala Daneji	C.A	1976	May 2005	May 2005	CASUAL
16.	Yakubu Abdul Bala	Monitor	1976	May 2005	May 2005	CASUAL
17.	Nuhu Ahmad	C.A	25/3/1976	May 2005	May 2005	CASUAL
18.	Mamun Ibrahim	C.A	7/3/1980	May 2005	May 2005	CASUAL
19.	Imrana Abdullahi	C.A	Feb. 1983	May 2005	May 2005	CASUAL
20.	Mamun Ibrahim	Driver		May 2005	Feb. 2006	CASUAL
21.	Uba Muhammad	Driver	1964	Nov. 2005	Nov. 2005	CASUAL
22.	Aminu Shehu Sule	C.A	11/3/79	Oct. 2005	Oct. 2005	CASUAL
23.	Mahmud Adamu (Danfulani)	Watchman	1970	May 2005	May 2005	CASUAL
24.	Abdullahi Muhammad	Gardener	1976	Oct. 2005	Oct. 2005	CASUAL
25.	Lawi Muhammad	Watchman	1969	May 2005	May 2005	CASUAL
26.	Kabiru Murtala	Prin. Auditor	1965	June 2005	June 2005	Advisor/Casual
27.	Abdul Ali Muhammad	Snr. S.W.O		May 2005	May 2005	Advisor/Casual
28.	Sani Ibrahim Gwangwazo	Snr. S.W.O		May 2005	May 2005	Advisor/Casual