



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

Annual Report

2007

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

ANNUAL REPORT
2007



**His Excellency, The Governor of Kano State,
Malam Ibrahim Shekarau**



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(Office of the Executive Governor)
Kano State

Published by
Public Complaints & Anti-corruption Directorate
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Designed, Printed & Bounded
By Tellettes Consulting Company Limited

PREFACE

The year 2007 was both interesting and difficult for the Directorate but we continued to function despite all the constraints we encountered.

During the year under review 557 complaints/petitions were received, representing an increase of only 23 cases (4.3%) as against 534 in 2006. We believe this meagre increase may be as a result of low publicity, dampened enthusiasm on the part of the public and the never ending workload on Caseworkers.

The Directorate remains grateful for the continued support and encouragement of His Excellency, Malam Ibrahim Shekarau, Executive Governor of Kano State and the Office of the Secretary to the State Government which made it possible for the Directorate to execute most of the programmes that were contained in the Annual Plan. Some of these programmes include; Kano State Anti-Corruption Policy Initiative, Training of Personnel and the establishment of the Stakeholders Forum on the Fight against Corruption.

The absence of an enabling law has continued to be one of the main handicaps against the efficient running of the Directorate. We believe strongly that the strides recorded could have been more had the said law being in place.

Aminu Inuwa Muhammad

Director - General

15th April, 2008

(Rabiul Thari 9,1429 A.H)

ACKNOWLEDGEMENT

All thanks and praises go to Allah (Subhanahu Wa Ta'ala) the Lord of the worlds for giving us the opportunity to be around in the third year of the Directorate's existence.

Our unreserved appreciation goes to His Excellency, the Executive Governor of Kano State, Malam Ibrahim Shekarau, for his continued guidance and encouragement to the Directorate.

Also, my sincere appreciation goes to the entire staff of the Directorate especially to the management for the support and encouragement given me.

Special thanks go to the Annual Report Editorial Team under my coordination and including Abdullahi Muhammad, Jamilu Abba, Abba Anwar, Ahmad Sanusi Ma'aji and Yahaya Tijjani. They have exhibited commitment to work and diligence in the discharge of their assignments.

We are also grateful to a number of Government Officers and institutions for their valuable assistance to the Directorate. Special mention must be made of the support given to the Directorate by

Radio Kano, Pyramid Radio and Community Television (CTV 65).

May Allah in His infinite mercy reward all those who have in one way or another, helped the Directorate in the discharge of its responsibilities.

Aminu Isuwa Muhammad

Director General

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EXECUTIVE SUMMARY

The year 2007 was a remarkable one for the Directorate on two fronts. On the one hand, the sustained number of complaints/petitions received bears testimony to achievements over the previous year. On the other hand the enlightenment campaign launched by the Directorate has gained massive acceptance by all and sundry.

The number of complaints and petitions were sustained on the high side probably as a result of continued mass mobilization and direct contact with the community. These may indicate an increase in the public's confidence in the Directorate's ability to deal with the cases brought before it.

In terms of recovery of funds, more than **2.7 million Naira (N2,700,000.00)** was recovered during the period under review a decrease of **N5.6m** compared to the previous year.

Most programmes contained in our Annual Plan including Training of Personnel, launching of the Kano State Anti Corruption Policy initiative, Establishment of the Stakeholder Forum on the Fight against Corruption and, Sensitization programmes have been realized. However, a

number of activities among which is the Local Governments' Sensitization Tour on Good Governance could not hold due to factors beyond our control.

On a general note, the Directorate has continued to function well despite administrative bottlenecks. However, manpower is over stretched and accommodation very inadequate. There is need for more capable hands to reduce the workload on the staff so the Directorate can function more effectively.

Despite the numerous advocacies and liaisons, the Directorate is still without an Enabling Law. This has indeed strangulated the Directorate in its capacity to do the job its set up to do.

1.0 OPERATIONAL ACTIVITIES 2007

1.1 INTRODUCTION:

The Directorate came into being on Friday, April 8th 2005, through the proclamation of His Excellency Malam Ibrahim Shekarau, the Executive Governor of Kano State and became fully operational in the month of August, 2005.

The Directorate is relatively well staffed, however due to the influx of caseloads it became imperative to require additional manpower. In spite of being sufficiently equipped, the existing office accommodation has begun to show signs of dilapidation and our request for additional office blocks has been with the Office of the Secretary to the State Government for the last two years.

Progress has been made in treating complaints/petitions and at *Appendix I* is the summary of caseloads which the Directorate handled from inception to December 2007. A significant number of cases have been resolved or concluded, some of which merit special mention while others are still under investigation and consideration. Still others are protracted due to complexities involved.

1.2. COMPLAINTS/PETITIONS RECEIVED.

The number of complaints/petitions received by the Directorate during the period under review was 557, an increase of 22 cases (4.3%) compared to the year 2006. From these complaints/petitions, inquiries and investigations were launched and interventions made of which 214 (38.4) had been disposed of 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 343 (61.6) cases are either still under investigation with a view to resolving them amicably or are on hold pending further information and/or response from the complainants/petitioners or relevant organization. *See Appendix II.*

1.3. PUBLIC COMPLAINTS AND MEDIATION.

The number of complaints received by the department during the period was 269 showing a decrease of 7 (2.6%) cases over the previous year. As has been the tradition, 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 102 cases (38%) of the complaints received, businesses and

contracts disputes 45 (16.7%), Civil Service and other labour matters 85 (31.6%), while other societal issues had the remaining 37 (13.7%).

Out of these cases, 63 (23.4%) were resolved, 52 (19.3%) cases are still under investigation, 212 (45%) are pending, 11 (4%) are referred/transferred to other agencies, 3 (1.1%) were withdrawn, while 19 (7%) cases were rejected.

In categorizing complaints received regarding generic matters, State Government agencies had the highest number of complaints against them with 104 (39%), closely followed by Private organizations with 101 (37.5%), while complaints against individual members of the society and those on Local Governments were 31 (11.5%) and 30 (11%) respectively and Federal Government agencies recorded the least complaints 3 (1%).

In the area of Business/Contract conflict, the sum of Five Hundred and Sixty Five Thousand Naira (N565,000:00) was recovered for complainants. See *Appendix III* for summary and further details, respectively.

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3.3. CITIZEN'S RIGHTS PROMOTION AND PROTECTION

One Hundred and Eighty Three (183) petitions were received, showing an increase of 36 (24.5%) over 147 recorded cases last year. The petitions were on administrative injustices, human rights violations by the Police, by judicial staff and by individuals in the society. Administrative injustices constituted 29 (16%), judicial injustices 21 (11%), Police violations 9 (5%), Criminal offences 25 (14%), Civil transactions 65 (35.5%) and other Human Rights violations 34 (18.5%).

Fifty Six cases (30.5%) were successfully resolved, 64 (35%) are still pending, 36 (20%) are under investigation, 11 (6%) were referred/transferred to other agencies, 3 (1.5%) were withdrawn, while 13 (7%) cases were rejected.

Petitions against Federal Government agencies (including the Police) constituted 14 (7.5%), State Government agencies and personnel (including courts' staff) 35 (19%), Local Governments and their personnel 16 (9%), Private organizations 89(48.5%) and Individual in the society 29 (16%). *See Appendix IV* for summary and details.

In addition, various sums of money amounting to Nine Hundred and Five Thousand Naira (N905,000.00) were recovered.

1.4. ANTI-CORRUPTION.

The Anti-Corruption department received 105 petitions showing a decrease of 3.6% over last year's record.

The petitions were as follows: Local Government Councils and officials 37 (35%), Individuals in the society 24 (23%), State Government agencies 23 (22%), private agencies and organizations 13 (12%) and Federal Government agencies 8 (8%).

Investigations have been concluded and issues resolved in 20 (19%) cases, while at the preliminary stage in 44 (42%). In addition, 26 (25%) petitions are pending, 5 (5%) were referred/transferred to other agencies, 1 (1%) was withdrawn, while 9 (8%) petitions that lacked merit to warrant investigation were rejected.

Upon classifying the petitions by their subject matter, Breach of contract agreement constituted the highest number of cases with 41 (39%), followed by allegations of Maladministration 27 (26%), Fraud and Corruption 13 (12%), Mismanagement and Misappropriation 6 (6%) while Other related

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matters recorded 18 (17%). Summary and details of cases are contained in *Appendix V*.

The Directorate through the Anti – Corruption Department recovered the sum of One Million, Two hundred and Thirty One Thousand, Nine Hundred Ninety Six Naira (N1,231,996.00) arising from resolved disputes , Mediation and Arbitration activities and other intervention measures.

1.5. CUMULATIVE FUNDS RECOVERY.

The sum of Two Million Seven Hundred and One Thousand Nine Hundred and Ninety Six Naira (N2,701,996.00) was recovered from Local Government Councils, State Government agencies, individuals and other Private organizations. *See Appendix I* where geographical distribution of complainants was made.

1.6. IDENTIFICATION OF PETITIONS/COMPLAINTS.

It is encouraging as was reflected in the 2006 Report that petitioners have sustained their confidence in the Directorates' abilities We have in turn maintained an open door policy in receiving complaints/petitions forwarded regardless of their source hence several complaints sent in by

anonymous persons were accepted. However, information received from persons whose identities are known proved to be more reliable and much easier to follow up for thorough investigation.

2.0 PUBLIC EDUCATION

2.1 MEDIA PROGRAMMMES:

It is pertinent to note that awareness campaigns are one of the most important aspects of our mandate. This is because for any programme to achieve its set objectives, it needs un-flinching support from the public.

To enhance the principle of accountability and transparency the media must be brought on board. It is therefore the obligation of the Directorate to make public its activities through the media.

Activities executed by the Public Relations and Communication Unit of the Directorate are as given below:

- i- The Director General held several media programmes to acquaint the public on the critical work of the Directorate on the fight against corruption at both the National and International arena as well as solicit its cooperation on same.
- ii- Close collaboration and partnership were established with the press where on frequent basis, media interactive sessions were

organized with key staff on various aspects of the Directorate' remit.

- iii- Considering the cosmopolitan nature of the State and the fact that majority of the population are avid radio listeners, the Directorate employed the services of some notable singers to produce jingles in Hausa. The jingles are being aired on Radio Kano, Freedom Radio and CTV.
- iv- The Directorate did not relent in its effort to seek effective networking with the media and this necessitated the signing of a Retainership Agreement with the CTV 67, Radio Kano and Pyramid Radio. The agreements ensure that our programmes are aired at prime time for a wider reach.

The sum of Five Million Naira (~~₦~~5,000,000.00) was approved by the Governor, Malam Ibrahim Shekarau, for these activities.

2.2. PRESS CONFERENCES

Having understood the role the media can play in the fight against corruption, educating people to know their civic responsibilities, the promotion and protection of their rights and the fight against

injustices, the Public Relations Unit organized Press Conferences in that regard. In addition, guidelines for lodging complaints were clearly highlighted during those conferences.

2.3. COMMEMORATION OF THE 4TH INTERNATIONAL DAY AGAINST CORRUPTION

The Directorate celebrated the 4th International Day against Corruption, on the 17th of December 2007 at the Murtala Muhammad Library Complex, Kano. The celebration of the day was initiated by the United Nations Convention against Corruption which slated 9th December of every year, as the International Day Against Corruption. The Executive Governor of Kano State, Malam Ibrahim Shekarau, declared the programme open and in his speech, challenged the Transparency International to widen the scope of its understanding of corruption, so that it could also include moral corruption and other related concepts.

In attendance were members of the State Executive Council, Special Advisers, Permanent Secretaries, Chief Executives of Government Parastatals and extra-ministerial departments, Comptrollers of Customs and Excise, Immigration and Prison

Services. Representatives of the Economic and Financial Crimes Commission, Independent Corrupt Practices and Other Related Offences Commission and the Commissioner of Police, Kano State Command,

Wide coverage was given to the celebration which helped in raising further awareness about our work.

In addition, the Governor launched the Directorate's website as well as books published by us.

3.0 STAFFING AND RECRUITMENT

3.1 INTRODUCTION:

The Directorate had at the beginning of 2007, total staff strength of 34 officers. These personnel came to the Directorate either on posting, secondment from other offices or on casual and contract employment.

3.2 POSTINGS:

By the end of December 2007 a total of eighteen (18) posts in the Directorate were filled by officers posted from the Civil Service. Specifically five (5) from Ministry of Justice, one (1) from Women Affairs and Social Development, seven (7) from Office of the Head of Service and two (2) from Ministry of Finance. Similarly there are two Police Officers, one from the Zonal Police Command and the other from the State Police Command.

3.3 CONTRACT APPOINTMENT:

For the smooth running of the Directorate, approval was given to recruit a number of staff on contract basis. These include both intermediate and junior staff.

3.4 CASUAL APPOINTMENT

Eight officers are on casual appointment.

3.5 SECONDMENT

One officer is on Secondment.

3.6 STAFF WELFARE

It is pertinent to place on record that the Directorate has approved payment of Monthly Inducement incentives to all categories of staff in its employment. This is as a result of the increase in the office's Monthly Overhead payment by the Government. The effort of the Directorate in boosting staff morale initiated in 2006 has been sustained throughout 2007.

3.7 TRAINING

During the period under review, the Director General and all the Directors and senior staff have undergone series of trainings in the form of Seminars and Conferences both within and outside the Country.

Specifically, 4 Directors attended a 3-week study programme on Access to Justice, at the Public Administration International in the United Kingdom in November 2007.

Also through funding by the State Justice Sector Reform Committee, we designed and conducted in-house training for Mediators, Complaints

Handling Officers and Administrators at the National Human Rights Commission (NHRC) and Public Complaints Commission (PCC). Efforts to facilitate similar training for Corruption Investigators at the Independent Corrupt Practices and Other Related Offences Commission, (ICPC) were not successful.

Similarly, plans are underway to conduct in-house specialized training in the year 2008 for some key officers of the Directorate with a view to improving their performance and output.

4.0 ACCOMMODATION AND RESOURCES

4.1. ACCOMMODATION:

In 2006 we alluded to the problems of inadequate accommodation and furniture to the effect that submissions were made to the Government for consideration and necessary action.

However the problems still persist in spite of continuous efforts by the Directorate in this regard. It is hoped that the submission will be favorably considered soonest.

4.2 LIBRARY

The Mini Library is being well maintained and more books and journals in various fields have been provided bringing the total to over 300. Efforts are being made to provide additional facilities such as catalogues, internet and seating facilities.

4.3 OVERHEAD

The Directorate received Overhead payments in the sum of ₦10,800,000.00 during the year. This showed an increase of about 300% from the previous year as a result of the upward review approved in April, 2006. However, despite the increase the financial difficulties bedeviling the Directorate still persist

especially in its effort to ensure the conduct of thorough investigations, advocacy and amicable settlement of disputes.

5.0 PROBLEMS AND CONSTRAINTS

5.1 LACK OF ENABLING LAW.

The issue of enabling law has been effectively addressed by the Directorate in collaboration with the state Ministry of Justice as all necessary amendments have been effected on the draft which is currently undergoing appropriate legislative process and procedure for its passage.

5.2. LACK OF RESPONSE FROM SOME ORGANIZATIONS:

Consecutively we reported on the problem of responses from Government Organizations when called upon to verify complaints. The nonchalant attitude of these institutions poses a great threat to the effective redress of complaints. Discussions were held with some of the agencies and at various fora within the State. Significant changes are being observed as a result of these advocacies.

5.3 PROBLEM WITH JUDICIAL OFFICERS:

The Directorate persistently encounters problems with some judicial officers especially judges of the Shari'ah Courts in the State. Here too, the matter was discussed with the Chief Judge and the Grand Khadi. It is our hope that with close cooperation

and liaison between the agencies, a workable solution will be found soon.

5.4 FUNDING:

During the period under review, the Directorate faced difficulty due to resource constraint. As earlier stated, monthly overhead is to the tune of Nine Hundred thousand Naira Only (₦900,000.00). However, more than half of it goes to the payment and defrayal of office running expenses, payment of staff allowances and inducement, while the rest is for up-keep of the Directorate. Other vital functions including investigations and social advocacy for mediation and reconciliation, suffered due to lack of funds.

We are presently seeking approval for separate funding for investigative work, legal support and reconciliation activities to enable the Directorate function effectively.

5.5 WATER SUPPLY:

The problem of acute water shortage still persists in spite of previous steps taken in conjunction with the Kano State Water Board and Kano State Fire Service.

It is our hope that other avenues will in due course be explored to address the problem with finality.

5.6 SUPPORT FOR ACCESS TO JUSTICE FUND

In view of the steady increase in the number of complaints on judicial injustices, the Directorate is concerned and had made efforts to actualize the 'Support for Access to Justice Fund'. The fund, which has been captured in the 2006 and 2007 budgets will offer financial assistance to indigent members of the society who are unable to appeal against unjust court judgments and other problems in relation to accessing justice. To that end, we have made submission to the Government for release of funds.

5.7 MANPOWER

The problem of insufficient manpower still persists and is becoming overbearing as a result of the large number of complaints/petitions being handled.

5.8 OPERATIONAL VEHICLES

Given the fact that our work is largely field-related, the need for more operational vehicles cannot be over emphasized. We have made our case for additional vehicles and hope to get approval soon.

6.0 ACHIEVEMENTS

6.1 SEMINARS, WORKSHOPS AND CONFERENCES:

To achieve its corruption prevention goals, the Directorate held very useful and informative corruption prevention seminars. Also Seminars, Workshops and Conferences were organized for top level policy makers and implementers in a forum which brought together Commissioners, Special Advisers, Permanent Secretaries, Chief Executive Officers of Government organizations and Chairmen of Local Government Councils. Similarly, retreats were organized for Local Government officials including, Chairmen, Councillors, Heads of Departments – Personnel Management, Health, Agriculture, Education, Finance and Community Development of the 44 Local Government Councils, on good governance and the fight against corruption.

6.2 SYSTEM STUDIES OF ORGANIZATIONS:

The preventive strategy also incorporates studies to be conducted by the Directorate into the work practices and procedures of Government ministries

and departments so as to minimize opportunities for corruption.

The Directorate recognizes the fact that the war against corruption cannot succeed unless the systemic weaknesses in the daily operations of public bodies are addressed. Accordingly, it conducts systems review or examination of systems, policies, procedures and practices of the operations of public bodies with a view to identifying and sealing corruption loopholes. Thus far, it has successfully conducted examinations into the operations of some public bodies in the State. The selection of organizations to be examined is usually influenced by the frequency of complaints and or petitions made to the Directorate or those made through the media. The study entails careful appraisal of work ethics and principles such as, accountability and transparency, integrity and abstinence from corruption, respect for records and records keeping and regard for the public interest.

Where opportunities for corruption were identified, methods of eliminating them were devised taking into consideration costs and efficiency of the proposals made.

6.3 KANO STATE ANTI-CORRUPTION POLICY.

The Directorate understands that corruption is a phenomenon that undermines good governance, erodes the rule of law, hampers economic growth and efforts toward poverty reduction, economic well being and development; and raises serious moral and political concerns, and has therefore resolved to fight it. Mindful of the fact that it is an undertaking that requires perseverance and the involvement of all segments of the society, the Directorate convened a State stakeholders' retreat to come up with a Draft State Anti-Corruption Policy for Government's consideration.

The retreat was convened in December and the draft Policy contains important principles and standards aimed at guiding institutions of government toward reforms in order to combat corruption, injustice and other forms of abuse of office in a coordinated and comprehensive manner. It is built upon the firm belief that an operating environment free of corruption and injustice is more conducive for development, economic growth and social stability. In addition to the Policy, an action plan for its implementation was developed and will

be used by agencies of government in the fight against corruption.

A Steering Group responsible for initiating and directing the drive for the implementation of the Policy in the State was proposed. It includes Heads of Directorates of Public Complaints and Anti-Corruption, Projects Monitoring & Evaluation, Societal Re-orientation and Research and Documentation; the State Accountant General, the Auditors General- State & Local Government Councils, representatives of the Office of the Head of Service, Civil Service & Shari'ah Commissions; Ministries of Planning and Budget, Finance, Justice, Local Governments and Works, Housing and Transport; and Kano State House of Assembly. The draft Policy is currently before the State Executive Council.

6.4 HOSTING OF WEB SITE TO PROMOTE PUBLIC REPORTING OF CORRUPTION.

The United Nations Convention against Corruption requires States' parties to establish measures and systems to facilitate the reporting of public officials in corruption cases to relevant authorities promptly. In fulfillment of this obligation, the Directorate has

established corruption reporting structures geared towards corruption prevention. One such initiative is the web-based reporting system which was introduced to enhance reporting of cases of corruption and ensure confidentiality. The reporting system known by its website address: www.complaints@kanombudsman.org was launched by the Governor of Kano State, Malam Ibrahim Shekarau during the Commemoration of the International Day Against Corruption in December 2007.

6.5 PUBLICATIONS

Within the period under review, 2 books were published and subsequently launched by the state Governor during the 4th Commemoration of the International Day against Corruption.

The first book is a compilation of papers presented at the 1st Executive Session on Corruption tagged **“Corruption in Contemporary Governance”** organized by the Directorate at the Royal Tropicana Hotel, Kano, on Tuesday September 20, 2005 (16th Sha’aban 1426 A.H.).

The second book is a compilation of the Proceedings of the 3rd International Anti-Corruption

Day, held at Mambayya House, Kano, on Tuesday December 12, 2006 (21 Zulqadah 1427 A.H.).

6.6 RESPONSES FROM COMPLAINANTS/PETITIONERS

By the end of the year 2007, the Directorate had received several positive responses from the complainants/petitioners in form of appreciation letters expressing their gratitude for assistance rendered as well as urging the Directorate to keep up the good work. These letters are filed in the Public Relations & Communications Unit.

7.0 CHALLENGES

The fight against corruption is not without challenges. The following are some of the challenges the State has faced in its anti corruption drive.

7.1. LACK OF LEGAL FRAMEWORK:

The Governor has submitted a Draft Bill to the House of Assembly which is still receiving attention. The absence of the legal framework has seriously handicapped the Directorate in its work. It is hoped that when the bill is passed into law, it would enable the Directorate to function more effectively as well as expand its scope.

7.2. POLITICS:

There is a disturbing tendency to 'politicize' every aspect of life in Kano. The emerging syndrome of "our people are being targeted" may in the near future become a 'thorn-in-the-flesh' of the Public Complaints and Anti-Corruption Directorate's fight against corruption. When action is to be taken against those alleged to be corrupt, some people rise up in 'defence of their own'. Hence corruption is only condemned when it happens to or involves 'others'.

7.3. POVERTY:

Poverty poses a great threat to the fight against corruption. It is as much a cause as it is a consequence of corruption. The victims of corruption are mostly the poor and disempowered while those that indulge in it hide under the guise of poor remuneration.

In addition, the alleged corrupt individuals play upon the suffering of the poor through artificial acts of charity, support to party men and women, campaign and party sponsorship, and facade welfare and humanitarian aid to divert attention away from them.

7.4. EROSION OF SOCIAL VALUES:

Corruption is so deeply ingrained in the society that in some cases it is seen as a way of life. Given this situation, honest and hardworking persons are sometimes being despised while the corrupt have been glorified and admired for their riches. The corrupt are regarded as clever and shrewd people who should be emulated by others including the young. This attitude has permeated most of society including religious bodies where the rich are usually given preferential treatment. The result is

the erosion of positive cultural and ethical values by the society making it very difficult to prevent corruption.

8.0 FUTURE PLANS

8.1 TRAINING OF KEY PERSONNEL

Further to the contacts made by the Directorate to utilize training facilities of Independent Corrupt Practices and Other Related Offences Commission (ICPC), Economic and Financial Crimes Commission (EFCC), National Human Rights Commission (NHRC), some categories of staff would be selected for more training. In addition arrangements have been concluded to invite the Public Administration International a United Kingdom consultancy firm to train staff in the new approach to Ombudsman practice.

8.2 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) will be held in the coming year.

8.3 VIGOROUS MASS MOBILIZATION ON CORRUPTION

The Public Relations Unit of the Directorate has made proposals for mass campaign on corruption targeting school children, students of tertiary

institutions, teachers, civil servants and the general public.

8.4 PROMOTION OF GOOD GOVERNANCE AT THE LOCAL GOVERNMENTS LEVEL:

Another strategy to prevent corruption and further strengthen the forces against it, will involve collaboration between the Directorate and the Directorates of Projects' Monitoring & Evaluation and Societal Re-orientation, Office of the Auditor-General, Local Government Councils, Ministry for Local Governments and the Shari'ah Commission. The strategy is to embark on a tour of the 44 Local Government Areas of the state on an awareness and sensitization campaign.

The idea came about as a result of the long held perception and public opinion that corruption is very prevalent in local government administration. The tour will serve as an avenue for the rulers and the ruled to openly discuss governance at the local level. A model promoting good governance at the local level and imbibing the culture of openness, accountability, dedication and genuine political will to fight corruption at the grassroots, will be developed. In addition, fiscal responsibility, adherence to financial and audit regulations, budget

and budget implementation, oversight and tracking participatory governance will also be discussed at the presentation in each Local Government.

A town hall meeting will be convened in each locality with stakeholders that would include all elected and appointed political leaders, civil servants, traditional, religious and opinion leaders, Community Based Organizations, women and youth leaders and the general public.

Already the Governor has approved the tour, and funds to the tune of ₦8,193,000.00 have been released.

8.5 DEVELOPMENT OF CLIENT'S CHARTERS.

Ministries and departments within the State will be encouraged to develop and exhibit their "Client's Charter" and Work Procedure in conspicuous places within the work area.

The main objective is to keep the public informed and guided about the type and modalities of services they expect to receive from the public sector and their obligation to the Government. In this way, the public will have easy access to knowledge and all necessary information relating to

the functions and responsibilities of respective ministries and departments.

Some of the unethical behaviour in the public service is encouraged by the fact that the public is never guided or given information concerning: the service to receive; where to receive it; in what manner; and within what time limits.

This ignorance is often taken advantage of by some public servants to exploit the potential service user.

The Charter will facilitate the service user to demand that the established channels and schedules be followed in the delivery of services. These clients' charters will be translated in local language to enable local people who may not understand English to access the information and guidance.

The Public Complaints and Mediation Department in the Directorate in conjunction with the Office of the Head of Civil Service will be ready to receive any complaints from the public against ministries and departments who failed to perform their duties diligently and professionally. This is in addition to the Directorate's role as the focal point for

complaints relating to corrupt practices and behaviours and administrative ineptitude.

To ensure the effectiveness of the programme, the Directorate will work closely with Ministries, Departments and Agencies (MDAs) with special focus on Local Governments through their parent Ministry to review the existing charters, write and publicize clients' charters and to include a component on ethics and integrity values.

In the same vein vigorous public campaign (using radio programmes) on the use of clients' charters and sensitizing the public on utilizing the charters to demand for effective and timely service will be mounted. Currently, we are working with the Societal Re-Orientation Directorate to include components for prevention and combating corruption within the functions of the MDAs Civil Service Re-Orientation Committees.

8.6 BUDGET TRACKING & FINANCIAL MANAGEMENT

The Directorate in conjunction with relevant stakeholders under the Anti Corruption Policy initiative will develop a mechanism for budget tracking and financial management watchdog with

a view to promoting good governance in the state. In the process, issues like periodic financial reviews, Monthly bank reconciliations, Mid-year and final budget out-turn reports, adequate in-year budget control as well as Monthly and quarterly budget report would be the focus of monitoring.

8.7 INVOLVING THE PRIVATE SECTOR.

In advancing the realization that Corruption Prevention requires cohesive and collaborative participation of the private sector, the Directorate will embark on a partnership program with the conglomeration of prominent businessmen, representatives from Business Associations, Contractors and chamber of commerce. The programme will aim at engaging the involved parties in formal discussions in exploring effective and coordinated actions and remedies to prevent corrupt practices in business dealings between the private and the public sector. Possible loopholes in these business dealings which create opportunities for abuse, misconduct and corrupt activities, will be comprehensively discussed. With this innovative strategy, it is the Directorate's hope that the communication gaps, misunderstanding and suspicion between the private and the public sector

would be minimized and eventually eliminated to ensure success in the State's fight against corruption.

8.8 CORRUPTION PREVENTION EDUCATION IN SCHOOLS.

The Directorate strongly believes that with the possibility of phenomenal threat of corruption in the future, the next generation of youth must be educated to uphold good values and integrity. In advancing this belief, it will in mid - 2008, launch the initiative for the inclusion of Corruption Prevention Education into the School Curriculum. The project will be perfected by selected consultants.

Efforts will also be made to extend the corruption prevention education to tertiary institutions in the state. It is hoped that with the implementation of these initiatives and measures, the anti corruption message would be successfully conveyed to the youth, who are the future leaders and pillars of success and development of the state and the country in general.

9.0 CONCLUSION

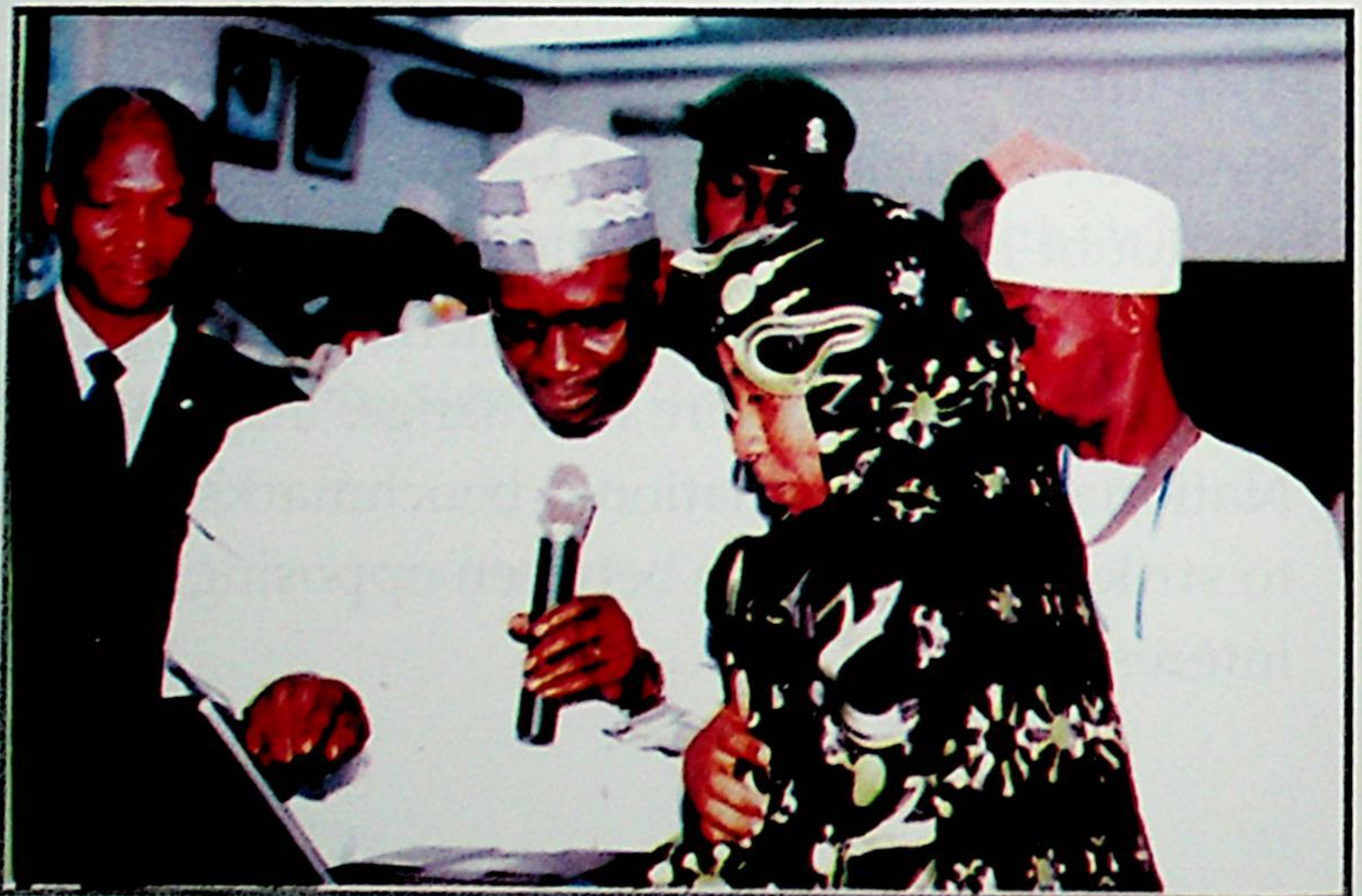
After a period of 32 months, it has become glaringly clear that the task is a daunting one which requires dedication on the part of the staff, and willingness on the side of Government to adequately support the Directorate, morally, and financially.

Once again the Directorate acknowledges the support and cooperation it is enjoying from the Office of the Secretary to the State Government, Ministry of Justice, the Shari'ah implementation agencies, Ministry for Local Government, Projects' Monitoring and Evaluation and Societal Re-Orientation Directorates.

The role of the Directorate is certainly not merely providing spontaneous responses to profound calls made by a public sickened by scandals. Its approach no doubt has its imperfections and still needs to be polished up by the Government, but it genuinely reflects a general desire for change, inspired by new National and International benchmarks, and seeks to strike a fair balance between opposing/conflicting interests.



His Excellency, The Executive Governor, Malam Ibrahim Shekarau Launching Books Published By The Directorate at the International Anti-Corruption Day Held at the Murtala Muhammad Library Complex Kano, December 2007.



His Excellency Malam Ibrahim Shekarau browsing the Directorate's Website immediately after launching the website December 2007.



His Excellency, Malam Ibrahim Shekarau and the Director General, Malam Aminu Inuwa Muhammad, in a Happy mood during the 14th International Anti-Corruption Day, December 2007.



The Director General and the Kano State Auditor General, at the International Conference, Held in Zanzibar, Tanzania, 2007.

APPENDIX I

SUMMARY OF ALL CASE LOADS FROM
APRIL 2005 – DECEMBER 2007

A.	<u>STATUS OF CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1	Cases Resolved / Closed	287	23%
2	Still on Investigation	431	34.26%
3.	Pending / K.I.V.	374	29.73%
4.	Transferred	44	3.5%
5.	Withdrawn	17	1.3%
6.	Rejected/closed	76	6%
7.	Referred to Court / Police	29	2.3%
	TOTAL	1258	100%

B. CATEGORIZATION AGAINST WHOM THE COMPLAINTS WERE LODGED

		<u>NO. OF CASES</u>	<u>PERCENTAGE</u>
1.	Federal Government Organizations	67	5.3%
2.	State Government Organizations / Off	414	33%
3.	Local Government Councils / Officials	208	16.53%
4.	Individuals	314	25%
5.	Private Organizations	255	20.27%
	TOTAL	1258	100%

C. CATEGORIZATION BASED ON SUBJECT

		<u>NO. OF CASES</u>	<u>PERCENTAGE</u>
1.	Fraud, Corruption, Mismanagement and other Charges	249	19.8%
2.	Human Rights Violations, Injustices and other Violations	343	27.26%
3.	Land / Housing Matters, Employment / Labor Matters, Business / Contract Matters, Family / Social Issues	666	52.94%
	TOTAL	1258	100%

D. TOTAL MONEY RECOVERED ₱13,844,043.92k



A section of some dignitaries at the 4th International Day Against Corruption, held at the Murtala Muhammad Library complex, December 2007.



The Director General making a Welcome Address before the Governor, at a 4-Day Retreat held at Hamdala Hotel, Kaduna, 2007.



Delegates at the Kano State Anti-Corruption Policy Retreat Held at Kaduna, December 2007.



Delegates at the Kano State Anti-Corruption Policy Retreat Held at Kaduna, December 2007.



The Director General, Malam Aminu Inuwa Muhammad (Middle) with other participants from Kano State at a Workshop organized by The Economic & Financial Crimes Commission (EFCC) Held in Abuja, October 2007.



The Director General Public Complaints & Anti-Corruption Directorate, Director General of the Directorate of Societal Re-orientation Dr. Bala Muhammad, Amina Umar Special Assistant to the Executive Governor with the President of & Secretary General of Integrity Institute Malaysia, August, 2007.

APPENDIX II

**GENERAL SUMMARY OF CASE LOADS JANUARY -
DECEMBER 2007**

A.	<u>STATUS OF CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Cases Resolved / Closed	139	25%
2.	Still on Investigation	132	23.7%
3.	Pending / K.I.V.	211	37.88%
4.	Transferred	17	3%
5.	Withdrawn	07	1.26%
6.	Rejected	41	7.36%
7.	Referred to Court / Police	10	1.8%
	TOTAL	557	100%

B. CATEGORIZATION BASED ON SUBJECT

	<u>CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Fraud & Corruption Charges	105	18.85%
2.	Human Rights Violations and other Crimes	183	32.85%
3.	Land / Housing, Employment / Labour, Business / Contract, Family and other Societal Issues	269	248.3%
	TOTAL	557	100%

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

	<u>ORGANIZATIONS</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Federal Government	25	4.5%

	Organizations		
2.	State Government Organizations / Officials	162	29.08%
3.	Local Government Councils / Officials	83	14.9%
4.	Individuals	84	15.08%
5.	Private Organizations	203	36.44%
	TOTAL	557	100%

D.	Money Recovered	₦2,701,996.00k	
E.	Male Complainants	494	88.69%
F.	Female Complainants	63	11.31%
G.	Kano Central Zone	468	84.02%
H.	North West	33	5.92%
I.	South East	41	7.36%
J.	Other States	6	1.08%
J.	No Address	9	1.61%

APPENDIX III

**SUMMARY OF COMPLAINTS AND PETITIONS
HANDLED BY PUBLIC COMPLAINTS & MEDIATION
DEPARTMENT - JANUARY - DECEMBER, 2007**

A.	Total Number of Cases	-	269
	Scores of Cases and Percentages	-	100%

B.	<u>STATUS OF CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Cases Resolved / Closed	63	23.42%
2.	Still on Investigation	52	19.33%
3.	Pending / K.I.V.	121	45%
4.	Transferred	09	3.34%
5.	Rejected	19	7.06%
6.	Withdrawn	03	1.11%
7.	Referred to Court	02	0.74%
	TOTAL	269	100%

C. CATEGORIZATION BASED ON SUBJECT MATTER

	<u>CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Land / Housing Matters	102	38%
2.	Business / Contract	45	16.7%
3.	Employment / Labour Matters	85	31.6%
4.	Family / Social Issue	37	13.7%
	TOTAL	269	100%

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

	<u>ORGANIZATIONS</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Federal Organizations	03	1.11%
2.	State Government Organizations	104	38.7%
3.	Local Governments	30	11.15%
4.	Private Organizations	101	37.54%
5.	Individuals	31	11.52%
	TOTAL	269	100%

E. MONEY RECOVERED ₱565,000.00

APPENDIX IV

**SUMMARY OF COMPLAINTS AND PETITIONS
HANDLED BY RIGHTS PROMOTION AND
PROTECTION DEPARTMENT - JANUARY -
DECEMBER, 2007**

A.	Total Number of Cases	-	183
	Scores of Cases and Percentages	-	100%

B.	<u>STATUS OF CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Cases Resolved / Closed	56	30.6%
2.	On Investigation	36	19.67%
3.	Pending / KIV	64	35%
4.	Transferred	04	2.18%
5.	Rejected	13	7%
6.	Withdrawn	03	1.64%
7.	Transferred to Court / Police	07	3.82%
	TOTAL	183	100%

C. CLASSIFICATION BASED ON SUBJECT MATTER

	<u>CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Administrative Injustice	29	15.85%
2.	Judicial Injustice	21	11.5%
3.	Police Injustice	09	4.9%
4.	Criminal Offence	25	13.66%
5.	Human Right Violation (Individuals & Groups)	34	18.6%
6.	Civil Transactions	65	35.5%
	TOTAL	183	100%

D. CATEGORIZATION AGAINST WHOM THE COMPLAINT WAS LODGED

	<u>ORGANIZATIONS</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Federal Agencies	14	7.65%
2.	State Government Organizations	35	19.12%
3.	Local Governments / Officials	16	8.74%
4.	Private Organizations	89	48.63%
5.	Individuals	29	15.85%
	TOTAL	183	100%

E.	MONEY RECOVERED	₱905,000	
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APPENDIX V

**SUMMARY OF COMPLAINTS AND PETITIONS
HANDLED BY ANTI - CORRUPTION DEPARTMENT
JANUARY - DECEMBER, 2007**

A.	Total Number of Cases	-	105
	Scores of Cases and Percentages	-	100%

B.	<u>STATUS OF CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Cases Resolved / Closed	20	19%
2.	On Investigation	44	41.9%
3.	Pending K.I.V.	26	24.8%
4.	Case Transferred	04	3.8%
5.	Rejected	09	8.6%
6.	Withdrawn	01	0.95%
7.	Referred to Police / Court	01	0.95%
	TOTAL	105	100%

C. CATEGORIZATION BASED ON SUBJECT

	<u>CASES</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
1.	Fraud & Corruption Charges	13	12.4%
2.	Breach of Contracts/Agreements	41	39.05%
3.	Maladministration	27	25.7%
4.	Mismanagement/Misappropriations	06	5.7%
5.	Other Related Matters	18	17.14%
	TOTAL	105	100%

**D. CATEGORIZATION AGAINST WHOM THE COMPLAINT WAS
LODGED**

	<u>ORGANIZATIONS</u>	<u>NO. OF CASES</u>	<u>PERCENTAGE (%)</u>
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1.	Against State Government	23	21.9%
2.	Against Local Governments	37	35.24%
3.	Against Individuals	24	22.86%
4.	Against Private Organizations	13	12.4%
5.	Against Federal Organizations	08	7.62%
	TOTAL	105	100%

D.	MONEY RECOVERED	₦1,231,996.00	
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APPENDIX VI

PUBLIC COMPLAINTS AND ANTI-CORRUPTIONDIRECTORATE(OFFICE OF THE EXECUTIVE GOVERNOR, KANO STATESTAFF SENIORITY LIST AS AT 31ST DECEMBER, 2007

DEPARTMENT: Admin and General Services

S/N	NAME	RANK	GL	DATE OF BIRTH	DATE OF 1 ST APPOINTMENT	DATE OF PRES. APPOINTMENT	P.S.N.	HIGHEST QUALIFICATION	REMARKS
1	Aminu Inuwa Muhd.	Director Gen.	-	-	-	-	-	-	Consolidated
2	Garba Bashir	DAGS	16	12/1/1953	1/8/1981	1/7/1998	110402	Bsc. Sociology, PGDA	Perm. & Pen.
3	Binta Muhammad	US	13	14/11/61	17/9/87	1/1/2006		Bsc. Lib./Soc	"
4	Ilu Ahmad	ACEO	13	1/4/1958	28/11/83	1/7/2004	118394	DPA/ADPA	"
5	Muhd. M. Adamu	H.E.O.	08	27/4/69	29/9/89	2003	138047	HND P&S	"

6	Muhammad A. Kwaru	CEO Accou nts	14	1956	1983	2004	117654	HND Accounts	"
7	Sule Musa Dawaki	Con. Sec II	07	2/5/1977	30/7/2001	1/1/2005	158297	HDSS	"
8.	Adamu Alasan	Store Officer	07	1968	May, 1988	1/1/2006	1337167	A.D.P.A.A.	"
9	Jamila Abba Muhammad	PRS	12	1963	1/10/88	1/7/2004	-	MDS	"
10	Abba Anwar	S.I.O	10	10/6/1968	1/10/2004	1/10/2004	-	MDS	"

CLERICAL CADRE

11	Sunusi Bala Daneji	C.A	03	1976	1/7/2006	1/7/2006	161763	SSCE	Contract
12	Aminu Shehu Sule	C.A	03	11/3/79	1/7/2006	1/7/2006	161773	SSCE	Contract

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13	Yahaya Galadima	C.A	03	1980	1/7/2006	1/7/2006	161759	SSCE	Contract
14	Imran Ibrahim Abdullahi	C.A	03	1983	1/7/2006	1/7/2006	161774	SSEC	Contract
15	Jamilu Ibrahim	C.A	03	24/12/1984	1/7/2006	1/7/2006	161757	SSCE	Contract

DRIVERS CADRE

16	Ma'amun Ibrahim	Driver	03	1970	1/7/2006	1/7/2006	161758	SSCE	Contract
17	Uba Muhammad	Driver	03	1964	1/7/2006	1/7/2006	161760	Trade Test III	Contract

WATCHMAN CADRE

18	Mahmud Adamu	Watchman	01	1970	1/7/2006	1/7/2006	161761	Primary Cert.	Contract
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PUBLIC COMPLAINTS AND ANTI-CORRUPTION**DIRECTORATE****(OFFICE OF THE EXECUTIVE GOVERNOR, KANO STATE****STAFF SENIORITY LIST AS AT 31ST DECEMBER, 2007****DEPARTMENT: Public Complaints and Mediation****Department**

S/N	NAME	RANK	GL	DATE OF BIRTH	DATE OF 1 ST APPOINTMENT	DATE OF PRESENT APPOINTMENT	P.S.N.	HIGHEST QUALIFICATION	REMARKS
1.	Hauwa Sambo Muhd.	Sit-in Director	14	31/3/58	2006	2006	161762	LLB	Contract
2.	Fatima Mustapha	ADPC	14	1956	24/10/89	2006	138979	Bsc Sociology	On posting
3.	Abdullahi I. Muhamm d	S.S.C	12		20/6/2003	1/7/2006		L.L.B., B.L	On Posting

DEPARTMENT: Anti Corruption Department

S/N	NAME	RANK	GL	DATE OF BIRTH	DATE OF 1 ST APPOINTMENT	DATE OF PRESENT APPOINTMENT	P.S.N.	HIGHEST QUALIFICATION	REMARKS
1.	Dalhat u Yusuf Dada	DAC	15	17/5/1963	1/1/92			LLB	Sit in Director

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2.	Ibrahi m Yahaya Bashir	ADA C	14	1958	2006	2006	161756	HND Account s	Contract
3.	Kabiru Murtal a	Prin. Audit or	12	1965	2006	2006	-	MBA	Secondment
4.	Halima Ahmad	S.S.C	12	21/7/72	10/6/2003	1/7/2006	159333	L.L.B/S. L	On Posting

DEPARTMENT: Rights Protection & Promotion

Department

S/N	NAME	RANK	CL	DATE OF BIRTH	DATE OF 1 st APPOINTMENT	DATE OF PRES. APPOINTMENT	P.S.N.	HIGHEST QUALIFICATION	REMARKS
1.	Nasidi Aliyu	DRPP	15	1963	1991	2006	-	LLB/BL	Sit in Director
2.	Yakubu Bako	S.S.C	12	25/5/1965	1/8/2001	1/1/2005	-	L.L.B/BL	On Posting
3.	Abubaka r A. Bichi	S.S.W. O	10	1969	2006	2006	-	B.sc Sociology	Secondment

PUBLIC COMPLAINTS AND ANTI-CORRUPTION
DIRECTORATE
(OFFICE OF THE EXECUTIVE GOVERNOR, KANO STATE
STAFF SENIORITY LIST AS AT 31ST DECEMBER, 2007

S/N	NAME	RANK	GL	DATE OF BIRTH	DATE OF 1 ST APPOINTMENT	DATE OF RES. APPOINTMENT	REASON	HIGHEST QUALIFICATION	REMARKS
1.	Yahaya Tijjani	Comp Operator	-	-	-	-	-	Diploma in Law	Casual
2.	Mahmud A. Kurawa	Monitor	-	-	-	-	-	H.N.D Accounting	Casual
3.	Nuhu Ahmad Inuwa	C.A	-	-	-	-	-	NCE	Casual
4.	Yakubu Abdul Bala	Monitor	-	-	-	-	-	Diploma	Casual
5.	Garba Abdullahi	Driver	-	-	-	-	-	SSCE	Casual
6.	Nura Ahmad	Driver	-	-	-	-	-		Casual
7.	Adamu Abdullahi	Plant Operator	-	-	-	-	-		Casual
8.	Muhd. G. Sha'aban	Inf. Off.	-	-	-	-	-	A.D.M. (Comm)	Casual
9.	Isma'ila Adamu	Cleaner	-	-	-	-	-	J.S.S.C,	Casual
10.	Aminu S. Abdullahi	Messenger	-	-	-	-	-	S.S.C.E.	Casual
11.	Faruk I. Ahmad	Messenger	-	-	-	-	-	S.S.C.E.	Casual

