

**THE IMPACT OF PUBLIC COMPLAINTS  
COMMISSION ON REDRESSING ADMINISTRATIVE  
ABUSES IN PUBLIC SERVICES OF TARABA STATE,  
2003-2008.**

**BY**

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**FEBRUARY,  
2010**

## **CERTIFICATION**

I, SHEWA DAN MAIYAKI hereby certify that the research contained in this project is the original work carried out by me and approved by:

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Date

This research work was submitted to the school of Postgraduate Studies, Federal University of Technology, Yola. In partial fulfillment of the requirement for the award of a Masters Degree in Public Administration (MPA) and approved for its contributions to knowledge and library presentation.

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### **DEDICATION**

This project is dedicated to God Almighty who in His infinite Mercies changed my situation which was impossible for studies to a possible one.

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## **ABSTRACT**

*This research focused on the Impact of Public Complaints Commission on redressing Administrative abuses in Public Services of Taraba State from 2003 to 2008. The main objective is to evaluate the Impact of Public Complaints Commission on redressing Administrative abuses in Public Services of Taraba State. The use of questionnaires and personal interviews were employed as source of primary data, while the secondary data was obtained through documented source. The data was analyzed using table and percentage. The findings of the study revealed that the commission plays important role in redressing administrative excesses and has impact on redressing the administrative of state. The constraints militating against the commission were identified as lack of enforcement power, inadequate funds and lack of staff motivation. It was therefore recommended that, for the commission to be more relevant and efficient in the discharge of its statutory responsibilities there is need for legislation by the national assembly that will empower it to enforce its recommendations on erring organizations, the government should ensure that the commission is adequately funded to enable it fight mal administration, the commission should adequately motivate its staff to enhance their performance and the same time discourage them from accepting bribes to truncate justice.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

The Ombudsman concept was first muted in Sweden in 1809 where the idea of having a “public watchdog” was initiated to investigate and deal with cases of maladministration, injustices, corruption and unfair treatment by public officers or public authorities. This has since then been established in many other countries viz: Albania, Armenia, Australia, Azerbaijan, Brazil, Bulgaria, Canada, Columbia, Croatia, Czech Republic, Cyprus, Denmark, Estonia, France, Finland, Georgia, Greece, Hong kong, Iceland, India, Ireland, Israel, Italy, Latvia, Macedonia, Netherlands, New Zealand, Norway, Pakistan, Peru, Philippines, Poland, Portugal, Republic of China, Romania, Russia, Srilanka, South Africa, Spain, Thailand, Ukraine,etc(Wikipedia,Retrieved;on28/5/2009[www.en.wikipedia.org/wiki/ombudsman](http://www.en.wikipedia.org/wiki/ombudsman)).

It must be emphasized that the job of an Ombudsman unlike judicial review is not to act as a judge tribunal or magistrate as the case may be but to investigate and make findings of fact in their report. The decision of the ombudsman may in itself be made suspect to judicial review but it may have the significant effect of shifting the burden of proof [Daudu, 2001].

As discussed by Daudu (2001), Public Complaints Commission (Nigeria Ombudsman) is an independent organization whose evolution can be traced to the

Report of the public Service Review Panel, which was set up in 1975 by the Murtala/Obasanjo Military Government to look into the conditions of service of all public workers in the Federation. The Report became known as the Udoji Report, after the Chairman of the Panel, Chief Jerome Udoji. It was established by Decree No. 31 of 16<sup>th</sup> October, 1975, amended by Decree No. 21 of 31<sup>st</sup> May, 1979 which was enshrined in the 1979 constitution under section 274. During General Babangida's regime, there was a National Assembly, in 1990 encoded all important and relevant Military Decrees into Acts of the National Assembly, the public complaints commission decree was codified as chapter 377 Laws of the Federation of Nigeria, 1990 (or Cap. 377 LFN, 1990). This law also forms part of the 1999 constitution of the Federal Republic of Nigeria under section 315(5b).

The circumstances leading to the establishment of the commission cannot be far fetched. A cascading decadence had become noticeable in the system while morale among public servants had sunk to its lowest ebb. Furthermore, rigid bureaucracy, abuse of office and due process, violation of human rights, administrative excesses and flagrant violations of lawfully laid down rules and regulations, all informed the establishment of the public complains commission (Daudu, 2001).

According to Ezeazu(2000), at that time, the civil service had become amorphous. Rules and regulations were not respected as soldiers ruled with their iron whim and caprice. There were many cases of arbitrary retirements and terminations, hence the establishment of the public complaints commission to deal with growing cases of administrative injustice in the country's civil service.

Yaro (n.d) stated that the public complaints commission therefore provides an opportunity for Nigerians, and non-Nigerians residents in Nigeria, particularly the less privileged, to seek and obtain redress for their grievances, at no cost and with minimum delay, such as:-

- Wrongful dismissal from service
- Wrongful termination of appointment
- Delay or refusal by any government department to pay compensation for land acquired for public use.
- Non-payment of or delay in payment of retirement benefits.
- Difficulty in getting insurance companies to pay claim.
- Loss of postal orders, money orders and parcels
- Non-release of results/certificates by examination bodies (WAEC/NECO etc).
- Complaints against police, Nigeria Armed Forces for abuse of office such as brutality to civilians.
- Complaints against NEPA, NITEL, for over billing, etc.

To ensure effective performance and coverage of the country, the commission has its headquarters in Abuja, FCT, 36 State offices (one in each State Capital). There are five (5) zonal offices in each State of the Federation. Commissioners head the state offices while a chief commissioner who also coordinates the activities of the state offices heads the Headquarters.

## **1.2 STATEMENT OF RESEARCH PROBLEM**

Rigid bureaucracy, administrative excesses, abuse of office and due process, violation of even the most basic Human Rights, unwarranted aggression, oppression, repression and suppression by those in the corridors of power and their surrogates and collaborators, high-handedness and insensitivity by self-perceived super bureaucrats and tin-gods-even in the face of demonstrable incompetence- corruption, arbitrary dismissals, terminations and retirements, unbridled, unprinciples and flagrant violations of lawfully laid down rules and regulations and a myriad of other excesses are very common daily occurrences in human affairs and interactions. In the African administrative, social and other milieu, these excesses can be very gross and traumatic, especially for subordinates and the less privileged and down-trodden of the society. The Public Complaints Commission as a “watch dog of social justice” is expected to address these excesses to bring about administrative efficiency in Taraba State, but what is the impact of Public Complaints Commission on administrative efficiency of the State? Are the problems of inadequate funds and enforcement of recommendations militating against Public Complaints Commission towards bringing about administrative efficiency in the State? These and other concerned questions prompted the researcher to carryout an evaluation study to assess the activities of the commission as a watch dog of social justice and to find out if the commission has impact on administrative efficiency of the State.

### **1.3 OBJECTIVES OF THE STUDY**

- (i) To asses the role of Public Complaints Commission in redressing administrative excesses.



- (ii) To evaluate the impact of Public Complaints Commission on administrative efficiency of Taraba State.
- (iii) To identify the constraints of the commission.
- (iv) Based on the findings make recommendations of policy relevance

#### **1.4 RESEARCH QUESTIONS**

- (i) Why despite the establishment of the commission, administrative injustice thrives in the state?
- (ii) Is the commission redressing administrative injustice in the State?
- (iii) Are aggrieved persons benefiting from the commission?
- (iv) Why is the commission seen as: “toothless bulldog”?

#### **1.5 SIGNIFICANCE OF THE STUDY**

This study is aimed at bringing to the knowledge of the public the existence of an independent organization established to guarantee peace, harmony and the preservation of the norms of a civilized society by addressing the injustices suffered by innocent and defenseless citizens as a result of rigid bureaucratic practices, administrative excess, abuse of office, oppression and suppression by those in the corridors of power.

This study therefore, will provide data on patronage of the commission by aggrieved persons, effectiveness or otherwise of the commission and identify constraints (if any) to the effective performance of the commission.

Finally, it will provide information and data necessary for decision making to policy makers, and future research on the topic.

## **1.6 SCOPE OF THE STUDY**

The scope of this study is the impact of Public Complaints Commission on Administrative efficiency in Taraba state from 2003 to 2008. The staff of the commission and complainants would be used to obtain information. Variables such as the nature of complaints, the respondents, year received, year resolved, associated constraints of the Commission will be critically reviewed. The study will also examine the future prospects of the Commission against its present position.

## **1.7 LIMITATIONS OF THE STUDY**

The present study has obvious limitations, the major limitations envisaged include inability of the researcher to access some vital documents that could have been of greater help to the work. This is because, when the researcher was on preliminary survey, he was sometimes referred to the Public Complaints Commission Headquarters Abuja to retrieve some information he asked for. Most documents, information are termed classified.

Respondents on their part are not sincere with the questionnaires issued to them. Some might not supply valid information while some will completely do away with the questionnaires. These affect the reliability of work because the sample of the population has been reduced. However, considerable care and thought have been exercised making the variables as objective as possible.

## **1.8 DEFINITION OF KEY TERMS**

**IMPACT:** Is the powerful or dramatic effect that something or somebody has. This therefore means the effect of Ombudsman on redressing administrative abuses.

**OMBUDSMAN:** Means an officer responsible for impartially

investigating citizens' complaints against a public authority or institution and trying to bring about a fair settlement. In general it refers to a state official appointed to provide check on

government activity in the interest of the citizen and to oversee the investigation of complaints of improper government activity against the citizen.

**ADMINISTRATIVE:** It is an adjective of administration which means any act

relating to the administration of a business, organization, or institution.

**ABUSE:** Misuse.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Role of Public Complaints Commission in Redressing Administrative Injustice**

The commission plays an important role in the dispensation of administrative justice through the resolution of cases related to mal-administration such as wrongful dismissal from service, wrongful termination of appointment, wrongful computation of retiring benefits and deprivation of personal rights by some over-powerful and over-zealous civil servants without justifiable reasons. The commission being the watchdog of social justice has gained a world wide reputation in ensuring administrative justice in countries where it exists in one name or the other (Aliyu, 1997)

Yaro (n.d) stated that the mandate of the commission therefore is to secure moral equity and administrative justice in the Nigerian society. In other words, the commission was established to guarantee peace, harmony and the preservation of the norms of a civilized society by addressing the injustices suffered by innocent and defenseless citizen as a result of rigid bureaucratic practices, administrative excess, abuse of office, oppression, repression and suppression by those in the corridors of power.

Despite the fact that Nigeria is now under civil rule, the Legacies of authoritarianism are very much around especially in the civil service. The oversight functions of the

commission are dearly needed to consolidate democracy in Nigeria (Ezeazu, 2000). The commission is set to improve public administration in general by pointing out weaknesses observed in the laws, procedures, practices, rules and regulations and standards of behaviour of officials (Yaro, n.d.). According to Daudu (2001), in consonance with all Ombudsman Institutions in the world, the public complaints commission is mandated with a unique role of securing moral equity and justice in the Nigerian society.

In her discussion, Isandu (2007) averred that the public complaints commission was designed, as one of the accountability mechanisms alongside bodies like, code of conduct, anti-corruption agencies, special courts, e.t.c. The commission receives complaints from the public about administrative injustice and can require service departments to account for their actions in these cases and to remedy the wrongs that have been done. Several citizens secure just treatment through an appeal to the commission. Attempts have been made at helping the individuals and also changing a faulty management system. For example, the commission has been involved in the reform of area courts, checking the menace of touts at motor parks, work on secret societies, prison conditions and indiscipline in Nigeria society.

Akoja (2001) pointed out that the concept of this institution is simply that a citizen aggrieved by an official action or inaction has an opportunity to state his grievances to

an independent person or persons empowered to investigate the complaint. This ensures for the citizen an impartial reviews of administrative decisions which appear to him unjust and protects him from injustice arising from abuse of power, neglect of duty, or errors of judgment on the part of public office holders. He further stated that the office of the Ombudsman was established to supplement the remedies provided by the ordinary courts and tribunals, to curb the menace of bureaucratic injustice. The Ombudsman system is relatively effective and comparatively inexpensive. The primary function of which is to operate beyond the frontiers where the law stops and to take up complaints about actions which may be legal, but were nevertheless unfair and inconsiderate.

The major advantage of an Ombudsman is that he or she examines complaints from outside the offending state institution, thus avoiding the conflict of interest inherent in self-policing. The Ombudsman has wide-ranging oversight and investigative powers to access all government facilities, documents and information systems and can order a police investigation if necessary. If the Ombudsman determines that a government official has not acted in accordance with the law, he or she can advise on the proper application of the law, reprimand the official or in the extreme case order the criminal prosecution of the official (Wikipedia, Retrieved on 28/5/2009 [www. en. wikipedia. Org /wiki/ombudsman](http://www.en.wikipedia.Org/wiki/ombudsman)).

Daudu (2001) stated that the role of the Ombudsman was accordingly designed to check the dislocation of an equitable social order and ensure that the ingredient that engender and sustain social stability which include:

- (i) The observance and compliance with basic laws of the land with regard to upholding the fundamental human rights of the citizens;
- (ii) Ensuring compliance with laid down rules and regulations that govern governmental activities;
- (iii) Removal of obstacles that threaten the stability and peaceful coexistence amongst the citizens;
- (iv) Guaranteeing that unrestricted access to justice are maintained and sustained.

Where there are allegations of unfair, oppressive and unreasonable administrative decisions, the individual should always lay the complaint before public complaints commission. Thus, cases of:

- (i) Contract inflation
- (ii) Flagrant violation of financial regulations
- (iii) Favouritism (based on gender or consanguinity) as opposed to professional competence, hard work and due diligence.
- (iv) Improper placement in service that results in rapid promotion of some officers while their colleagues, who also entered service the same time, are left to stagnate due to no fault of theirs but because they have no god father in service.

Sexual harassment



- (vi) Demanding for gratification from the public before carrying out official responsibilities and other allied cases/complaints, can be properly brought before Ombudsman.

Using an alternative dispute resolution (ADR) sensibility, or perhaps more apt, an appropriate dispute resolution sensibility, an organizational Ombudsman can provide options to employees and managers with ethics concerns, provide mediation for conflicts, tract problem areas, and make recommendations for changes to policies or procedures in support of orderly systems change. In Albania the Ombudsman (People's Advocate) defends the rights, freedoms and lawful interests of individuals from unlawful or improper administration. The Commonwealth Ombudsman in Australia can investigate complaints about the actions and decisions of Australian Government departments and agencies, the services delivered by most private contractors for the Government, and oversee complaint investigations conducted by the Federal Police. Similarly, the Denmark Parliamentary Ombudsman investigate, complaints brought by an individual in all matters relating to public governance, including maladministration by central or local authorities, on a case-by-case basis and on a general scale (Wikipedia, Retrieved on 28/5/2009 [www. en.wikipedia.org/wiki/ ombudsman](http://www.en.wikipedia.org/wiki/ombudsman)).

In Finland, the Ombudsman has the task of ensuring that all government departments and officials follow the law. It has wide-ranging oversight and investigative powers, and has access to all government facilities, documents and information system and can order a police investigation if necessary (Wikipedia, Retrieved on 17/09/2010 [www.en.wikipedia.org/wiki/ombudsman](http://www.en.wikipedia.org/wiki/ombudsman) 2010). Similarly the European union Ombudsman investigates claims by companies

which reside or have their interest within the European union against incidents of bad administration by bodies or institutions of the European union.

The Portuguese Ombudsman (Justice provider) was established and its defined role in article 23 of the constitution of Portugal:

- (a) Citizens may submit complaints against actions or omissions by the public authorities to the Ombudsman, who shall assess them without the power to take decisions and shall send the competent bodies such recommendations as may be necessary in order to prevent or make good any injustices.
- (b) The Ombudsman's work shall be independent of any acts of grace or legal remedies provided for in this constitution or the law.
- (c) The Ombudsman's office shall be an independent body and the assembly of the republic shall appoint the Ombudsman for such time as the law may determine.
- (d) The bodies and agents of the public administration shall cooperate with the Ombudsman in the fulfillment of his mission.

In India, Ombudsman (Lokpal) has responsibility of redressal of people's grievances.

In Hong Kong, the Ombudsman also redresses grievances arising from maladministration in the public sector through independent and impartial

investigations to improve the standard of public administration. Similarly, in Israel, the Ombudsman investigates complaints against bodies that are statutorily subject to audit by the state comptroller, including government ministries, local authorities, state enterprises and institutions and government companies, as well as their employees (wikipedia, Retrieved on 28/5/2009 from [www.en.wikipedia.org/wiki/ombudsman](http://www.en.wikipedia.org/wiki/ombudsman)).

## **2.2 Impact of Public Complaints Commission on Administrative Efficiency**

Yaro (1999) while presenting the 24<sup>th</sup> annual report of the Commission stated that: how well the commission had faired over the years has not been a controversy. Since its establishment, it has striven to perform its functions creditably well. It is happy to note that the Commission has lived to the expectations of its founding fathers. Despite its meager resources, the Commission had made far reaching contributions to the development of equity in Nigeria. Reports from the state offices all over the country in the past two decades indicated that maladministration in both the public and private sectors have drastically reduced and in most instances, now, rules, regulations and procedures are adhered to. This simply shows that the existence of the commission and its dynamic contributions and potential powers has given the administrators of these bodies added cautions. It is interesting to note that the basic tool responsible for the monumental success of the Ombudsman lies in its reconciliatory powers. Ombudsman all over the world use reconciliatory powers rather than coercive powers. Since the commission does not apportion blames but only reconciles conflicting parties, it has gained the trust and confidence of both the Public and the Government.

Akoja (2001) supported the assertion that since its establishment, the commission has recorded monumental achievements in the observation of human rights. Such areas include cases of wrongful termination of appointment, non-payment of worker's compensation, wrongful dismissal, non-payment of retirement benefits i.e. pensions and gratuities, wrongful computation of entitlements, difficulties in getting insurance companies to pay claims e.t.c.

Activities of the commission have made Public servants take greater care when they know that unfair-treatment of citizens could lead to investigation (Isandu, 2007).

Statistics available in the Taraba State office of the Commission showed that from the year 2003 to 2008 (the period covered by this study) 367 complaints were received out of which 309 were successfully resolved as at December, 2008. This shows that only 58 cases are pending out of the 367 received. See the table below for more details.

YEAR	CASES RECD	CASES RESOLVED	CASES PENDING	TOTAL
2003	44	43	1	44
2004	51	51	0	51
2005	37	34	3	37
2006	57	42	15	57
2007	124	108	16	124
2008	54	31	23	54
TOTAL	367	309	58	367

**Source: PCC Jalingo, Taraba State.**

### **2.2.1 Selected Impact Of The Commission In Nigeria**

Yaro (2006 & 2007) assessed the impact of the Commission through the resolution of the following cases.

#### **2.2.1.1 Reinstatement into Service**

Mr. O. C.C. alleged that on 28<sup>th</sup> July, 1995 the then Military Administrator of Enugu State, Lt. Col. Mike Tony appointed a five man board of inquiry to investigate allegations of financial malpractice and fraudulent activities leading to loss of Government funds in the Ministry of Finance where he was working then. This led to the suspension of all the principal officers of the ministry including him.

A white paper was released on the findings of the Board of Inquiry. Fortunately Mr. O. C. C. was not found culpable and therefore cleared. The white paper directed his recall from suspension and payment to him of his salary arrears. The directive was however not implemented despite concerted efforts by the complainant. It then dawned on him that some people were out there to see that he did not return to service. He therefore called on the Commission to intervene to see that justice was done to him.

The Commission after a careful study and review of all the issues raised by the aggrieved complainant, made its findings known to the State Governor, Dr. Chimaroke Nnamani and prayed his Excellency to lift the suspension order and reinstate the petitioner in accordance with the recommendations of the various panels set up to look into the matter.

His Excellency acted accordingly and Mr. O. C. C. was recalled to duty.

### **2.2.1.2 Non-Payment of Gratuity**

Mr. S. R. was until 15<sup>th</sup> September, 2004, a staff of Abuja Urban Mass Transport Company Limited (AUMTCO). Until his voluntary exit he had served his employer for over nine (9) years. The reason for his voluntary retirement was his failing health. His health could no longer carry him through the rigour of his task as a vehicle clerk. Through a letter dated 11<sup>th</sup> August, 2004 he applied for voluntary withdrawal of his service to enable him pay more attention to his ailing health. This was approved with effect from 15<sup>th</sup> September, 2004. he did all the documentation that was needed expecting that he would be paid his gratuity in no distant future. However, things turned out to be different from his expectation.

He alleged that two years after his disengagement from service, there was no sign in the horizon concerning the payment of his gratuity. Meanwhile his health had continued to deteriorate, his children thrown out of school for non-payment of school fees and that he had been under threat of ejection from his rented apartment. In view of these circumstances, he decided to take his case to the Ombudsman for intervention. Having been satisfied that the complaint merited investigation, the general manager of the company was contacted for comments on why the payment of the complainant's gratuity was being delayed. This was followed by several visits just to ensure that the process of resolving the matter was quickened.

Reacting, the respondent informed the Commission that the retiree's documents had been forwarded to FCT Pension Board, the body responsible for the payment of all FCT Parastatals/Agencies retiree benefits. On the strength of this information the

Commission's searchlight was turned to the Board. A working visit to the Board revealed that the complainant's case was yet to be forwarded to it for payment. Mr. S. R.'s employer was confronted with this revelation. On discovery that the complainant's file and other documents were still lying in its office, the company apologized profusely and promised to dispatch them without delay. At this point, the Commission insisted on monitoring the situation to ensure that the files were forwarded to the FCT Pension Board.

Several follow up visits were made to the Board resulting in the payment of N173, 671.08 being gratuity due to Mr. S. R. The complainant was highly appreciative of the Commission's efforts.

#### **2.2.1.3: Unpaid Retirement Benefits**

Mr. F. lodged a complaint with the Commission against a Federal Ministry alleging that his late Father retired as a Deputy Director in the Ministry on 14<sup>th</sup> January, 1998 at the retirement age of sixty years. Three months later, before he could collect his retirement benefits, he died. About seven years after the retirement and death of his father, the Board was yet to pay the family the retirement benefits. Every effort he and his mother, the registered next of kin, had made, prove abortive.

On receipt of the complaint, the Commission quickly acknowledged receipt and initiated action. First and foremost, it carried out preliminary investigations at the

liaison office of the Board in Lagos. From there the matter was referred to the headquarters of the Board in Abuja.

The Commission contacted the Headquarters of the Board notifying it of the complaint before the Commission and appealed for expeditious action on the matter. The Board heeded the Commission's appeal and processed the benefits. On 18<sup>th</sup> January, 2006, the Board issued two cheques in the sums of N298,224.00 (Two hundred and ninety eight thousand, two hundred and twenty four naira) only and N214,560.28 (Two hundred and fourteen thousand, five hundred and sixty naira, twenty eight kobo) to the petitioner and his mother Mrs. F. respectively.

#### **2.2.1.4: Denied Promotion**

The complainant Mr. J. E. was a staff of National Orthopedic Hospital Enugu (NOHE). He complained that he was denied his 1999 promotion which should have lifted him from principal Medical Library Assistant IV to Principal Medical Library Assistant III even though there was no adverse report against him. According to him the denial of that promotion had made him subordinate to his contemporaries in service including some of his erstwhile juniors. He contended that he petitioned the Federal Ministry of Health through the Medical Director, National Orthopaedic Hospital Enugu but nobody listened to him.

The Commission stepped into the matter and solicited comments from the management of the hospital. After several reminders without positive response, the Commission visited the hospital for a one-on-one discussion. In the dialogue that ensued between the Commission's representatives and the Chief Administrative



Officer of the hospital, the Commission was informed that the Complainant could not be promoted further because he lacked the requisite qualification. He posited that the complainant needed a post graduate diploma in library science to enhance his career as a Medical Librarian. According to him Mr. J. E. could alternatively seek transfer to another department where his qualification B.Sc. Government/Public Administration would be more relevant and thus enjoy unimpeded promotions.

The management of the hospital initially dragged its feet in implementing the recommendation. However due to relentless pressure from the Commission, it capitulated and promoted Mr. J. E. and back dated the effective date to enable him catch up with his colleagues. This development no doubt brought the much needed relief to him.

#### **2.2.1.5: Stagnation of Case in Court**

Alh. A.A. had causes to institute a civil case against one of his neighbours in an Area Court in Kano State in May, 2004. two years after the proceedings on the case had not gone beyond mention. Alh. A. A. became frustrated and restive. He decided to lodge his case with the Commission. His prayer was that the Commission should prevail on the court to give the matter accelerated hearing to enable him know his fate.

The Commission did preliminary investigation at the Area Court to ascertain the complainant's allegation. The outcome confirmed what Alh. A. A. had said. Consequently, the attention of the Director of Area Courts in the State was drawn to the matter. The Commission reminded him that justice delayed is justice denied and requested him to wade into the matter to ensure that the case received accelerated treatment. The Director was also informed that the Commission was ready to take up the matter with the higher authority if he failed to intervene.

The Commission's intervention saved the situation. After three months the complainant informed the Commission that the court case had been decided and further expressed his appreciation to the Commission for its swift action and free services.

#### **2.2.1.6: Tax Evasion**

The Commission in Taraba State after a critical study of the Taraba State revenue profile released by its Board of Internal Revenue in 2005 observed that the revenue generated from ground rents during the period was far below the expectation. The Commission observed that the scenario had been like that for the past three years. The Commission became interested and set out to find out what the problem was. A survey was therefore conducted to ascertain the level of tax payment compliance among landlords and estate managers in the three major towns in the state viz.

Jalingo, Wukari and Takum. The finding was revealing. It was discovered that only a negligible 5% of the landlords/estate owners in these towns were up-to-date in the payment of ground rent while 95% of them were in arrears for upwards of four years, thereby denying government of huge revenue that would have been channeled for meaningful development.

Consequently a comprehensive list of defaulters was compiled and forwarded to the Taraba Revenue Board with a number of recommendations. Top most was for the Board to immediately embark on revenue drive with a view to recovering what was due to government. Secondly, the Board was also advised to undertake an enlightenment campaign with a view to sensitizing the people on their responsibilities and need to pay taxes promptly.

### **2.3 Constraints to Performance of the Commission**

Aliyu (1997) averred that the commission finds it difficult to enforce its recommendation because of the uncooperative attitude of the person or organization complained against. Such people or organization continues to become difficult because they are aware of the fact that the commission has no power to implement its recommendations. This is unfortunate and it is not in the interest of the commission to allow such things to continue.

The powers and sanctions of the commission are given in section 6 of the PCC Act. The commission is given wide powers of investigation and bodies who fail to cooperate or who obstruct him in his duties are committing offences punishable by fines and/or imprisonment. However, the modes of enforcing these sanctions are not indicated in the act (Isandu, 2007).

The Ombudsman in Thailand, take and investigate complaints by the general public against public officials and agencies, they have the power to prosecute but not enforcement. Similarly, the Czech Republic Ombudsman (Public Defender of Rights) has successfully fulfilled the role of traditional mediator between parties involved. The offices and officials in-charge of State administration must be aware that when citizens as a party to the procedure do not feel satisfied with either their performance or with their decisions, they may find themselves in a situation in which they will have to provide explanation and justification for the measures taken and the decisions issued. The Public Defender of Rights has no direct means or mechanisms of enforcement at his/her disposal. Ombudsman in most countries do not have the power to initiate legal proceedings or prosecution on the grounds of a complaint (Wikipedia, Retrieved on 28/5/2009 [www.en.wikipedia.org/wiki/ombudsman](http://www.en.wikipedia.org/wiki/ombudsman)).

Ezeazu (2000) stated that with the worst form of military rule progressively entrenched in Nigeria, human rights became severely curtailed and public officers grew worst in abuse of due process and privileges. The PCC which was established as a corrective institutions could only in the circumstance operate at very minimal

capacity. Funds diminished, skills fell into disuse, autonomy and independence of action could not be guaranteed and mandate was narrowed. The profile of the PCC diminished, and many of our people forget about its existence.

Unfortunately, there are very serious constraints that are militating against the maximum attainment of the laudable objectives of the commission. There is general problem of inadequate funds at the disposal of the commission, this has placed the commission in a position in which it has in most instances been unable to redress itself talkless of redressing others. There is also the problem of inadequate vehicle for on-the-spot investigation etc (Akoja, 2001).

The U.K Ombudsman which looks into complaints “that government departments, their agencies and some other public bodies have not acted property or fairly or have provided a poor service”. The Ombudsman will usually investigate complaints where there has been evidence of “maladministration” having occurred which has resulted in an “unremedied injustice”. Complaints to the Ombudsman are subject to a “time bar”. This means that the Ombudsman may determine a complaint to be out of jurisdiction if too much time has passed between the event or course of events being complained about and the complaint being received by the Ombudsman. The critics of the UK Ombudsman claim that the Ombudsman appear independent while actually being recruited from the ranks of official and that their function tends to entail little more than the rubber stamping of official decisions (Wikipedia, Retrieved on 28/5/2009[www.en.wikipedia.org/wiki/ombudsman](http://www.en.wikipedia.org/wiki/ombudsman)).

The Nigeria Ombudsman is bureaucratized to the extent that the efficacy of the modern bureaucratic organizations predicated on the ability to control bureau-pathologies, an attempt is made to determine success in keeping the bureaucracy in the PCC at an optimum level and thereby mitigating possible negative consequences. The PCC has developed into an enormous, wasteful and inefficient bureaucracy. The reasons for this situation are largely socio-cultural. The PCC has long history of close, intimate association with the civil service. This has transformed the commission, more or less into an arm of the civil service and virtually eliminated its unique Ombudsman features (Ayeni, n.d).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Research Design**

This research was a survey research in which case questionnaires and personal interviews were used to elicit information or data for the study.

#### **3.2 Population of the Study**

This encompasses the entire staff of Public Complaints Commission Taraba State numbering 33 (thirty three) and the complainants (aggrieved persons) that lodged their complaints in the commission within this period (2003-2008) numbering 367.

#### **3.3. Sample of the Study**

Twenty (20) out of the thirty three (33) staff of the commission will be used and 200 out of the 367 complainants will be used for this study. The total sample size is two hundred and twenty (220) representing 55% of the entire population of the study.

#### **3.4 Sampling Technique(S)**

A random Sampling method will be adopted for drawing a Sample. The random Sampling will be on the basis of first come first serve in drawing the Sample.

### **3.5 Method of Data Collection**

The methods that will be adopted to collect data for this study are primary and secondary.

### **3.6 Description of the Instrument(S) for Data Collection**

For the purpose of this study, the primary data will be collected through administering questionnaire to the staff of the commission and complainants. The responses of those complainants who can neither read nor write will be entered into the questionnaires by the researcher after interviewing them.

Secondary data that will be used for this study will be obtained from the commission's office in Jalingo, Taraba State, conference/seminar papers, textbooks, journals etc.

### **3.7 Instrument(S) for Data Collection**

In this particular study, questionnaires and personal interview will be used as the instrument for data collection.

### **3.8 Validation of Instruments**

The instruments that will be used for this study are reliable and valid in the sense that the primary data that will be collected through questionnaires and personal interview, the researcher will be personally involved, which is better than when the researcher collects data through telephone conversation, etc.



### **3.9 Methods of Data Analysis**

Tabular analysis of the data such as frequency and percentage will be used for this study

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Data Presentation

This chapter is concerned with data presentation and analysis, report of findings and discussion of the findings.

A total number of 220 questionnaires were issued and distributed to complainants and the commission's staff (investigators). Out of this number, a total of 165 questionnaires were correctly filled and returned, and a total of 55 questionnaires were not returned.

The analysis of this research will be base on the 165 questionnaires that were returned.

Table 4.1.1: Data presentation

Responses	No of questionnaires issued	%	No of questionnaires correctly filled & returned	%	No of questionnaires not returned	%
complainants	200	90.9	145	65.9	55	25
Commission's staff	20	9.1	20	9.1	-	-
<b>Total</b>	<b>220</b>	<b>100</b>	<b>165</b>	<b>75</b>	<b>55</b>	<b>25</b>

**Source:** Field Survey, 2009

All the data collected were presented in tabular form and analyzed using percentages.

The findings subsequently formed the basis for the discussion of results.

## 4.2 Data Analysis

### SECTION A: COMPLAINANTS

Table 4.2.1: Age of complainants

RESPONSES	FREQUENCY	PERCENTAGE
Below 20	8	6.2
20-39	112	76.6
40 above	25	17.2
Total	145	100

**Source:** Field Survey, 2009.

Table 4.2.1 depicts that those whose age fall below 20 years constitute 6.2%, while those who fall between 20-39 years constitute 76.6% and those who fall between 40 and above constitute 17.2% of the complainants. This shows that majority (76.6%) of the complainants are between the ages of 20 to 39 which is an active and productive age group, and the life wire of the society.

Table 4.2.2: Marital Status of Complainants

RESPONSES	FREQUENCY	PERCENTAGE
Single	20	13.8

Married	115	79.3
Divorced	9	6.2
Widow	1	0.7
Total	145	100

**Source:** Field Survey, 2009

Table 4.2.2: above shows that 13.8% of the complainants who lodged complaints within the period of this research are single, while 79.3% are married, 6.2% constitute those who are divorced and 0.7% represents widow. Majority (79.3%) of the complainants are married men and women who came to the commission to seek redress on the administrative injustices meted to them, this will enable them take good care of their families.

Table 4.2.3: Occupation of Complainants

RESPONSES	FREQUENCY	PERCENTAGE
Civil Servants	135	93.1
Bankers	2	1.4
Businessmen	8	5.5
Total	145	100

**Source:** Field Survey, 2009.

An examination of table 4.2.3 indicates that 93.1% of the complainants constitute those who are civil servants, 1.4% bankers and 5.5% businessmen. It is clear indication that Taraba state is a civil service state since majority (93.1%) of the

complainants are civil servants who lodged complaints against their respective government ministries, departments and agencies.

Table 4.2.4: Year complaint was lodged

RESPONSES	FREQUENCY	PERCENTAGE
2003-2004	35	24.1
2005-2006	30	20.7
2007-2008	80	55.2
Total	145	100

**Source:** Field Survey, 2009

From the table above (4.2.4), it could be seen that 24.1% of the complainants lodged their complaints between the years 2003 and 2004, 20.7% between 2005 and 2006, while 55.2% constitute those who lodge theirs between 2007 and 2008. This shows that majority (55.2%) of the complaints were received in the years 2007 and 2008. This is an indication that in these years laid down rules and regulations of government business were not adhered to by administrators which resulted to a lot of administrative injustices that called for complaints against such actions.

Table 4.2.5: Nature of Complaint lodged

RESPONSES	FREQUENCY	PERCENTAGE
Wrongful dismissal from service	38	26.2
Wrongful termination of		

appointment	40	27.6
Non-payment of gratuity	36	24.8
Denied promotion	30	20.7
Stagnation of court case	1	0.7
Total	145	100

**Source:** Field Survey, 2009.

Table 4.2.5 above depicts that those who lodged complaints on wrongful dismissal from service constitute 26.2%, 27.6% on wrongful termination of appointment, 24.8% on non payment of gratuity, 20.7% on denied promotion and 0.7% constitute complaints on stagnation of court case. Here it could be seen that the nature of the complaints received, majority (27.6%) were on wrongful termination of appointment. This usually happens through the violation of public service rules or laid down rules and regulations as earlier stated above.

Table 4.2.6: Organization Complaint lodged against

RESPONSES	FREQUENCY	PERCENTAGE
Fed. Government (MDAs)	35	24.1
State Government (MDAs)	65	44.8

LG(DEPTs)	40	27.6
Private Organizations	5	3.5
Total	145	100

**Source:** Field Survey, 2009.

The above analysis in table 4.2.6 shows that 24.1% of the complaints lodged were against Federal Government Ministries, Departments and Agencies, while 44.8% of them were against State Government Ministries, Department and Agencies, 27.6% were against Local Government Departments and 3.5% constitute complaints against private organizations. This shows that majority (44.8%) of the complaints were against the state government ministries, departments and agencies. This is inline with the commission's mission of investigating and resolving complaints against Federal, State, Local government, public corporations and the private sector organizations.

Table 4.2.7: Whether the Complaint was successfully resolved

RESPONSES	FREQUENCY	PERCENTAGE
Yes	120	82.8
No	25	17.2
Total		

	145	100
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**Source:** Field Survey, 2009

Table 4.2.7 reveals that 82.8% of the complainants agreed that their complaints were successfully resolved by the commission and those who disagreed constitute 17.2%. This table clearly indicates that majority (82.8%) of the complaints brought before the commission within this period (2003-2008) were successfully resolved. This shows that the commission ensures for the citizens impartial reviews of administrative decisions which appear to them unjust and protects them from injustice arising from abuse of power.

Table 4.2.8: Was the complaint resolved in your favour

RESPONSES	FREQUENCY	PERCENTAGE
Yes	130	89.7
No	15	10.3
Total	145	100

**Source:** Field Survey, 2009

From the above table (4.2.8), it could be seen that 89.7% of the complainants agreed that their complaints were resolved in their favour, while 10.3% constitute those whose complaints were not resolved in their favour. Majority (89.7%) of the complaints were resolved in favour of the complainants. This is an indication that the commission provides dependable and freely accessible service to members of the public.

Table 4.2.9: Assessment of the Role of the Commission



RESPONSES	FREQUENCY	PERCENTAGE
Very Important	70	48.3
Important	73	50.3
Not Important	2	1.4
Total	145	100

**Source:** Field Survey, 2009

Table 4.2.9 clearly indicates that 48.3% of the complainants agreed that the commission plays very important role in redressing administrative excesses, while 50.3% considered the role of the commission as important and 1.4% constitute those that considered the role of the commission as not important. This table shows that majority (50.3%) of the complainants are of the opinion that the commission plays an important role in the dispensation of administrative justice through the resolution of cases related to mal-administration such as wrongful dismissal from service, wrongful termination of appointment, etc.

#### **SECTION B: COMMISSION'S STAFF (INVESTIGATORS)**

Table 4.2.10: whether staff of the commission received complaints from 2003 to 2008.

RESPONSES	FREQUENCY	PERCENTAGE
Yes	19	95
No	1	5
Total	20	100

**Source:** Field Survey, 2009

Table 4.2.10 shows that 95% of the staff of the commission received complaints from the public between the years 2003 and 2008, and only 5% of the staff that did not receive complaints within this period. This table reveals that majority (95%) of the commission staff received complaints from aggrieved members of the public. This is in accordance with the fundamental objective of the commission to inquire into complaints by members of the public concerning the administrative action of any public authority and companies or their officials.

Table 4.2.11: Number of complaints received by staff

RESPONSES	FREQUENCY	PERCENTAGE
Below 20	16	80
20-29	3	15
30 and above	1	5
Total	20	100

**Source:** Field Survey, 2009

From the above table (4.2.11), it could be seen that 80% of the staff received below 20 complaints between 2003-2008, 15% received between 20 to 29 complaints,

while 5% received between 30 and above complaints. Table 4.2.11 indicated that majority (80%) of the staff received below 20 complaints between the years 2003-2008. The location of staff within the state determines the number of complaints to be received, this is because some are in the local government (zonal) areas where only few complaints are being brought to the commission.

Table 4.2.12: Cases Investigated and successfully resolved by the commission staff.

RESPONSES	FREQUENCY	PERCENTAGE
1-10	9	45
11-20	6	30
21 and above	5	25
Total	20	100

**Source:** Field Survey, 2009

Table 4.2.12 depicts that 45% of the staff investigated and successfully resolved 1-10 complaints between 2003-2008, while 30% successfully resolved 11-20 complaints and 25% successfully resolved 21 and above complaints within this period. The above table shows that majority (45%) of the commission staff investigated and successfully resolved 1-10 within the period covered by this research. In the commission, staffs are given targets as to the number of cases to be successfully resolved within a given period of time.

Table 4.2.13: Cases pending in the Commission

RESPONSES	FREQUENCY	PERCENTAGE
1-5		

	17	85
6-10	2	10
11 and above	1	5
Total	20	100

**Source:** Field Survey, 2009.

An examination of table 4.2.13 reveals that 85% of the staff have 1-5 complaints pending between years 2003 and 2008, 10% of the staff have 6-10 complaints pending and 5% have 11 and above pending within this period. From the above table, it is revealed that majority (85%) of the staff have pending cases ranging from 1-5 between the years 2003-2008. This could be due to lack of enforcement power for the commission to compel respondents to implement its recommendation.

Table 4.2.14: Whether the commission has Impact on the Administrative Efficiency of Taraba State

RESPONSES	FREQUENCY	PERCENTAGE
Yes	20	100
No	0	0
Total	20	100

**Source:** Field Survey, 2009

Table 4.2.14 reveals that 100% of the commission staff agreed that the commission has Impact on the Administrative Efficiency of Taraba state. Table 4.2.14 shows that all (100%) the staff agreed that the commission has impact on administrative efficiency of the state which can be seen by the number of cases

resolved and administrators are now very cautious which led to less administrative injustices.

Table 4.2.15: Has the commission any constraints?

RESPONSES	FREQUENCY	PERCENTAGE
Yes	20	100
No	0	0
Total	20	100

**Source:** Field Survey, 2009

From table 4.2.15 above, it could be seen that all (100%) the staff agreed that there are constraints militating against the smooth operation of the commission towards the administrative efficiency of Taraba State. The constraints indentified by all (100%) the staff of the commission include: Lack of enforcement power, Inadequate funds, Lack of staff motivation and inadequate relevant equipment and facilities.

### **4.3 Research Findings**

The major findings of this study based on the presentation and analysis of data for the research questions are as follows:

1. The commission received complaints from aggrieved civil servants who suffered administrative injustices.
2. The commission in the years 2003 to 2008 was patronized by the members of the public.
3. The nature of the complaints lodged in the commission were wrongful dismissal from service, wrongful termination of appointment, non payment of gratuity, denied promotion and stagnation of court case.
4. The complaints are against the federal, state and local government departments.
5. Most complaints were successfully resolved in favour of the complainants.

6. The commission plays important role in redressing administrative excesses.
7. The commission has impacted on the redressing of administrative abuses in Public Services of Taraba State.
8. There are constraints militating against the commission such as: lack of enforcement power, inadequate funds, lack of staff motivation etc.

#### **4.4 Discussion of Findings**

The findings of the study based on the analysis of data on table 4.2.3 revealed that civil servants who suffered administrative injustices seek redress in the commission. Yaro (n.d) stated that the mandate of the commission therefore is to secure moral equity and administrative justice in the Nigerian society. In other words, the commission was established to guarantee peace, harmony and the preservation of the norms of a civilized society by addressing the injustices suffered by innocent and defenseless citizen as a result of rigid bureaucratic practices, administrative excess, and abuse of office, oppression, repression and suppression by those in the corridors of power. He went further to state that the commission is set to improve public administration in general by pointing out weaknesses observed in the laws, procedures, practices, rules and regulations and standard of behavior of officials.

The findings based on the analysis of data on table 4.2.9 also revealed that the commission plays important role in redressing administrative excesses. Aliyu (1997) stated that the commission plays an important role in the dispensation of administrative justice through the resolution of cases related to dismissal from service,

wrongful termination of appointment, wrongful computation of retiring benefits and deprivation of personal right by some over-powerful and over-zealous civil servants without justifiable reasons. The commission being the watchdog of social justice has gained a world wide reputation in ensuring administrative justice in countries where it exists in one name or the other. The result showed that complaints of that nature were lodged in the commission.

The research findings also revealed that the commission has impact on redressing the administrative abuse in public services of Taraba State (table 4.2.14). Yaro (1999) stated that reports from the state offices all over the country in the past two decades indicated that mal administration in both the public and private sectors have drastically reduced and in most instance, now rules, regulations and procedures are adhered to. This simply shows that the existence of the commission and its dynamic contributions and potential power have given the administrators of these bodies added cautions. Activities of the commission have made public servants take greater care when they know that unfair-treatment of citizens could lead to investigation (Isandu, 2007).

On table 4.2.15, it is revealed that there are constraints to the performance of the commission which include: lack of power to implement or enforce its recommendations, inadequate funds, lack of staff motivation, etc. The powers and sanctions of the commission are given in section 6 of the PCC Act. The commissioner is given wide powers of investigation and bodies who fail to cooperate or who obstruct him in his duties are committing offences punishable by fines and/or



imprisonment. However, the modes of enforcing these sanctions are not indicated in the Act (Isandu, 2007). Aliyu (2007) averred that the commission finds it difficult to enforce its recommendations because of the uncooperative attitude of the person or organization complained against. Such people or organizations continue to become difficult because they are aware of the fact that the commission has no power (toothless bulldog) to implement its recommendations. Unfortunately, there are very serious constraints that are militating against the maximum attainment of the laudable objective of the commission. There is general problem of inadequate funds at the disposal of the commission, this has placed the commission in a position in which it has in most instances been unable to redress itself talk less of redressing others (Akoja,2001).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary**

Summarily, this research whose topic is the impact of public complaints commission on redressing the administrative abuse in public services of Taraba State highlighted the historical background of the Ombudsman (PCC) concept in the world, the role, impact and constraints to performances of the commission.

The findings of this study revealed that the commission received complaints from aggrieved civil servants who suffered injustices in Taraba State from 2003 to 2008. The study further revealed that the nature of the complaints lodged were on wrongful dismissal from service, wrongful termination of appointment, non payment of gratuity, denied promotion and they are against the Federal, State and Local government departments. The study further revealed that most complaints were successfully resolved in favour of the complainants, the commission plays important role in redressing administrative excesses and has impact on redressing the administrative abuse in public services of Taraba State.

Unfortunately, there are constraints (such as lack of power to implement or enforce its recommendations and inadequate funds) to the performance of the commission.

#### **5.2 Conclusions**

The impact of public complaints commission in Taraba State is the measure of the performance of the commission through the successful resolution of the complaints brought before it as revealed by this study. The commission is established for the public to have the opportunity of resolving their grievances by an independent arbiter as revealed by the study. Akoja (2001) pointed out that the concept of this institution is simply that a citizen aggrieved by an official action or inaction has an opportunity to state his grievances to an independent person or persons empowered to investigate the complaints. This ensures for the citizen an impartial review of administrative decisions which appear to him unjust and protects him from injustice arising from abuse of power, neglect of duty, or errors of judgment on the part of public office holder. The Ombudsman System is relatively effective and comparatively inexpensive. The primary function of which is to operate beyond the frontiers where the laws stops and to take up complaint about actions which may be legal, but were nevertheless unfair and inconsiderate.

Finally, this study has shown that the commission has impact on redressing the administrative abuse in public services of Taraba State through the successful resolution of complaints between the years 2003-2008 as revealed on table 4.2.7. Yaro (2006 & 2007) evaluated the impact of the commission through the successful resolution of the complaints lodged in the commission.

### **5.3 Recommendations**

From the foregoing, a true picture of the impact of Public Complaints Commission on redressing administrative abuse in public services in Taraba State has been seen. Having exploited the study, there is need for the research to provide some recommendations based on the findings with the hope that they shall be used by policy makers and the Public Complaints Commission Headquarters Abuja for effective performance. The recommendations are:

1. That the commission should develop very efficient methods of handling and addressing complaints on administrative injustices.
2. That the commission should endeavour to categorise complaints received based on their nature and merits so as to ensure that each complaint is handled by knowledgeable officers in the area which the complaint arose. This ensures speedy resolution of complaints.
3. That since most of the complaints that are usually received are against governments at all levels; the commission must try to impress it upon erring government agencies to adhere to laid down rules and regulations to avert administrative injustices.

4. That the commission should continue to serve as an impartial arbiter in handling and dispensing of cases.
5. That the commission must ensure regular training of its staff especially in the areas of investigation and resolution of complaints, as this will enhance the service delivery capacities of the staff.
6. That for the commission to be more relevant and efficient in the discharge of its statutory responsibilities, there is the need for a legislation by the National Assembly that will empower it to enforce its recommendations on erring organizations.
7. That the government should ensure that the commission is adequately funded to enable it fight maladministration in both the public and private sectors.
8. That the commission should adequately motivate its staff so as to enhance their performance and at the same time discourage them from accepting bribes or being bought over to truncate justice.

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## APPENDIX A

**INSTRUCTION: Tick the appropriate option in the box provided.**

### SECTION A: COMPLAINANT

1. Age:- Below 20 ☐ 20 -39 ☐ 40 and above ☐
2. Marital Status: Single ☐ Married ☐ Divorced ☐ Widow ☐
3. Occupation:.....
4. When was your complaint lodged in the Commission?  
2003-2004 ☐ 2005-2006 ☐ 2007-2008 ☐
5. Nature of the Complaint.....
6. Respondent: Fed.Govt (MDAs) ☐ State Govt (MDAs) ☐ LG(Depts.) ☐  
Private Org. Others (specify).....
7. Is your complaint resolved? Yes ☐ No ☐
8. If Yes, was it in your favour? Yes ☐ No ☐
9. How can you assess the Role of Public Complaints Commission in Redressing  
Administrative Excesses? Very Important ☐  
Important ☐ Not Important ☐

### SECTION B: COMMISSION'S STAFF (INVESTIGATORS)

10. Did you receive complaint(s) from aggrieved members of the public between  
the years 2003 and 2008? Yes ☐ No ☐
11. If yes, how many complaints? Below 20 ☐ 20-29 ☐  
30 and above ☐
12. How many cases were investigated and successfully resolved?  
1-10 ☐ 11-20 ☐ 21 & above ☐



13. How many cases are pending?    1-5    ☐    6-10    ☐    11 & above ☐

14. Based on you evaluation, has the Commission any impact on the administrative efficiency of the State?    Yes ☐    No ☐

15. Are there constraints militating against the Commission?

16. If Yes, list the constraints

(i).....

(ii).....

(iii).....

17. Suggest possible solutions to the constraints stated above

(i).....

(ii).....

(iii).....