



# PUBLIC COMPLAINTS COMMISSION, CONFLICT RESOLUTIONS AND GOOD GOVERNANCE IN ADAMAWA STATE, NIGERIA, 2015- 2021

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## ABSTRACT

*This Research is Appraisal of the Role of Public Complaints Commission (Ombudsman) on Conflict Resolution and Promotion of Good Governance in Adamawa State, Nigeria, 2015- 2021. The objective of the study is to find out the conflict resolution methods deploy by the Public Complaints Commission and also to determine its effectiveness. The study is found out the factors that hinders the activities of Public Complaints Commission and to determine whether the existing legal framework of Public Complaints Commission constitute an obstacle to the level of conflict resolution and promotion of good governance in Adamawa State. Relevant literatures were reviewed in line with the study objectives. The study also adopts mixed methods sampling techniques to select respondents from Adamawa State Ministries, Departments and Agencies and Local Government Councils. Total sample of 400 respondents were drawn from sample frame. Both quantitative and qualitative methods of data collection were employed for the study. Finding of the study reveals that there is little awareness on the activities of Adamawa State Public Complaints Commission on conflict resolution and promotion of good governance in Adamawa State. The study also reveals that mediation is the methods of conflict resolution mostly employed by the Adamawa State Public Complaints Commission and it was very effective during the period under review. It was also found out that inadequate funding is the major impediment to the effective and efficient performance of Adamawa State Public Complaints Commission on conflict resolution and promotion of good governance in Adamawa State. The finding of the study also shows that the existing legal framework of Public Complaints Commission constitutes an obstacle to the level of conflict resolution and promotion of good governance in Adamawa State. The findings of the study therefore reveal that the structural functional theory has not work in the effective and efficient performance of Public Complaints Commission, Adamawa State. These findings were very consistent with the overall objectives of the study. In view of these findings, the study recommends that the Commission should be adequately funded and the independence should be safeguarded. The government should also review and strengthen the legal framework of the Public Complaints Commission. Also, there is the need for aggressive public enlightenment through advocacy, seminars, workshops, mass and print media to propagate the activities and promote better understanding and public awareness on the activities of the Commission on conflict resolution and promotion of good governance in Adamawa State.*

## 1.0 INTRODUCTION

This is examining the Role of Public Complaints Commission (Ombudsman) on Conflict Resolution and Promotion of Good Governance in Adamawa State, Nigeria, 2015- 2021. The mission for establishing the Public Complaints Commission is to promote social justice for the individual citizen and to serve as watchdogs for the society, without which there can hardly be peace and stability among citizens in the country. Other objectives for establishing Public Complaints Commission are to receive complaints from aggrieved citizens against government agencies, private sector officials and employees. In turn the commission is empowered to investigate, recommend corrective measures, and report such issue to policy makers.

The function of the Public Complaints Commission is contained in Decree 31 of 1975. Broadly, it investigates complaints made to it about administrative actions of officials. For this purpose, the Commission is given power to question officials and other persons and to inspect documents. If there is evidence of what might broadly be called maladministration the Commission will make recommendations for remedial action. If its recommendations are not accepted, or other appropriate remedial action not taken, the Commission can inform the Head of State through appropriate report (Ebiziem, 2015)

Public Complaints Commission has been involved in the investigation and resolution of conflicts bordering on complaints of maladministration and injustice in Adamawa State. However, despite the existence of Public Complaints Commission, maladministration and administrative injustice has continued



unabated as indicated in both the Annual National Public Complaints Commission's Report and Adamawa State Public Complaints Commission.

Conflict, a state of opposition between ideas or interests, is unavoidable. Indeed, conflict can be a desirable generator of positive change and improvement. However, when conflict is expressed through violence, it can lead to massive casualties, displacement, economic hardship and state collapse – with the poor invariably being hit hardest. The premise of this paper is to critically examine the role of PCC in the management of conflicts among the citizens of Adamawa state.

The Commission fulfills a most complex function when dealing with complaints from members of the public. It is not the role of the Commission to act as a complainant's advocate. When a matter is brought before the Commission, it is the task of the Commission to determine whether the action falls within any of the terms of reference set out in Section 4 Sub-section 3d(i-iv) of Decree 31 of 1975 viz:

*“Every Commissioner shall ensure that administrative action by any person or body ....will not result in the commitment of any act of injustice against any citizen of Nigeria or any another person resident in Nigeria and for that purpose he shall investigate with special care administrative acts which are or appear to be”:*

- i. Contrary to any law or regulation.
- ii. Mistaken in law or arbitrary in the ascertainment of fact.
- iii. Unreasonable, unfair, oppressive, or inconsistent with the general functions of administrative organs.
- iv. Improper in motivation or based on irrelevant considerations.
- v. Unclear or inadequately explained, or

After investigation, the Commissioner can make the following recommendations:

- a). That a further consideration of the matter be made.
- b). That a modification or cancellation of the offending administrative action or other act be effected.
- c). That an alteration of a regulation or ruling be effected.
- d). That full reasons behind a particular administrative action or other act be given.

In carrying out these statutory obligations, the Commission will seek the reason for a decision, ensure that the organization was fully aware of the complainant's circumstances and check that the decision or action has been taken having regard to those circumstances. Many complainants and organizations interpret this to mean that the Commission is acting as the complainant's advocate. This is a Misconception of the position of the Commission. The ascertainment of these facts is an integral part of the Commission's investigation of the case and is crucial in the resolution of the complaint, particularly as it is a frequent basis of complaint that the officer had already made up for.

Report of 650 complaints were received for 2020/2021, a decrease of 59 (8.3%) compared to the previous year when 709 were received. However, the first quarter of the year coincided with the first Covid lockdown, during which there was a significant fall in complaints compared with historical trends.

Of the 650 complaints received 67 (10.3%) progressed to the second and final stage of the complaint's procedure compared to 66 (9.3%) in 2019/2020.

The preferred access channel for customers to make a complaint is online (44%), with telephone (30%) and emails (26%). Customers are encouraged to use the online forms, where possible.

The Council also offers a translation and interpreting service for users of Council services where the first language is not English or due to a disability or impairment, the customer requires alternative formats such as British Sign Language or large print.

## 2.0 BACKGROUND OF THE STUDY

Adamawa, as already noted, is one of the six states forming the northeast geo-political zone of Nigeria. It lies between latitude 7<sup>0</sup> and 11<sup>0</sup> N of the equator and longitude 11<sup>0</sup> and 14<sup>0</sup> E of the Greenwich meridian. The state covers a land area of about 39,972 km<sup>2</sup> with a population of 3,168,101 according to the 2006 census. Adamawa State as it is today was carved out of the defunct Gongola State on August 27th 1991. Gongola State was itself carved out of the then North-Eastern State in February 1976. Yola, the capital city of Adamawa State, was founded by ModibboAdama in 1841 and had served as the headquarters of the pre-colonial Emirate of Fombina. Yola had also served as the seat of the then Adamawa Province from the colonial era to 1976. Since the creation of Gongola, and subsequently Adamawa State, Yola (and its twin settlement, Jimeta, 6km due north) became the capital of both the state and local governments of Yola North and South.

The River Benue divides Adamawa State into almost two equal halves; each half having varying types and extent of landforms, one of which is valleys/troughs; such as the River Benue and its tributaries like Rivers Gongola, Song and Kilange on the northern flank and Rivers Ini, Belwa and Faro on the southern bank. There are also lowlands lying generally immediate to the valleys and troughs especially in the central part of the state and upland plains such as areas immediate to or lying at the foot of hills and mountains. The upland plains form the largest landform type and also the most heavily dissected by numerous sharp and steep-sided streams of well-developed dendritic pattern. Other landform types are the hills/mountain ranges that constitute the most striking features in the state, generally appearing as grouped hills and mostly trending south to north particularly along the eastern borderlands of Nigeria and Cameroon. The Atlantika, Shebshi-Jangani Mountains in the southern part and the Muduru, Maiha-Gela and Mandara granitic mountain ranges in the north are the most prominent (Abdullahi, 2014)



**Table 1: The table below shows the Senatorial Districts distribution by Landmass and Populations.**

S/No	Senatorial District	LGA's	Total Landmass (Km2)	Population
1	Northern	Gombi, Hong, Madagali, Maiha, Michika, Mubi North, Mubi South	9290.11 (23.55%)	998,946 (31.42%)
2	Southern	Demsa, Ganye, Jada, Lamurde, Mayo Belwa, Toungo	16,320 (41.37%)	924,577 (29.08%)
3	Central	Fufore, Girie, Guyuk, Shelleng, Song, Yola North, Yola South	13,840.83 (35.08%)	1,255,691 (39.50%)

Sources: \*The LGA contested its 2006 Census figures as released by National Population Commission

## 2.0 LITERATURE REVIEW

The word ombudsman consists of two parts: ombuds, meaning representative; and man, a gender-non-specific term meaning the people. Historically, an ombudsman has been the representative of the people in dealings with bureaucracy. In Quebec the ombudsman is referred to as "The Protector of the Citizens"; while in France the ombudsman is called "The State Mediator". Ombudsmen are generally concerned with the fair treatment of members of their constituency by the bureaucracy or agency they oversee. Ombudsmen are generally characterized as being independent, impartial, and neutral advocates neither for the agency nor the complainant, but rather for the principles of administrative fairness (Fowlie, 2008)

(Sultana, 2007) sees ombudsman is an institution established under the constitution or by the legislature that receives and investigates complaints reported by individual citizens against any government and institution and recommend corrective actions. The United States Ombudsman Association (Fajonyomi, 2012), (USOA) also provides a comprehensive definition of Ombudsman thus: an independent, impartial public official with authority and responsibility to receive, investigate or informally address complaints about government actions, and, when appropriate, make findings and recommendations, and publish reports.

According to International Ombudsman Institute (n.d.), ombudsman is the office of a person who has been appointed or elected pursuant to an Act of the legislature; whose role is to investigate citizen complaints concerning administrative acts or decisions of governments' agencies from which the ombudsman is independent; and who makes recommendations to the legislature as an officer of that body.

### Types of Ombudsmen

The following constitutes the various types of Ombudsmen, include Classical Ombudsman, Organizational Ombudsman, Advocate Ombudsman, Hybrid Ombudsman, Legislative Ombudsman, Executive Ombudsman, Media Ombudsman, Private Sector Ombudsman, Specialty, Single-Purpose, or Single-Sector Ombudsman will be discussed in detail to expatiate on the literature.

In a study of the ombudsman institutions in the European Union, (Heede, 2000 ) developed five theoretical models of ombudsman. These models are ideal types that contain some clear-cut rules and regulation of different ombudsman plans. The models differentiate the ombudsman plans by seven aspects namely: access, mandate in organizational sense, and mandate in functional sense, review criterion, investigative powers, decision, and enforcing powers. For access, it refers to what kinds of individual or party have access to the Ombudsman, whether the institution has its own initiative to investigate and if the decision of the ombudsman can be reviewed by the court or the legislature. Mandate refers to the types of organization and the kinds of elements or activities of the organization are investigable. Review criterion is about whether the institution is empowered to conduct legality review or non-legality review. Powers of investigation concerns about the extent of power that the ombudsman has during the process. As for decision, the ombudsman should be empowered to mediate and to issue recommendation for correction, request a new decision or request compensation for damages, if his function is to address grievances (Heede, 2000 ). These institutions according to Alemika (2015) promote and protect individual rights, encourages more efficient public administration, provide a cost-effective dispute resolution mechanism, bridge the gap between the government and the public, promote cooperation instead of litigation, allow increased citizens access to dispute resolution.

USOA (1995) cited in Najmul (2011) aptly observed that the "ombudsman office is a paradox, being both powerful and powerless at the same time" because, on one hand, he or she has extensive powers to investigate, to subpoena and examine witnesses and documents, to visit a site or office, and to determine whether a complaint is justified, but on the other hand, as noted earlier, he or she does not have the power to make any public agency or official to accept his or her recommendation.

However, the minimum characteristics, powers and functions of the institutions are captured by the definition proposed by the International Bar Association in (1974) cited in Alemika (2015:2)



who defines an Ombudsman institution irrespective of the names they are called as:

*“An office provided by the constitution or by the action of the legislature or parliament and headed by an independent high-level public official who is responsible to the legislature or parliament, who receives complaints from aggrieved persons against government agencies, officials and employees or who acts on his own motion, and who has the power to investigate, recommend corrective action, and issue reports.”*

From the above definitions, it shows that the features of Ombudsman include, independent of government, responsible for making sure that administrative practices and services of public bodies are fair, reasonable, appropriate and equitable and able to conduct confidential investigations that are non-threatening and protect complainants against retribution.

### Conceptualizing Conflict

Conflict is a universal phenomenon and not a preserve of one region, group, religion or race. Peace researchers are not in agreement on the meaning of the concept of conflict. Conflict is a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals. Oyeshola (2005) proposes that there is conflict, ‘when there is a sharp disagreement or clash, for instance, between divergent ideas, interests of people and nations’. He asserts further that conflicts are universal yet distinct in every culture. It is common to all persons yet experienced uniquely by every individual. It is a visible sign of human energy and often the result of competition for resources.

Diez, Stetter & Albert (2006) defines conflict in broadest terms to denote the incompatibility of subject positions. This definition emphasizes the opposition or incompatibility at the heart of the conflict, and initially leaves open the exact nature of these incompatibilities, i.e. whether they are between individuals, groups or societal positions; whether they rest in different interests or beliefs; or whether they have a material existence or come into being only through discourse.

Conflicts at any level arise from divergence of interests, desires, goals and values aspirations in the competition for resources to meet impressing demands in social life in a defined socio-physical environment (Albert, 2001). As a matter of fact, man in a socio-physical environmental lives in continuous process of dependence and interdependence which often produces contradictions and conflicts. Thomen (2006) defines conflict as the process which begins when one party perceived that the other is trying to frustrate him or her. It involves situation in which differences are expressed by interdependent people in the process of achieving their needs. It also arises when a difference between two or more people necessitates changes in at least one person in order for their engagement to continue and develop.

Furthermore, Baldrige (2007) opines that conflict is a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralize, injure, or

eliminate the rivals. It strains relationship, and that in turn evokes emotions that progresses to conflict (Akpuru-Aja, 2009). Robert (1972) cited in Ikejiani-Clark & Agbo (2008) observes that conflict emerges whenever two or more persons seek to possess the same object, occupy the same space of the same exclusive position, play incompatible roles, maintain incompatible goals, or undertake mutually incompatible means for achieving their purposes. Tauhidul (2013) sees conflict as a struggle over values or claims to status, power, and scarce resources, in which the aim of the conflicting parties are not only to gain the desired values but also to neutralize, injure, or eliminate their rivals. He went further to add that in the process of conflict, an aggrieved group may violently attempt to eliminate the other. This has serious implications in the struggle for socio-economic and political conflict between nations and ethnic groups.

Isola (2011) argues that the people with negative connotation of conflict tend to handle conflict in a destructive way with negative effects. A conflict is said to have become destructive when it exceeds the limit imposed by societal consensus. In a destructive conflict, process of conflict escalation is toward mutual attacks and efforts to destroy each other, there are misjudgments and misperceptions and situational entrapment in which the conflict becomes unduly magnified. Such a situation endangers decent human survival. Most of the conflict in Nigeria today have definitely exceeded society consensus and can only be said to be negative or destructive conflict. However, handled correctly, conflict can benefit individuals and organization’s by producing stronger, more resilient working relationship, improving creative output and generating innovative solutions (Omoluabi, 2001).

Conflict is a process of interaction between two or more parties that seek to thwart, injure or destroy their opponent because they perceive they have incompatible goals or interests (Kalu 2003). Stanger (2011) defines conflict as a situation by which two or more human beings desire goals which they perceive as being attainable by one of the other but not by both. According to Akumuo (2003) conflict is an inevitable circumstance that happens in all spheres of life. It cannot be totally eliminated from life activities but it can be controlled.

From the literature reviewed above, it is obvious that conflict can be seen as clash between individuals arising out of difference in thought process, attitudes, understanding interests, requirements and even sometimes perceptions. It is a natural phenomenon in all human or organizational relationship. Conflict is therefore a part of life and often a part of growth and change. We can live with it, which implies learning about it, making choices and seeking to transform it in a creative way or we can live in it, and allow it to undermine objective or become destructive.

### Conceptualizing Conflict Resolution

Conflict resolution is seen by Miller (2003) as a variety of approaches aimed at terminating conflicts through constructive solving of problems, distinct from management or transformation of conflict. Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of



conflicts and retribution (Wallenstein, 2018). It is the use of non-violent resistance measures by conflicting parties to promote effective resolution of disputes (Reychler & Langer, 2006).

Mitchel & Banks (1996) cited in Best (2006) submits that conflict resolution is an outcome in which the issues in an existing conflict are satisfactorily dealt with through a solution that is mutually acceptable to the parties, self sustaining in the long run and productive of a new, positive relationship between parties that were previously hostile adversaries; and process or procedure by which such an outcome is achieved. Best (2006) added that in principle, conflict resolution connotes a sense of finality, where the parties to a conflict are mutually satisfied with the outcome of a settlement and the conflict is resolved in a true sense of it. Some conflicts, especially those over resources, are permanently resolvable.

Conflict resolution is a more comprehensive term, which implies that the deep-rooted sources of conflict are addressed and transformed. This implies that behaviour is no longer violent, attitudes are no longer hostile, and the structure of the conflict has been changed (Ramsbotham, Woodhouse & Miall 2011). Conflict resolution is a relational approach to handling conflicts. It is a process in which interpersonal communication is used to get the parties to a conflict to reach an amicable and satisfactory point of agreement (Albert, 2005; Omoluabi, 2001).

Hilal (2011) maintains that conflict resolution as a discipline of peace study lays emphasis upon that all conflicts of human society should have to be resolved by peaceful and non-violent methods such as, through diplomacy, communication, negotiation, summits conciliation, arbitration, mediation and through cooperative and confidence-building measures. Therefore, it can be said that conflict resolution is the best mechanism towards social justice, peace, harmony, cooperation and world brotherhood.

Miall (2004) posits that during conflict resolution, it is expected that the deep-rooted sources of conflicts are addressed and resolved and hostility should cease. Gawerc (2006) views conflict resolution as an outcome in which the issue in existing conflict are satisfactorily dealt with through a solution that is mutually acceptable to the parties, self-sustaining in the long run and productive of a new positive relationship between parties that are previously hostile to one another.

From the above reviewed literature, conflict resolution harps on the fact that in any organization, conflict is inevitable. Conflict resolution is the formal or informal process that two or more parties employ to find a peaceful solution to their dispute. Conflict resolution serves as an avenue and or platform for two or more parties to find a peaceful solution to disagreement among them. The disagreement may be personal, financial, political or emotional.

### Conceptualizing Good Governance

Many conceptions of good governance abound, as summarized by Rothstein (2014) from good governance as small government to good governance as the absence of corruption, to good governance as the rule of law, good governance as democracy, to good governance as government efficiency, etc. Indicators of Good Governance according to United Nations (2016) are Participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, and accountability. However, the Council of Europe (2008) on its own part went beyond the prescriptions of the United Nations. Its Council of Ministers; in 2008, identified and endorsed 12 principles and related tool of Good Governance. These are:

- i. fair conduct of elections, representation, and participation
- ii. responsiveness
- iii. efficiency and effectiveness
- iv. openness and transparency
- v. rule of law
- vi. ethical conduct
- vii. competence and capacity
- viii. innovation and openness to change
- ix. sustainability and long-term orientation
- x. sound financial management
- xi. human right, cultural diversity and social cohesion
- xii. accountability

Whatever else governance could be, it must include a democratic content, it must be participatory, with bottom-up processes and it must have inclusivity. Its framework is necessarily democratic, it is governance within a constitutional framework and based on the rule of law, as well as circumscribed by universal rights and freedoms (Jega, 2021).

Good governance is seen by Ifiemi (2016) and Obasa (2016) as the process of making and implementing decisions. It is not about making 'correct' decisions, but about the best possible process of making decisions for the overall interest of the people. Good decision-making process and good governance share several characteristics: They all have a positive effect on various aspects of the government including consultations with the people, policies that are people-oriented, and programmes that provide the platform for developing society. Similarly, Auslan (2005) defined good governance as the manner in which power is exercised in the management of a country's economic and social resources for development. Good governance reinforces protection of fundamental human rights and provides playing ground that shape government's action and other political and social actors in the society (Saikia, 2013).

According to Otoghile, Igbafe & Aghontaen (2014) good governance is the rightly exercising of authority, the ability to problem-solving and conflict resolution, the capacity to manage resources efficiently for development, and high level of responsiveness to the needs and the interest of the citizens. The United Nations Development Programme cited in Cheung (2007)



addressed the concept of good governance as participatory, transparent, accountable and efficient. It promotes the rule of law and equal justice under the law. It also recognizes that governance is exercised by the private sector and civil society, as well as the state. The Office of the United Nations Commission on Human Rights (2007) also defines the concept in a similar way but added the responsiveness of government to the needs and aspiration of the people.

Good governance is, among other things, about being participatory, transparent and accountable. Good governance is described as the government of the society (Kola et al., 2017). This is more so, since effective governance means the capacity of the state, through its power of determinism or, authoritative allocation of scarce critical societal resources to deliver the basic necessities of life to the governed and, equally facilitate the process of economic development (Akindele et al, 2012). Good governance has also been defined as the process of allocating resources through the instrumentalities of the state, for the attainment of public good. Thus, good governance includes institutional and structural arrangements, decision making processes, policy formulation and implementation capacity, development of personnel, information flows and the nature and style of leadership within a political system (Policy and Legal Advocacy Centre, 2016).

In any case, good governance came to mean the absence of bad governance. Characteristics of “bad governance” are identified as: lack of accountability and transparency, interference with the rule of law and corruption. Indeed, bad governance is perceived as the inability of public institutions to manage public affairs and public resources; and the failure of a government to meet the needs of society while making the best use of all the resources at their disposal (Jega, 2021).

However, despite all the differences, a common understanding of the term good governance is that, it is the exercise of power and decision-making for a group of people bearing in mind the principles of accountability, effectiveness and efficiency, participatory, transparency, responsiveness, consensus-oriented, and equitable (Economic Commission of Africa 2012). Thus, good governance is characterized by participation, rule of law, transparency, responsiveness, equity, inclusiveness, effectiveness, efficiency and accountability (Ewuim, Nnamani & Eberinwa, 2014).

From the literature reviewed above, the concept of good governance harps on rule of law, equity and fairness which the Public Complaints Commission seeks to achieve in promotion of conflict resolution.

### Theoretical Framework

This study adopts Structural Functional Theory as its theoretical framework. The Functionalist theory has its origins in the works of Emile Durkheim (1893) who was especially interested in how society remains relatively stable. Other notable theorists include

Herbert Spencer (1896), Robert Merton (1949) & Talcot Parsons (1977). Functionalism underscores the principle of organic relationship between the various structures/units existing in a system in terms of their functions. Hence any flaw in a part of the system creates problems, imbalances and obviates appropriate outcome. It is noteworthy that functionalism fosters a perspective on the vision of work, respect for jurisdictional boundaries as well as mutual cooperation and supervision (Udenta 2009).

Structural functionalism theory is a general theory concerning the explanation of social reality which posits that organization, units, and parts thereof and social forces in general should be approached, assessed, and/or examines from the point of view and functions explicit as well as implicit. However, the originators of this theory are Verma and Talcot Parsons, who posits that when conflict does arise, it is settled by the judiciary system and does not therefore, lead to the disintegration of the social system (Ebiziem & Amadi, 2015). This is a general theory which posits that organizations, units and parts thereof and social forces in general should be approached, assessed and/or examined from the point of view and functions- explicit as well as implicit.

The adoption of structural-functional theory in this study is informed by its aptness in providing a systematic explanation of the basic variables which this study interrogates. Since public complaints commission is often regarded as an integral part of public sector transformation and given the complex nature of modern government and the need to restore the dignity of man through the enthronement of the rule of law and the protection of the individual and the organization against administrative injustice through the investigation and resolution of complaints against government and private sector organizations and their officials.

### 3.0 METHODOLOGY

This study will critically know of Role of Public Complaints Commission (Ombudsman) on Conflict Resolution and Promotion of Good Governance in Adamawa State and its antecedent implications with the performance of workers of Public Complaints Commission Adamawa State as a case study. Hence this study will look at various areas of interest like the research design, sources of data, location of the study, population, target population, sampling technique, method of data collection and distribution, method of data analysis, etc.

The study will cover the Thereafter, the selected 6 local government councils were further divided into different strata of departments using stratified sampling techniques (Administration, Treasury, Agriculture, Works, Education and Health Departments). The tables below illustrate the sample size of the various departments of the selected local government councils of Adamawa State.



**Table 2: Summary of the Sample Size and Population of the Six (6) Focused Local Government Councils Staff on Departmental Basis.**

Departments	Population	Sample
Admin	654	47
Treasury	768	53
Agric	398	27
Education	586	42
Works	682	48
Health	1,258	84
<b>Total</b>	<b>4,344</b>	<b>300</b>

Source: Researcher’s Field Work, 2022.

The table above indicates the sample size and population of Local Government Councils Staff on departmental basis drawn through mixed method sampling techniques (simple random, systematic, stratified and purposive sampling techniques). The methods used in arriving at the sample in the above table is the purposive sampling. The plan will be employed to safeguard unforeseen circumstances that may come up during the field work. Thereafter, each department was grouped into strata and the above total sample of 300 respondents was recorded. From the table above, administrative department was allocated 47 questionnaires, Treasury department was given 53, Agric department was assigned 27 questionnaires, Education department was assigned 42 questionnaires, Works department was allocated 48 questionnaires and Health department was given 84 questionnaires. It is logical and scientific to assign more questionnaires to departments with large population.

**Table 3: Summary of the Sample Size and Population of the four (4) Focused Ministries on Departmental Basis.**

Departments	Population	Sample
Admin	760	34
Information Unit	378	24
Account	378	16
Statistics	311	17
Legal	160	9
<b>Total</b>	<b>1,987</b>	<b>100</b>

Source: Researcher’s Field Work, 2022.

The table above indicates the sample size and population of Ministries Staff on departmental basis drawn through mixed method sampling techniques (simple random, systematic, stratified, and purposive sampling techniques). The methods used in arriving at the sample in the above table are as follows. First, writing out the names of Staff of various departments listed above on a piece of paper. Second, shuffling them continuously and picking each after shuffling until the sample size was attained. Thereafter, each department was grouped into strata and the above total sample of 100 respondents was recorded. From the table above, administrative department was allocated 34 questionnaires, Information Unit was given 24, Account department was assigned 16 questionnaires, Statistics department was assigned 17 questionnaires and Legal department was allocated 9 questionnaires. It is logical and scientific to assign more questionnaires to departments with large population. The

analysis of data for the study will involve the use of a combination of descriptive as well as statistical techniques which are presented in form of tables, percentages and frequencies. This method is believed to help organize, describe and represent data in logical ways.

In an attempt to find solutions to the above objectives the research answer the following research questions; what are the conflict resolution methods, how effective are the methods of conflict resolution, what are factors that hinders the activities of Public Complaints Commission on conflict resolution, how does the existing legal framework of Public Complaints Commission constitute an obstacle, what can be done to improve the performance of Public Complaints Commission on conflict resolution and promotion of good governance in Adamawa State, 2015-2021?

The Scope and Limitations of the study is concerned with the appraisal of the role Public Complaints Commission on conflict resolution and promotion of good governance in Adamawa State, 2015-2021. The justification of this period is predicated on the fact that the period serves as a point of reference that disposes the intensity and frequency of Public Complaints Commission’s involvement in resolution of conflict bordering on administrative infractions and maladministration in Adamawa State.

### 5.0 LIMITATIONS OF THE STUDY

The major limitation of this work is the geographical coverage, that is, only six (6) out of the twenty-one (21) local government areas of Adamawa State were to be covered by the study. Also, only six (6) out of the thirty (31) Adamawa State Ministries, Departments and Agencies were expected to be covered by the study. However, our hope is that this work will serve as the beginning of more studies to unravel the Role of Public Complaints Commission (Ombudsman) on Conflict Resolution and Promotion of Good Governance in Adamawa State.

The second limitation of this work has to do with the attitude of some respondents who are either absent from office very often or feeling very reluctant to sit down and attend to our research assistants. The third limitation is accessibility to some principal actors as well as their unwillingness to provide relevant and valid information. The fourth limitation is logistics, due to the difficult terrain of the region and financial constraints. However, these problems were overcome through the cooperation received from the Research Assistants and the researchers’ commitment and dedication to the research work.

### 6.0 SIGNIFICANCE OF THE STUDY

Given the importance of Public Complaints Commission in governance process, this study is significant because it will create an awareness, additive value, and understanding of the services provided by the Commission. It will also critically review the activities and performance of the Commission during the period under review. This study is also significant in that the findings and recommendations will greatly aid the optimal performance of



Public Complaints Commission in Nigeria and Adamawa State in particular. It will also be useful to the students, academics, public servants and decision makers in public and private sectors organizations and will be relevant to other researcher who wishes to further research on the topic.

## 7.0 CONCLUSION

Findings of the analysis of our data, will hereby be draw the following conclusions. Possible findings will show that the Public Complaints Commission, Adamawa State is working but, not as efficiently and optimally based on the research and provisional statistics of the Commission as contained in the Annual Reports (2015-2021). The number of reported cases, resolved and pending is abysmally incomparable to the level of administrative injustices inflicted on the vulnerable people in the State. This may be to many people who are not aware that the Commission constitutes a veritable platform to seek redress and ventilate their grievances and to get justice from abuse of power from government ministries, departments and agencies and private organizations. Other discoveries may be silent of the research that although the Public Complaints Commission was established by the enabling Act of the National Assembly, the recommendations of the Commission are not binding. The Act does not give adequate constitutional powers to the Commission. This hinders the Commission to effectively and efficiently discharge it statutory function of conflict resolution and promotion of good governance in Adamawa State. No doubt, due to the area of study the activities and presence of the Commission may largely not be felt in the rural areas and other security prone zones of Adamawa State.

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