MINISTRY OF TRADE, INVESTMENT AND TOURISM

COMPLAINT MANAGEMENT REPORT SUMMARY

Reporting Period: January 2024 – December 2026
Report Type: Annual/Year 4 Cumulative

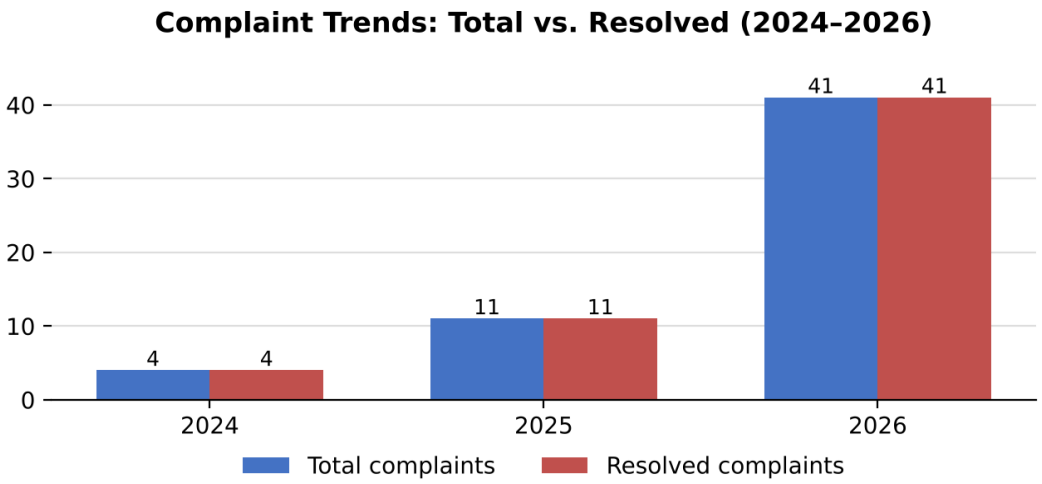
This report presents a summary of complaints received and addressed through the Gombe State Grievance Redress Mechanism (GRM) relating to the inter-state movement of goods and other trade-related services. It provides an overview of complaint trends, the nature of issues reported by traders and transporters, and the corrective actions implemented over the reporting period, including the 2026 reporting year. The report also highlights resolution performance and institutional learning to support continuous improvement in trade facilitation and regulatory compliance.

1. Overview of Complaints

Over the three-year period (2024–2026), a total of 56 trade-related complaints were recorded: 4 in 2024, 11 in 2025 and 41 in 2026. All 56 complaints were resolved and closed, with none remaining unresolved or pending verification. There were no cases classified as unknown, resulting in a 100% resolution rate across all reported complaints.

Below is an overview of trade-related complaints received over the three-year period.

- **Total Complaints:** 56 (2024: 4; 2025: 11; 2026: 41)
- **Resolved:** 56
- **Unresolved:** 0
- **Unknown/Pending Verification:** 0



The number of complaints received in 2026 is nearly four times the 2025 figure, reflecting wider use of the GRM platform by traders and transporters. Complaints were received from all 11 Local Government Areas of the State, and resolution performance remained strong, as summarised below.

Table 1: Key 2026 Performance Indicators

Indicator	2026
Complaints received	41
Complaints resolved and closed	41 (100%)
Average resolution time	5.5 days
Median resolution time	4 days
Complaints resolved within 7 days	35 (85%)
Complaints reporting a financial loss	27
Total amount reported by complainants	₦146,500
LGAs from which complaints were received	11 of 11

2. Nature of Complaints

2.1 Complaints in 2024 and 2025

The main issues reported in 2024 and 2025 are categorised below with brief descriptions and the number of cases in each category.

- **Overcharge / Excess Levy:** Covers complaints arising from charges imposed above approved rates, including excess levies, duplicate payments, and incorrect fee application.
- **Administrative / Approval Delay:** Includes delays in the processing or issuance of permits, licenses, clearances, and other trade-related approvals affecting business operations.
- **Multiple Taxation / Conflicting Levies:** Relates to instances where traders were subjected to overlapping or inconsistent levy demands by different authorities for the same activity.
- **Market Stall Allocation Dispute:** Encompasses complaints concerning perceived unfairness or administrative errors in the allocation or reassignment of market stalls.

Table 2: Nature of Complaints, 2024 and 2025

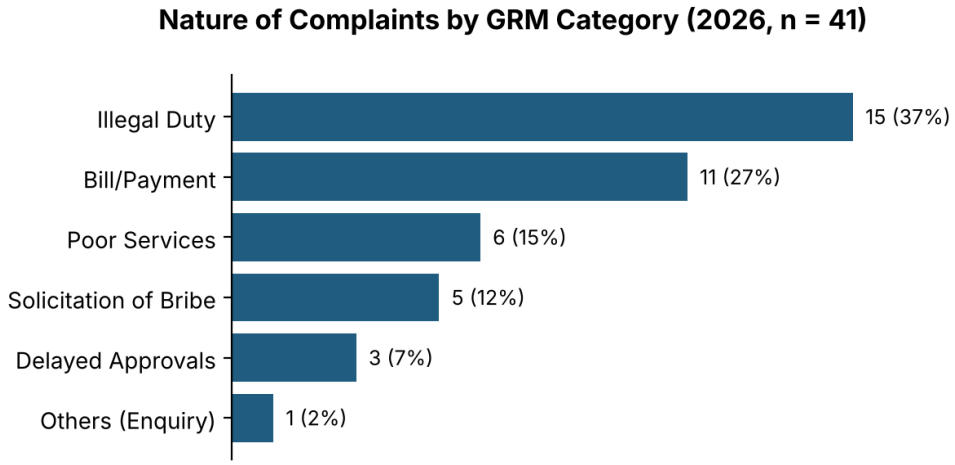
Category	2024	2025	Total
Overcharge / Excess Levy	1	3	4
Administrative / Approval Delay	1	3	4
Multiple Taxation / Conflicting Levies	1	2	3
Market Stall Allocation Dispute	1	3	4
Total	**4**	**11**	**15**

2.2 Complaints in 2026

In 2026, complaints were classified on the GRM platform under the categories below. Thirty-seven of the 41 complaints (90%) related to inter-state trade levies at checkpoints and collection points; the remaining four concerned business name registration and a request for information.

Table 3: Nature of Complaints, 2026

Category	Description	No.	%
Illegal Duty	Levies demanded where no charge applies: goods merely passing through the State, empty return vehicles, items outside the approved levy schedule, goods already assessed, collection by unauthorised persons, and roadside payment demands.	15	37%
Bill/Payment	Charges above the approved rate, duplicate levies on the same consignment, incorrect quantities used in assessment, wrong receipts, and payment made without clearance being issued.	11	27%
Poor Services	Delays in issuing levy receipts, harassment during collection, and officers failing to explain or show the approved tariff.	6	15%
Solicitation of Bribe	Requests for unofficial payments at checkpoints, or for cash outside the approved payment channel.	5	12%
Delayed Approvals	Delays in business name registration and issuance of registration certificates.	3	7%
Others	Enquiry on whether haulage fees are charged on goods transiting Gombe State.	1	2%
Total		**41**	**100%**



Key observations from 2026:

- Most levy complaints concerned how levies were applied (wrong goods, wrong quantities, repeat charges, missing receipts) rather than the approved rates themselves.
- The same complaint types recurred during the year; for example, levies demanded on goods already assessed were reported in January, June and November.
- Delays in business name registration emerged as a new issue in October and November and took the longest to resolve (an average of 16 days, against 4–5 days for levy-related complaints).
- Monthly intake was steady at three complaints a month from January to September and rose to seven in each of October and November.

3. Corrective Actions Taken

Under the SABER Program, the State implemented targeted corrective actions to ensure that trade-related complaints are systematically received, tracked, and resolved through an operational and effective complaints management mechanism.

Organizational Measures

- **Enforcement of Accountability Measures:** Complaints involving unethical practices, including solicitation of bribes and misconduct, were reviewed through established administrative channels, with appropriate corrective actions applied in accordance with the State Public Service Rules.
- **Management-Level Oversight:** Supervisory responsibility for complaint resolution was reinforced within MDAs providing trade-related services, ensuring that reported issues were addressed at both operational and managerial levels.
- **Capacity Building of Complaints Desk Officers:** Designated officers received guidance on complaint handling protocols, documentation requirements, and citizen engagement to improve responsiveness and consistency.

Procedural and System Improvements

- **Standardized Complaint Handling Process:** The State strengthened procedures for complaint intake, categorization, escalation, and closure to ensure uniform handling of trade-related complaints across MDAs.
- **Enhanced Monitoring and Follow-Up:** Complaints data were reviewed periodically to monitor resolution timelines, identify recurring issues (e.g. billing/payment and delays), and trigger corrective interventions.
- **Clarification of Trade-Related Service Standards:** Official fees, approval timelines, and service requirements were reinforced within MDAs to reduce discretionary practices that could lead to overcharging or undue delays.
- **Documented Closure of Complaints:** All resolved complaints were formally closed in the system, ensuring traceability and completeness of records for verification purposes.

Specific Corrective Actions in 2026

- **Refunds and Cancellation of Excess Charges:** Where overcharging or duplicate levies were confirmed against the approved tariff and payment records, the excess or duplicate charges were cancelled and refunds initiated.
- **Discontinuation of Non-Applicable Charges:** Charges on goods merely passing through the State, on empty return vehicles and on items outside the approved schedule were stopped, and enforcement teams were instructed accordingly.
- **Removal of Unauthorised Collectors:** Persons collecting levies without authorisation at market entrances were removed, and monitoring of collection points was strengthened.
- **Receipting and Clearance:** Receipts were reconciled with payment records, corrected or outstanding receipts were issued, and checkpoint supervisors were directed to confirm payments and issue clearance promptly.
- **Tariff Transparency:** Checkpoint officers were directed to display and explain the approved tariff to traders on request.

- **Anti-Bribery Measures:** Reports of unofficial payment demands were referred for investigation, and officers were reminded that only approved charges may be collected, through approved payment channels and with receipts issued.
- **Officer Conduct:** Officers involved in harassment were cautioned, and sensitisation on proper conduct was carried out for enforcement teams.
- **Inter-Agency Referral:** Repeated payment demands by road enforcement officers along the Gombe–Bauchi road (Lawanti) were referred to the relevant road enforcement authorities for investigation.
- **Business Registration:** Delayed business name applications were reviewed; one certificate was issued and the other applicants were updated on the status of their applications.
- **Public Clarification:** The Ministry confirmed to an enquirer that haulage fees are not charged on goods simply for passing through Gombe State.

These actions contributed to the resolution of all trade-related complaints received during the reporting period.

4. Year 4 Cumulative Progress & Learning

This section presents a cumulative assessment of the State's performance on trade-related complaints management over the four-year implementation cycle.

Comparative Performance Summary (Year 1 – Year 4)

- **Year 1:** Establishment of basic complaint intake channels for trade-related grievances, with limited standardization and inconsistent resolution timelines.
- **Year 2:** Strengthening of operational procedures, including clearer escalation pathways and improved inter-MDA coordination, resulting in higher resolution rates.
- **Year 3:** Consolidation and stabilization of the complaints management process, with consistent application of procedures and full resolution of all trade-related complaints received during the period.
- **Year 4:** Significant growth in use of the GRM (41 complaints, up from 11), coverage of all 11 LGAs, full resolution of all complaints with an average resolution time of 5.5 days, and a shift in the complaint profile towards levy administration at checkpoints.

Effectiveness of Follow-Up Measures

- Review of complaint trends indicates that earlier corrective actions have been effective in improving responsiveness and accountability.
- In 2026, 85% of complaints were resolved within seven days, showing that complaints are acted on promptly once received.
- The recurrence of the same checkpoint complaint types during 2026 shows that case-by-case directives need to be backed by routine field supervision and published levy schedules to prevent repeat incidents.

Outstanding Issues

- There are no unresolved or pending trade-related complaints carried over from earlier years.

- All 41 complaints received in 2026 were resolved and closed in accordance with established procedures.
- Follow-up items: the outcomes of complaints closed on referral (solicitation of bribes and road enforcement payment demands) should be tracked and documented; issuance of the remaining business name registration certificates and payment of refunds initiated should be confirmed.

Sustainability and Institutionalization

To sustain DLI 6 results and prevent recurrence of trade-related grievances, the State has committed to:

- Institutionalizing trade-related complaints management within routine MDA oversight and reporting frameworks.
- Continuing periodic sensitization of staff on ethical conduct and service delivery standards.
- Using complaint data and trend analysis to inform trade facilitation reforms and service improvements.
- Maintaining accessible and transparent complaint channels for businesses and traders.
- Publishing the approved inter-state levy schedule at collection points and on the GRM portal.
- Setting a service timeline for business name registration, and conducting routine quality checks of GRM records.

5. Summary Table

This table provides a high-level snapshot of the multi-year reporting cycle.

Year	Total	Resolved	Unresolved	Nature of Key Complaints	Major Corrective Actions	Remarks
Year 2 (2024)	4	4	0	Complaints largely related to overcharging at border points, delays in permit issuance, multiple levy demands, and market stall allocation concerns.	Refunds of excess charges, processing of delayed permits, clarification of applicable levies, and review of market stall allocation decisions.	Complaints were limited in number and resolved through direct administrative actions.
Year 3 (2025)	11	11	0	Predominantly overcharge/excess levy issues, administrative delays in approvals, conflicting levy demands, and disputes over market stall allocation.	Verification and enforcement of approved fee schedules, issuance of pending permits, inter-agency coordination on levy administration, and correction of allocation errors.	Improved handling of trade-related complaints with timely resolutions and clearer application of procedures.

Year	Total	Resolved	Unresolved	Nature of Key Complaints	Major Corrective Actions	Remarks
Year 4 (2026)	41	41	0	Predominantly illegal or non-applicable levy demands and billing errors at checkpoints (duplicate levies, overcharging, wrong receipts), poor service and solicitation of bribes by collectors, and delays in business name registration.	Cancellation of non-applicable and duplicate charges with refunds, removal of unauthorised collectors, receipt reconciliation, tariff display directives, investigation referrals and officer sensitisation, and expedited registration.	Nearly fourfold increase in complaints, all resolved; average resolution time of 5.5 days; coverage across all 11 LGAs.
Total	**56**	**56**	**0**			

6. Further Information & Support

For guidance on data definitions or reporting protocols, please contact:

- **Reporting Liaison:** Abdulkadir Abubakar Bello
- **Phone/Email:** 08068106225 / help@gombegrm.com
- **Internal Portal:** www.gombegrm.com



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