



# MINISTRY OF TRADE, INVESTMENT AND TOURISM

## COMPLAINT MANAGEMENT REPORT SUMMARY

Reporting Period: January/2024 – December/2025

Report Type: Annual/Year 3 Cumulative

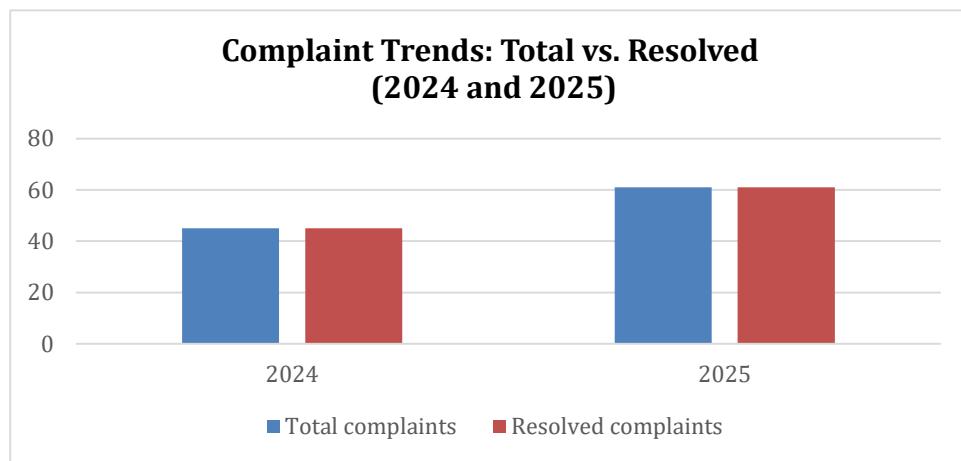
This report presents a summary of complaints received and addressed through the Gombe State Grievance Redress Mechanism (GRM) relating to the inter-state movement of goods. It provides an overview of complaint trends, the nature of issues reported by traders and transporters, and the corrective actions implemented over the reporting period. 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 two-year period, a total of 15 trade-related complaints were recorded. All 15 complaints were resolved, 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 a period of 2 years.

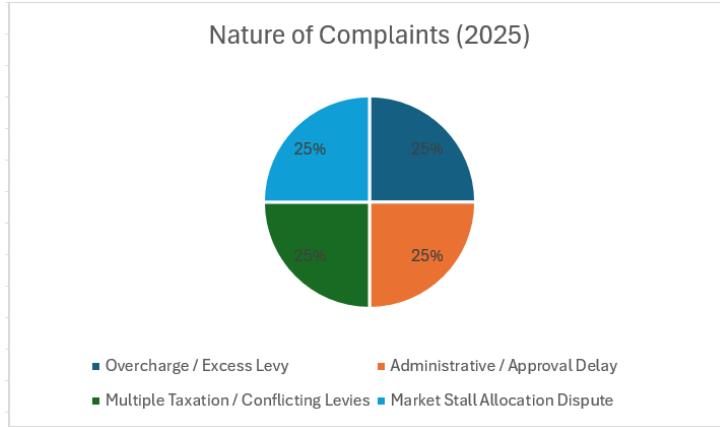
- Total Complaints: 15
- Resolved: 15
- Unresolved: 0
- Unknown/Pending Verification: 0



### 2. Nature of Complaints

The main issues reported are categorised below with brief descriptions and the total number of cases that fall within that 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.



### 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.

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

## 4. Year 3 Cumulative Progress & Learning

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

### Comparative Performance Summary (Year 1 – Year 3)

- **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.

### Effectiveness of Follow-Up Measures

- Review of complaint trends indicates that earlier corrective actions have been effective in improving responsiveness and accountability.
- High-frequency complaint categories were addressed through procedural clarification and increased management oversight, reducing recurrence.

### Outstanding Issues

- There are **no unresolved or pending trade-related complaints** carried over from earlier years.
- All complaints received within the reporting period were resolved and closed in accordance with established procedures.

### Sustainability and Institutionalization

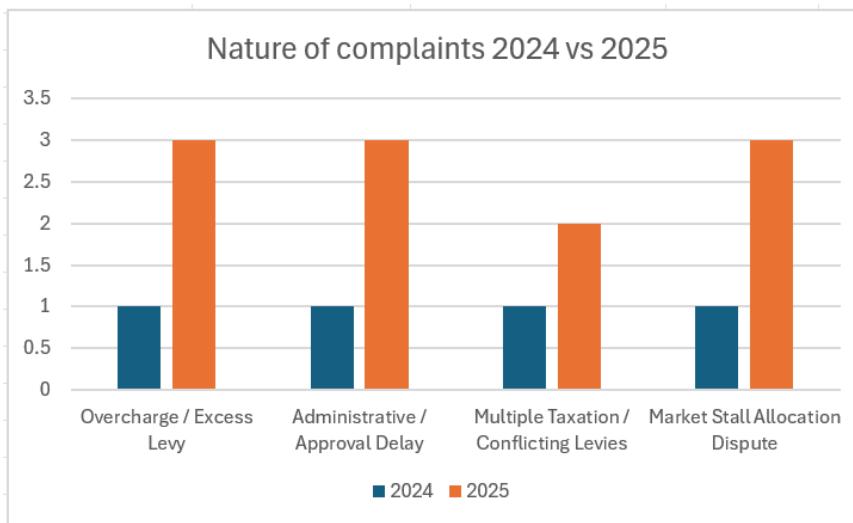
To sustain DLI 6 results and prevent recurrence of trade-related grievances, the State has committed to:

- 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.

## 5. Summary Table

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

Year	Total Complaints	Resolved	Unresolved	Nature of Key Complaints	Major Corrective Actions	Remarks
Year 2	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	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



## 6. Further Information & Support

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

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