

# **INTERSTATE TRADE GRIEVANCE REDRESS MECHANISM (GRM)**

Executive Summary & Statistical Analysis

**Reporting Period: January – December 2025**

Zamfara State Government  
Zamfara State Bureau of Public Procurement  
Interstate Trade Desk

December 2025

## EXECUTIVE SUMMARY

The Interstate Trade Grievance Redress Mechanism (GRM) of the Zamfara State Bureau of Public Procurement (ZSBPP) recorded strong operational performance during the 2025 reporting period, with all 17 grievances received resolved within the year and within the committed Service Level Agreement (SLA) turnaround time of 30 working days. The system demonstrated timely response, effective inter-agency coordination, and increasing institutional accountability across trade corridors.

The GRM played a critical role in reducing disruptions to the interstate movement of goods, improving trader confidence, and addressing enforcement, billing, and operational bottlenecks.

### Key Achievements

- **100% Resolution Rate:** All 17 grievances recorded during the reporting period were resolved within the year.
- **100% SLA Compliance:** All 17 grievances were resolved within the committed turnaround time of 30 working days, consistent with the monthly SLA Compliance Statistics Reports for January to December 2025.
- **Zero Unresolved Cases:** No complaints were carried forward beyond the reporting period, and none required escalation to Level 2 (the State TGRM Committee Chairman).
- **Timely GRM Response:** Nearly 90% of grievances were resolved within three days, demonstrating operational efficiency.
- **Multi-Agency Participation:** Trade, transport, revenue, security, and consumer protection agencies actively contributed to grievance resolution.
- **Enhanced Enforcement Accountability:** GRM interventions led to corrective actions including refunds, disciplinary measures, and compensation.

### Areas for Enhancement

- **Operational Delays:** Loading, checkpoint, and scheduling delays remain a recurring source of grievances.
- **Revenue and Billing Transparency:** Continued cases of overbilling and duplicate charges indicate the need for clearer fee structures.
- **Enforcement Conduct:** Harassment and misconduct complaints point to the need for sustained enforcement oversight and ethics reinforcement.
- **Systematic Prevention:** Limited preventive controls allow similar complaints to recur across trade corridors.

### Strategic Recommendations

- **Institutionalize Preventive Controls:** Use GRM data to proactively identify and address recurring operational bottlenecks.
- **Strengthen Levy and Billing Harmonization:** Standardize charges and automate billing processes to reduce disputes.
- **Enhance Enforcement Oversight:** Implement regular compliance monitoring and disciplinary tracking for enforcement agencies.
- **Expand GRM Awareness:** Improve trader awareness of grievance channels to encourage early reporting and faster resolution.

# STATISTICAL ANALYSIS

## 1. Overall GRM Performance Metrics

| Metric                              | 2025 Performance |
|-------------------------------------|------------------|
| Total Complaints Received           | 17               |
| Complaints Resolved                 | 17               |
| Complaints Unresolved               | 0                |
| Resolution Rate                     | 100%             |
| Committed Resolution Timeline (SLA) | 30 working days  |
| Complaints Resolved within SLA      | 17               |
| SLA Compliance Rate                 | 100%             |
| Average Resolution Time             | 2–3 days         |
| Cases Escalated to Level 2          | 0                |
| Cases Carried Forward               | 0                |

**Key Insight:**

The ZSBPP achieved complete in-year resolution of all grievances, each within the SLA timeline, reflecting a functional and responsive GRM system.

## 2. Nature of Complaints – Distribution by Category (2025)

| Complaint Category                     | Number of Cases | Share of Total |
|----------------------------------------|-----------------|----------------|
| Operational Delays & Checkpoint Issues | 6               | 35%            |
| Revenue, Levy & Billing Issues         | 5               | 29%            |
| Enforcement, Harassment & Misconduct   | 3               | 18%            |
| Administrative & Documentation Issues  | 1               | 6%             |
| Goods Handling & Damage                | 2               | 12%            |
| <b>Total</b>                           | <b>17</b>       | <b>100%</b>    |

**Analysis:**

Operational delays and revenue-related complaints account for over 60% of all grievances, indicating the need for improved process harmonization and billing transparency.

## 3. SLA & Resolution Timeline Performance

| Resolution Timeline            | Number of Cases | Percentage  |
|--------------------------------|-----------------|-------------|
| Resolved within 1–2 days       | 9               | 53%         |
| Resolved within 3 days         | 6               | 35%         |
| Resolved within 4 days         | 2               | 12%         |
| Exceeded SLA (30 working days) | 0               | 0%          |
| <b>Total</b>                   | <b>17</b>       | <b>100%</b> |

**Key Insight:**

Nearly 90% of complaints were resolved within three days, and every case fell well within the 30-working-day SLA commitment. No case required escalation to Level 2 (the State TGRM Committee Chairman).

**4. Monthly Complaint Trends (2025)**

| Month        | Complaints Recorded | Resolved within SLA | SLA Compliance (%) |
|--------------|---------------------|---------------------|--------------------|
| January      | 2                   | 2                   | 100%               |
| February     | 1                   | 1                   | 100%               |
| March        | 2                   | 2                   | 100%               |
| April        | 2                   | 2                   | 100%               |
| May          | 2                   | 2                   | 100%               |
| June         | 1                   | 1                   | 100%               |
| July         | 1                   | 1                   | 100%               |
| August       | 1                   | 1                   | 100%               |
| September    | 2                   | 2                   | 100%               |
| October      | 1                   | 1                   | 100%               |
| November     | 1                   | 1                   | 100%               |
| December     | 1                   | 1                   | 100%               |
| <b>Total</b> | <b>17</b>           | <b>17</b>           | <b>100%</b>        |

**Analysis:**

Complaints were evenly distributed throughout the year, indicating steady trade activity and consistent utilization of the GRM platform. The monthly figures correspond with the SLA Compliance Statistics Reports issued for each month of 2025, each of which records 100% compliance.

**5. Resolution Responsibility by Institutional Category**

| Institutional Group               | Number of Cases | Share       |
|-----------------------------------|-----------------|-------------|
| Trade, Commerce & Finance MDAs    | 6               | 35%         |
| Transport & Logistics Authorities | 5               | 29%         |
| Revenue Administration Agencies   | 3               | 18%         |
| Security & Enforcement Agencies   | 3               | 18%         |
| <b>Total</b>                      | <b>17</b>       | <b>100%</b> |

**Key Insight:**

The GRM functioned as a multi-agency coordination mechanism, with trade, transport, revenue, and security institutions actively engaged in grievance resolution.

## 6. Types of Corrective Actions Implemented

| Corrective Action Type             | Number of Cases | Percentage  |
|------------------------------------|-----------------|-------------|
| Operational Process Adjustments    | 6               | 35%         |
| Financial Corrections & Refunds    | 5               | 29%         |
| Enforcement & Disciplinary Actions | 3               | 18%         |
| Compensation for Damaged Goods     | 2               | 12%         |
| Administrative Corrections         | 1               | 6%          |
| <b>Total</b>                       | <b>17</b>       | <b>100%</b> |

### Analysis:

Corrective actions were largely preventive in nature, focusing on process adjustments and billing corrections rather than punitive enforcement.

# CONCLUSION

## Performance Assessment

During the 2025 reporting period, the ZSBPP achieved:

- 100% grievance resolution
- 100% compliance with the 30-working-day SLA
- Zero unresolved, escalated or carried-forward cases
- Short resolution timelines
- Effective inter-agency collaboration

## Strategic Outlook

To further strengthen service delivery, the ZSBPP should prioritize:

- Reducing checkpoint and loading delays
- Strengthening levy and billing harmonization
- Enhancing enforcement oversight and accountability
- Improving trader awareness of GRM channels

## Final Assessment

The Zamfara State Bureau of Public Procurement has established a credible and responsive GRM framework for interstate trade. Leveraging GRM data for system-wide reforms will reduce recurring grievances and support a more predictable, trader-friendly movement of goods across state corridors.

## For further information, contact

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