



Maritime Ports Reform in Nigeria:

Feedback from the OPS



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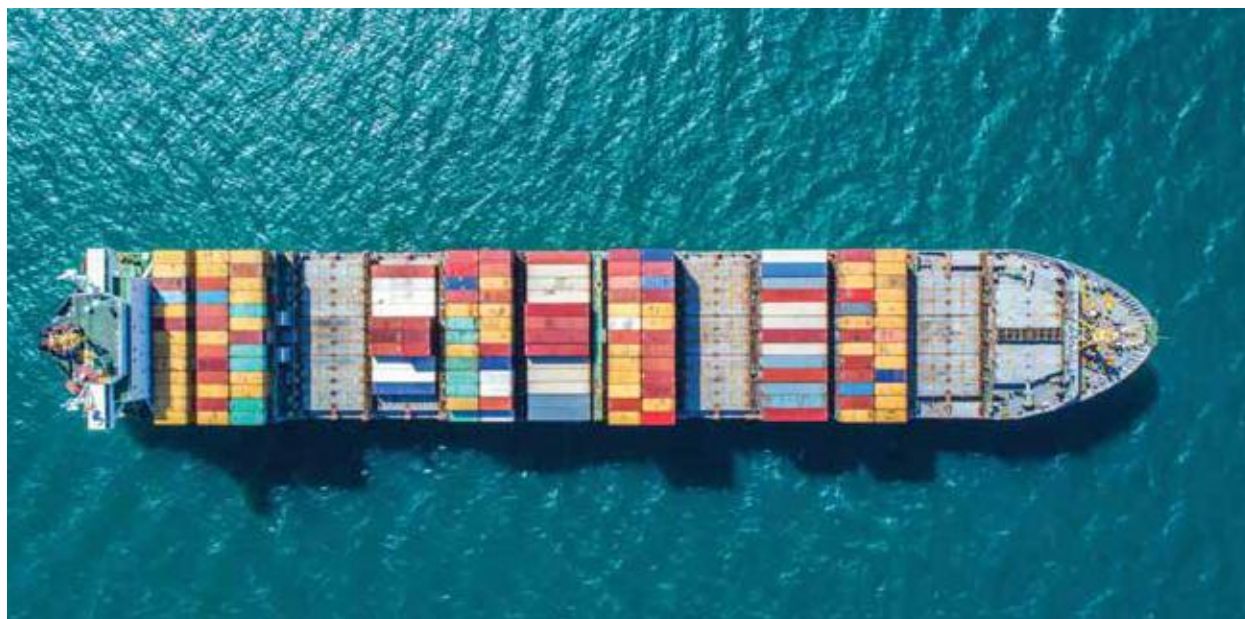


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Lists of Abbreviations

ASYCUDA	Automated System for Customs Data
BMO	Business Membership Organization
CIPE	Center for International Private Enterprise
CRFFN	Council for the Regulation of Freight Forwarding in Nigeria
CVFF	Cabotage Vessel Financing Fund
DSS	Department of State Security
FGN	Federal Government of Nigeria
FMOT	Federal Ministry of Transportation
FOU	Federal Operations Unit
IMO	International Maritime Organisation
LASTMA	Lagos State Transport Management Agency
LCCI	Lagos Chamber of Commerce and Industry
MAN	Manufacturers Association of Nigeria
MDA	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
NACCIMA	Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture
NAFDAC	National Agency for Food and Drug Administration and Control
NASME	Nigerian Association of Small and Medium Enterprises
NASSI	Nigerian Association of Small Scale Industrialists
NCS	Nigeria Customs Service
NDLEA	National Drug Law Enforcement Agency
NECA	Nigeria Employers Consultative Association
NEPC	Nigeria Export Processing Commission
NICIS	Nigeria Integrated Customs Information System
NPA	Nigerian Ports Authority
NSC	Nigerian Shippers Council
NSIA	Nigerian Sovereign Investment Authority
NSW	Nigerian Single Window
NTB	National Transport Bill
NTC	National Transport Commission
OPS	Organised Private Sector
PAAR	Pre-Arrival Assessment Report
PEBEC	Presidential Enabling Business Environment Council
PHB	Ports Harbour Bill
PPP	Public Private Participation
SON	Standard Organisation of Nigeria
SOP	Standard Operation Procedures
SST	Scanning, Sealing and Tracking
STOAN	Seaport Terminal Operators Association of Nigeria



Executive Summary

Over the last decade, Nigerian maritime port sector experienced concerted efforts by different stakeholders (Federal Government in collaboration with private sector and development partners) to reposition it for efficiency and global best practices.

For instance over the last two years, the present administration has focused on repositioning the ports through the National Action Plans on cross border trading coordinated by Presidential Ease of Doing Business Council (PEBEC) and the series of Presidential Executive Orders targeted at ports efficiency.

Previous governments, through different interventions such as the 2007 ports reforms led by Ngozi Okonjo-Iweala, also attempted to resolve the lingering challenges (i.e. infrastructure shortcomings, policy and regulatory inconsistencies, overlapping functions and duplication of roles among the MDAs, high incidence of corruption among port users, operators and government officials) militating against ease of doing business at the ports.

The past and ongoing reform efforts notwithstanding, the Nigerian ports continue to lag behind its pairs in West Africa and other parts of the world. Trading Across Border, a world bank indicator which measures the efficiency of ports rank Nigeria at 183rd out of 185 countries in 2017. Delay of Import/export processes, unofficial charges, human interface, technical breakdown and security concerns remain predominant in our ports and classified among the worst ports in the world.

We understand that the unhospitable operating environment of our ports will continue to hurt government's aspiration to grow the non-oil sector and

undermine the capacity of investors to maximise abundant trade and democratic opportunities in Nigeria. Consequently, The Lagos Chamber of Commerce and Industry (LCCI) in collaboration with the Organised Private Sector (OPS) and a development partner, The Centre for International Private Enterprise (CIPE) have been in the forefront of maritime ports reform through fact-based feedbacks, advocacy campaign and active stakeholders' engagement.

This report provides an update to our 2016 report titled "Nigeria: Reforming the Maritime Ports" with highlights of the present realities in our ports and gaps in the implementation of recommended policy measures for the attention/action of PEBEC and other relevant authorities.

Estimates from the research show that about 10,000 direct new jobs in the maritime port sector and approximately 800,000 jobs in the industry can be generated over a two-year period given a more efficient and productive maritime port system in Nigeria. These estimates are potentially feasible under the assumption that the ports can double its 2017 non-oil volume of 1.3 million TEUs within a period of 24 months and from that point, grow consistently at 15-25% annually. Our estimate shows that 25% improvement in port performance will ultimately translate to 2.1% increase of GDP.

In addition, the research also finds that about 2.5 trillion Naira in revenue is lost annually within the business community due to inherent inefficiencies in the ports. This has huge adverse implication to tax revenue, job creation and real economic activities. We are certain that the successful implementation of recommended reform measures will reverse this leakage in the near term.

To achieve the much-needed efficiency and productivity within the Nigerian Maritime Ports the following short, medium and long-term reforms/policy measures are essential:

01

Integrated Advance Cargo and Customs Clearance System:

Short term

Adopt and Implement an Integrated Advance Cargo and Customs Clearance system, with Scanning, Sealing and Tracking (SST) capabilities.

While some level of container scanning is currently in place, the proportion of activities for which scanning (estimated at about 10%) is used is too small to have any meaningful effect.

02

Implement /Enforce National Trade Data Centre:

Short term

The National Trade Data Centre has been established but not accessible by most stakeholders in the port.

The Centre should be readily accessible to all agencies, operators and stakeholders at all times and everywhere to eliminate valuation arbitrariness and inherent abuses.

03

Implement the use of Single Window Platform by all the relevant MDAs:

Short term

Reduction/elimination of multiplicity of agencies by the creation of a single clearance and payment desk is the most vital reform measure with an immediate cross-cutting positive impact in the port.

Only the customs duty is currently being paid through the window as other relevant agencies remain reluctant to key into the Single Window initiative.

04

Enforce the Reduction of the number of MDAs and security formations at the Ports:

Short term

The number of public sector agencies/departments at the ports is now 12 and need to be reduced to 8 in line with Presidential Order and best international port practices.

Also, there is need to streamline the number of security agencies involved in port operations with different levels of involvement in the cargo clearance processes currently between 6 and 10.

05

Harmonise and Sign the Enabling Ports Reform Bills by the National Assembly and the Presidency:

Short term

The National Transport Commission Bill was passed by the Senate on 15th March 2018 after 10 years of its first presentation. It is currently being harmonised by the two chambers of National Assembly. The Bill when signed into law is capable of setting the transport sector on the path of positive development and address many pending controversial issues in the maritime industry.

We also expect this passage, harmonisation and signing into law to be extended to the Port & Harbours Bill (PHB), National Inland Waterways Authority (NIWA) Bill, Coastal and Inland Shipping (Cabotage) Bill and Council for Regulation of Freight Forwarders Bill.

06

Set, publish and monitor performance targets for all the MDAs:

Medium term

There are currently no performance standards or targets for the MDAs with regards to timelines and output for processes handled by each of them.

Targets such as maximum timelines for each process, volume/number of import/export transactions processed within a given period will go a long way to resolve delay issues at the ports.



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page**

07

Reduce/eliminate process delays:

Short term

About 10% of cargoes are presently cleared within the set timeline of 48 hours while majority of the cargoes take between 5 to 14 days to clear, some take as long as 20 days or more to clear.

Deliberate (artificial) delay by MDAs official currently accounts for approximately 65% and 80% of import clearance and export processing time respectively.

08

Give attention to other ports outside Lagos:

Medium term

Expand/replicate and implement the current reform measures of PEBEC at Apapa port to Eastern ports, Air and land ports. This will reduce the current pressure on the Apapa and TinCan Ports and the roads around them.

09

Promote Business Ethics and Integrity among Port Users

Medium to short term

It was observed that 70% of imports are fraught with dishonest practices of under and false declarations, cutting corners and inducement of MDAs officials by the clearing agents.

There is need for increased partnership and collaboration between the government, trade associations and chambers of commerce in the education of port players on the dangers of dishonest practices. More advocacy efforts from Business Management Organisations (BMOs) are needed in this area.

There is a need for stiffer sanctions in addition to "name and shame" of dishonest port users and their collaborators in the MDAs.

Recommended Infrastructure Intervention Measures

01

Trailer park and trucks Call-up System:

A trailer park that was under construction around Tin Can Port has been abandoned for some time now.

The construction of more trailer parks and the installation of truck call-up system will help to put an end to traffic congestion.

Medium term

02

Increased Private Sector Ports Investment:

There is need for more Public Private Partnership in port infrastructure, maintenance and funding in areas such as access routes to and within the ports (roads and rails), truck parks with online call-up systems, electronic backbones and co-location facilities, container scanning, etc.

This would improve efficiency and better use of manpower.

Medium to long term

03

Ongoing Repair of Port Roads:

The ongoing repair of port access roads through PPP is commendable but the pace of work should be increased to reduce the traffic gridlock to and within the ports.

The scope of the road repair should be extended to other port access links beyond the 2km Apapa port road.

Short to Medium term

*Note: Short, medium and long term are defined as less than 6 months, between 6 months and 1 year and more than 1 year respectively.

We believe that with dedicated, inclusive and consistent implementation of the above policy measures, the Nigerian ports will begin to move on the path of efficiency and growth. It is widely acknowledged that coordinating port reforms is a big deal due to multi-level fragmentation of stakeholders, vested interest and the diversity of MDAs involved.

This research noticed a worrisome level of deliberate resistance by some MDAs to implement/enforce enabling regulations including the 2017 Presidential Executive Orders relating to the ports. Fight for supremacy, conflict of interests among the MDAs and revenue ambitions that conflicts with trade

facilitation among the MDAs is wide-spread. Thus, the success of the ongoing reforms in the ports is largely predicated on the continued buy-in and political will of the Presidency and PEBEC.

The government and the private sector are certain that one of the starting points for activating the diversification objective of the present administration is fixing the ease of doing business at the nation's ports. Overall, political will, active enforcement and monitoring framework that flow right from the Presidency down to the MDAs is the most essential enabler to succeed and sustain the present port reforms.



1. Introduction

The maritime industry is a very important sector of the Nigerian economy. As an oil producing and exporting country, as well as a consumer nation, Nigerians largely depend on foreign goods which are mostly imported through the sea ports. Thus, the maritime sector holds the key to the country's growth and development and to perfectly unlock its potential, we must find ways to implement the policies and programmes that have strong capacity to boost the nation's economy.

Although progress is being recorded in addressing some of the problems militating against the sector's efficiency, the World Bank Ease of Doing Business Report shows that no significant progress has been made in port operations; hence more efforts are needed to place the sector in a vantage position to support economic growth. Nigeria's strategic location in Africa puts her at advantage in becoming the hub of shipping activities. As a coastal state, with extensive coastline and vast exclusive economic zone, the inland waterways and large volume of various commodities, especially oil and gas exports should make our seaports beehives of economic activities.

Therefore, by pushing the vision of increasing local content participation in the Nigerian maritime sector vigorously, the country can take its place in the comity of nations as a truly emerging economy.

Significant efforts were made in reforming the Nigeria's maritime sector through the partial privatization of Nigerian ports in the early 2000s. However, more than a decade after, the results of the reforms are below expectations. The regulatory landscape appears complex having the Ministry of Transport at the helm with about 20 public agencies regulating private terminal operators and a myriad of businesses in freight forwarding, logistics, and trade. The legal framework governing the public-private partnership arrangement is however very efficient although may be fragmented at times and overlapping most times.

Consequently, operators in the Nigerian ports complain about bureaucratic red tape, constant delays, high costs, and illegal charges. These governance deficits translate into real costs for Nigerians while the persisting logistical bottleneck slows down the growth of the non-oil sector which is crucial to reducing the dependence on oil revenues for national development.

EXPECTATIONS FOR THE SECTOR

In continuation of the impressive progress being recorded in the sector, it is expected that more benefits will accrue to Nigeria after the implementation of some other initiatives. Some of the expectations are discussed below:

1. More income from new activities

It has been observed that despite the country's large export of resources and import of hundreds of million tons of foreign goods and raw materials, there are no registered Nigerian ships plying international routes. This has affected the size of export of other commodities that could have been taken from Nigeria. In addition, Nigeria is the only oil producing nation without a national fleet. Even, new oil producing countries such as Angola that recently joined the ranks of oil producing countries, have fleets for their oil deliveries.

It is also noted that although Nigeria exports about 900 million barrels of crude oil annually, the country enjoys no freight benefits as only foreign vessels earn the annual freight estimated at about \$2.25 billion. With the on-going plan to establish Nigerian fleet, the fortune of the maritime sector and Nigeria's economy in general is expected to change for the better.

2 Implementing reforms for greater rewards

Nigeria is poised to attract more benefits and opportunities by expanding the coastal areas through the dredging of the waterways for future bigger vessels. This is because the major seaports in Nigeria are too small for large vessels to load or discharge goods.

In addition, the depth of the Nigerian waterways is not deep enough for the navigation of larger vessels. Hence, the dredging of water ways will help the big vessels to increase the bulk movement of crude oil, petroleum products and other capital goods.

Another expected reform is the implementation of the Multi-modal transportation system which could help to unlock the treasures in the maritime industry. By connecting the waterways with the roads, the air and the rail, Nigeria would have created a seamless transport system. If goods transported by sea are able to get to the cargo owners through rail and road transport and vice versa, this would facilitate trade and commerce, revenue generation for government finance and development of related economic activities.

More investment in strategic dry ports infrastructure will also solve the lingering crises of ports congestion by cutting off the dwell-time of cargo at the sea ports.

3 Implementation of Maritime Laws

While there may be room for improvement, the existing laws and policies in the maritime sector which potentially cover most, if not all aspects of maritime business are adequate to take the sector to the next level. The Coastal and Inland Shipping (Cabotage) Act, aimed at empowering Nigerians to participate in maritime business is only partly implemented while the Cabotage Vessel Financing Fund (CVFF), established to provide financial assistance to indigenous operators in ship acquisition and others has not been effectively implemented.

The successful implementation of the laws has a lot to do with increased participation of Nigerians' shipping companies in marine transportation which is yet to improve. It is also expected that at full implementation, the potentials of the maritime sector could rival that of oil and gas, in terms of earnings and employment generation in the long run. It is also expected that more programmes would be developed to focus on reinforcing general maritime business, in terms of human capital and financial skills.

With the implementation of the above, it is expected that:

- Increased capacity will help local companies to effectively demand participation right in lifting of crude oil which currently forms over 90% of the nation's external trade but totally excludes indigenous maritime operators;
- It will enable Nigerians to quickly and effectively take control of the maritime activities along the West African sub-regions;
- An increase in effective participation of Nigerian-owned vessels will also help to reduce foreign companies' influence, exorbitant charges and price fixing of freight rates which have inflationary tendencies;
- The country's level of maritime technology and know-how.
- As Nigerians acquire more clout and confidence, more joint venture partnership will be formed with foreign companies to create synergy, leading to exchange of technology, increased competition and efficiency.



2. Highlights of our 2016 Report on Maritime Ports

The Nigerian ports suffer from inefficiencies, leading to long turn-around times for ships, rising container dwell-time, overstaffed and unproductive labour force, increased insecurity of cargo, corrupt practices and excessive port-related charges and most importantly, deplorable and decayed port facilities including access roads. Contrary to the general expectation that Nigerian ports should be the “Cash-Cows” for the economy, they constantly depend on financial support from the Federal Government, especially for capital investments and thus becoming a drain pipe to the national resources.

In order to overcome the inefficiencies and improve the productivity in the maritime ports sector, private sector and advocacy groups like LCCI have been advocating ports reform programs including concession of terminal operations, public-private participations in the upgrade of ports facilities especially in the area of road networks, rail re-construction, modern trailer parks and consolidation of various government bodies and security agencies operating at the Nigerian ports.

Based on the proposed new legal and regulatory framework, a Ports Authority Bill and a Ports Commission Bill were drafted. The Ports Authority Bill was amended to form two Port Authorities, namely, Lagos Ports and Harbour Authority and the Nigeria-Delta Ports and Harbour Authority. The Ports Commission Bill was also amended to a National Transport Commission Bill (NTC Bill), which would form a National Transport Commission to act as the economic regulator and overseer of other regulations for Ports, Inland Water Transport, Roads and Rail

sub-sectors. Later, the “aviation” sector was also included in the draft NTC Bill to be supervised by the NTC. The bills passed by both chambers of the National Assembly are currently being harmonized.

To further improve operational efficiency, Nigerian Ports Authority acquired and commissioned four new tug boats, namely MT Daura, MT Ubima, MT Uromi, and MT Majiya. A Standard Operating Procedure (SOP) was also developed to establish a dedicated terminal to handle exports, aimed at diversifying the economy and improving earnings in line with the mandate of the Federal Government. The dedicated terminals include Ikrodu Lighter Terminal for Lagos; Shoreline Logistics Terminal for Calabar Port; Bua Ports and Terminal and Port (warehouse measuring 2.896sqm); and Terminal Operators Limited (Warehouse ‘A’ measuring 2.760sqm for Rivers Port). All terminals have been mandated to establish dedicated desks that will handle all documentations on export, receipt of consignment and the loading of vessels.

For a long time, the challenge of deplorable and embarrassing access roads, which continually caused untold hardship to port users and residents of Apapa has been a recurring problem. Recently however, the Federal Government conducted a full assessment of all port access roads across the country which, resulted in the first instance, in the MoU with Dangote Group and Flour Mills for the reconstruction of the Wharf Road in Apapa. The project is put at an estimated cost of N4.34 billion and when completed is expected to provide succor for visitors and residents of the area.

To address the challenge of bureaucratic and chaotic clearance of cargoes, the Federal Government through, Nigeria Customs Service (NCS), and Nigeria Sovereign Investment Authority (NSIA), developed the operational framework for establishing the National Single Window, Ports Community System and Scanning services. This is aimed at simplifying and harmonising formalities, procedures and the related exchange of information and documents between the various partakers in the port operations value chain. The question remains whether this initiative has been deployed and implemented?

With regards to the increase in private sector participation in the provision of port facilities, the NPA stated that China Harbour Engineering Company recently indicated interest in taking up 15 per cent shareholding in the Lekki Deep Seaport project; Dubai Port World is negotiating a partnership agreement

with Josepdam Port Services, while the Tanger Med Port of Morocco is also indicating willingness to develop a green field terminal logistic base.

One major issue in the Nigerian maritime ports is the regulation of the activities of freight forwarders operating as 'clearing and forwarding agents'. The Nigerian ports seem to be all-comers affairs void of professionalism where touts operate freely and uncontrollably. In addition, many conflicting trade union Associations operate without regulations. To overcome this situation, The Council for the Regulation of Freight Forwarding in Nigeria (CRFFN) should wake up to its responsibilities and set minimum standards, professional qualifications, establish training institute, organize frequent seminars and retreat for all the licensed freight forwarders and harmonize/consolidate the trade union Associations so that a more efficient Port environment can be achieved.

Recommendations from the 2016 Port Report

01

Technology Innovations

It was recommended that an integrated advance cargo and customs clearance systems with Scanning, Sealing and Tracking (SST) capabilities.

02

National Trade Data Center

Data centers should be established and readily accessible to all agencies, operators and stakeholders at all times and everywhere to eliminate inherent abuses.

03

The Nigerian Single Window (NSW)

NSW was conceived as a laudable innovation to allow for adequate and timely shipment information under one single platform to reduce physical contact so as to eliminate illegal payment and delays.

04

Private Sector Port Investment

Public-Private Partnership articulation infrastructure for funding of road and rail to and from the port and creation of truck park facilities for improved efficiencies and better use of manpower.

05

Reduction in number of (MDAs) at the ports

In line with global best practices, it was recommended that the number of public sector agencies should be cut from the present 14 to 6 to reduce overlapping of functions of the agencies.

06

National Transport Bill

It was recommended that the proposed National Transport Bill (NTB) for Road and Rail and also Port Harbour Bill (PHB) be speedily passed

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07**Performance Targets for the MDAs**

Performance targets such as setting maximum time for each process, volume or number of export or import transaction processes within a given period should be adopted.

08**Number of days to clear container**

It takes between 5 and 14 days to clear a container in Nigeria against 48 hours recommended in line with best practices, especially in countries like Ghana and Benin Republic

09**Number of agencies to interface with and number of signatures for export**

There are 20 agencies and 33 signatures to obtain for cargo export against the recommended maximum of 6

10**Electronics payment of Customs duty**

Nigerian Ports are yet to conform to international standards in adoption of electronics payment of customs duty, electronics container loading list and electronics risk-based inspection.

11**Physical examination of containers**

Physical examination is still the major form of container inspection against the recommendation of previous research that electronics scanning in line with global best practices be adopted.

12**Pre-Arrival Assessment Report (PAAR)**

There are persistent delays in clearance of cargo at Lagos ports by Nigeria Customs Service (NCS) where what should have taken maximum of 6 hours usually take 1 week.

13**Shipping Companies and Terminal Operators**

Facilities at the terminals are not being well maintained by the shipping companies and terminal operators. There is no clarity on who should regulate the activities of the terminal operators in Nigeria

14**High human interface in port transactions processes**

It was established that there is very high human interface in the process of Standard Organisation of Nigeria (SON) and recommended that there should be minimal or moderate human interface in the process.

15**Access Road to the Ports and within the ports**

Previous researches showed so much concern about the deplorable conditions of the roads around the ports and it was recommended that a state of emergency be declared on port access roads. Though, government has taken steps towards commencement of the re-construction by entering into concession agreement with a private company.

16**Trailer Parks and call-up systems**

The menace of trucks, trailers and tankers on ports roads in particular, and the national roads in general, has assumed an embarrassing and unbearable dimension in the recent past. It was earlier recommended that trailer parks be constructed in the ports neighborhood and should be run using the truck call-up system.

17**Multiple security agencies at the ports**

There are multiple security agencies doing similar or same functions at the ports. Agencies like NAFDAC, NDLEA, Nigerian Police, Bomb Squad, Plant Quarantine etc. This is causing unnecessary delay and increase cost of doing business and ease of doing business. It was recommended that the activities of these bodies be consolidated under one body or at most reduce the security agencies considerably.



3. Feedbacks from Stakeholders

The recommendations set out in the 2016 report were expected to be implemented within few months after the report was presented to all the stakeholders in the Nigerian Maritime Sector. In addition, an executive order in 2017 gave instructions on the implementation of some key activities at the Apapa Port that will enhance the operation of the nation's ports and improve Nigeria's ease of doing business ranking globally. After more than a year of publishing the report and over six months of issuing the executive order, we set out to determine the level of implementation of the 2016 recommendations and the executive order 2017 in relation with port operations.

To collect data for analysis and compilation of the update report, we used a Focused Group Discussion, Questionnaire and Observation of the activities at the Apapa Port.

Focus Group Interactive Session

At focus group discussion, the following factors affecting the effectiveness of port operations and the long cargo dwell-time are highlighted.

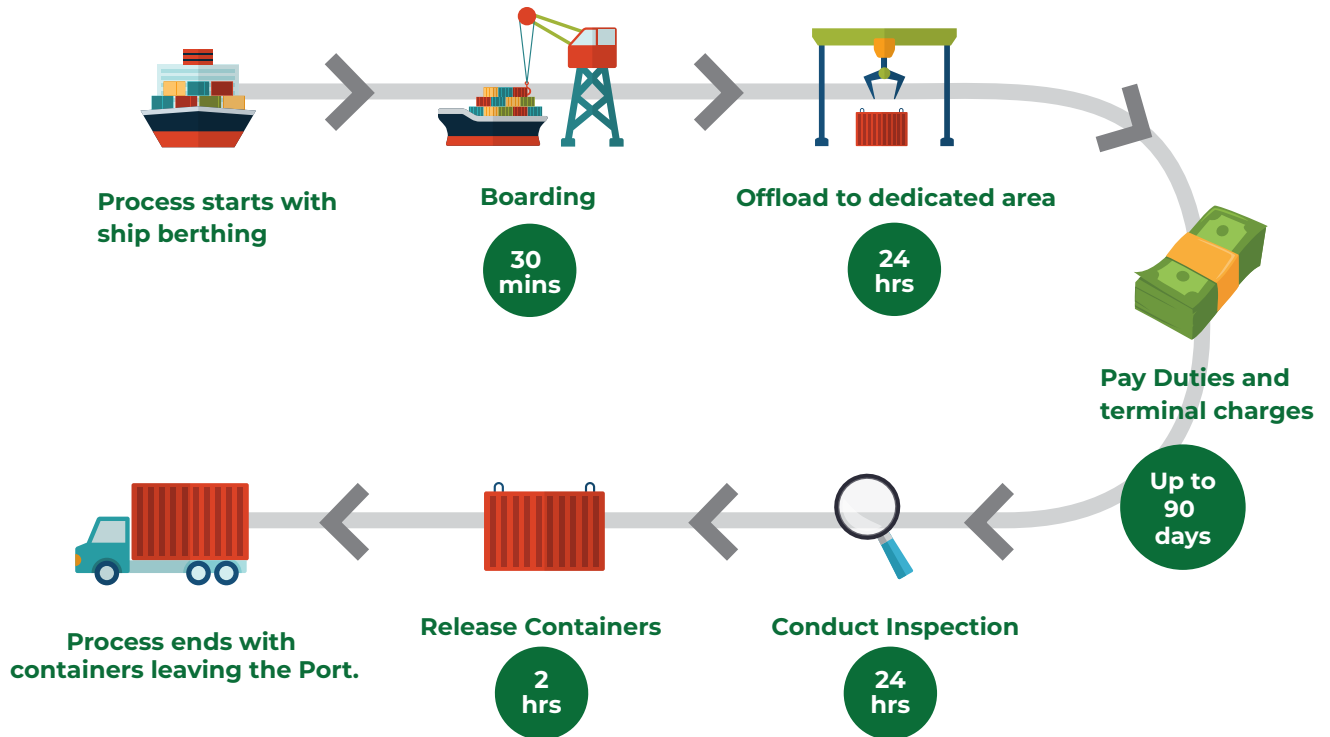
1. The Nigeria Customs Service factor (NCS)

The NCS factor includes the time it takes for boarding and clearing of containerized cargoes. While there used to be delays in clearing goods especially due to physical inspection of goods, the process has improved significantly with the creation of the fast-track line and the red line. The red line are the cargoes that require physical inspection which takes place within 24 hours after payment of duties and terminal charges. Cargoes without any issues are cleared within 2 hours.

The NCS have also introduced an upgraded electronic payment window but it is only used for the payment of customs duties as other stakeholders are not yet receiving payments through the portal.

To minimize human interface, the NCS led the charge in creating a group email for communication among regulatory agencies and terminal operators. While this has reduced the requirement to go to different locations to meet different stakeholders, the fact that they are not co-located means the human interface has not been eliminated. However, according to the discussants, there has been a significant improvement on the part of the NCS.

Current Cargo Clearing Cycle



2. The Terminal Operators' factor

After the boarding of cargoes, they are off-loaded to dedicated areas by the Terminal Operators, where the cargoes will remain until cleared. Terminal Operators are constrained for space and lack proper equipment for easy inspection and stocking of containers.

Although part of the process to reduce the length of time to clear goods is for Terminal Operators to move uncleared cargoes to a quarantined place after 90 days, most Terminal Operators do not comply due to (i) the cost of moving the cargoes to the quarantined area and (ii) the limiting of their charges to 25% of the amount obtained from the auctioning of the goods does not make economic sense to them. Hence, as long as they have space in their terminals, they will continue to hold the cargoes until eventually cleared.

3. The Clearing Agents factor

Perhaps one of the biggest cause of the delay in the ports is the unscrupulous acts of the Clearing Agents. In the bid to reduce the amount of duties to pay, they cut corners, resulting in avoidable delays in clearing the goods.

4. The Consignee and Shipping Company Factor

Another militating factor is that of the importer (consignee) and the shipping company. Some of them under-declare the contents of their containers and sometimes hide illegal goods under the declared ones. Honest importers get fast-track processing and release of their cargoes within 2 hours after inspection. However, about 45% of the importers are dishonest; resulting in a thorough inspection of their containers and a longer time for the clearing of the goods.

5. Other Statutory Government Agencies

Another cause of delay in the ports is the activities of some other statutory regulatory agencies that put extra layers of checks on the clearing of goods, thus increasing the process time. Of particular interest is the actions of the Federal Operations Unit (FOU) of the Nigeria Customs Service which creates process delays and physical hold ups at the ports. Although the actions of the FOU was explained as that of a check and balance on the activities of the operations in the process flow at the ports, including the Nigeria Customs Service, to prevent any non-compliance with due process, there is need to reorganize their mode of operation to help the ease of doing business at the ports.

6. External Factors

The discussants agreed that while the NCS factor was the major issue of all the challenges hindering port efficiency in the 2016 report, the external factors are the most important factors in the current period. The external issues include port access road, port equipment and facilities, logistics, space issues etc.

(a) Terrible state of port access roads and absence of rail services:

The access roads to the ports, especially the Apapa port is in a poor state. Although some works are being done to make some portion of the roads more usable, it would be better if this development is supported by strong intermodal system that include rail and waterways. It is noteworthy that the efforts are being made to use the rail line and the water ways for cargo movement to dry ports, however the low level of rolling

stocks and the fact that the waterways adoption is still in its infancy mean that access to and from the ports will still be largely through the roads.

(b) Logistics Costs:

Due to the ongoing roads repair at the Apapa port, there is a long queue of trucks that have been waiting for days to be called up for loading. This delay in getting cargoes loaded at the port has increased the cost of hiring the trucks have increased astronomically, further increasing the cost of importation. In addition, the increase in the international price of oil and its attendant increase in fuel price make logistics costs a significant factor at the port.

(c) Port equipment, space and other port facilities

The equipment at the port needs some upgrading while the space constraints at the port also add to the delay in clearing of goods. The depth of the port which restrict the berthing of larger vessels puts an additional pressure on the operators and the facilities with the consequential increase in processing time at the ports.

(d) Security around the ports environment

Another very important factor is the security around the ports, especially the Apapa port. This is mostly due to the poor state of the access roads and the challenges with trucks packing on the roads. The resulting traffic jam subject port users and residents of Apapa to the risk of attacks from hoodlums and carjackers.

Factsheet

16.67%

Scanning, Sealing and Tracking (SST) capabilities been adopted at the Ports

74%

Data Centre not existing

89%

Customs still conduct physical examination of containers

15%

are aware of trailer park being constructed.

31%

There are improvements in provision of facilities and their maintenance at the ports

100%

Nigerian Ports have now adopted the electronics payment of Customs duty.

0%

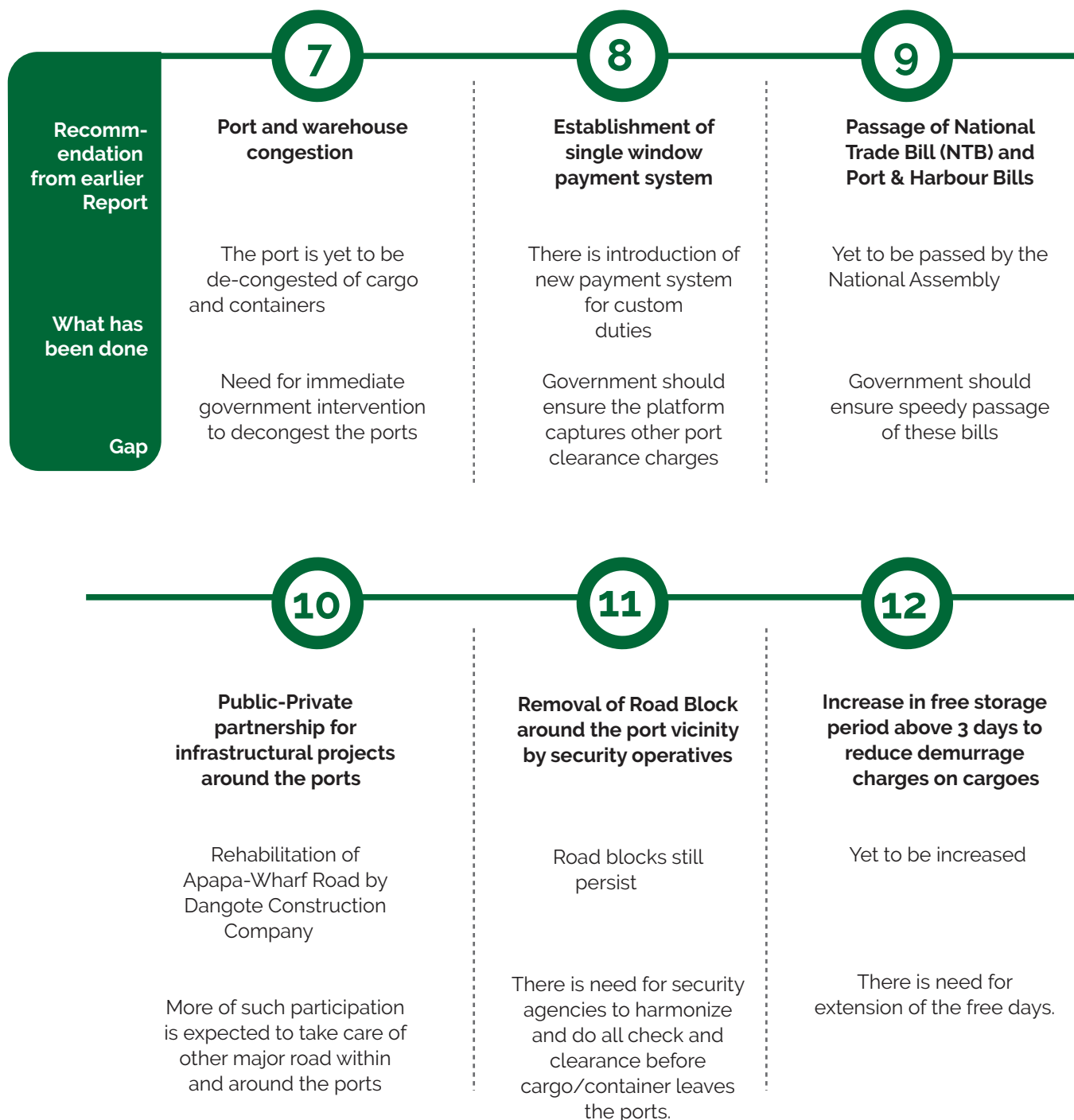
No trailer call-up system installed at trailer parks

Feedback from Stakeholders

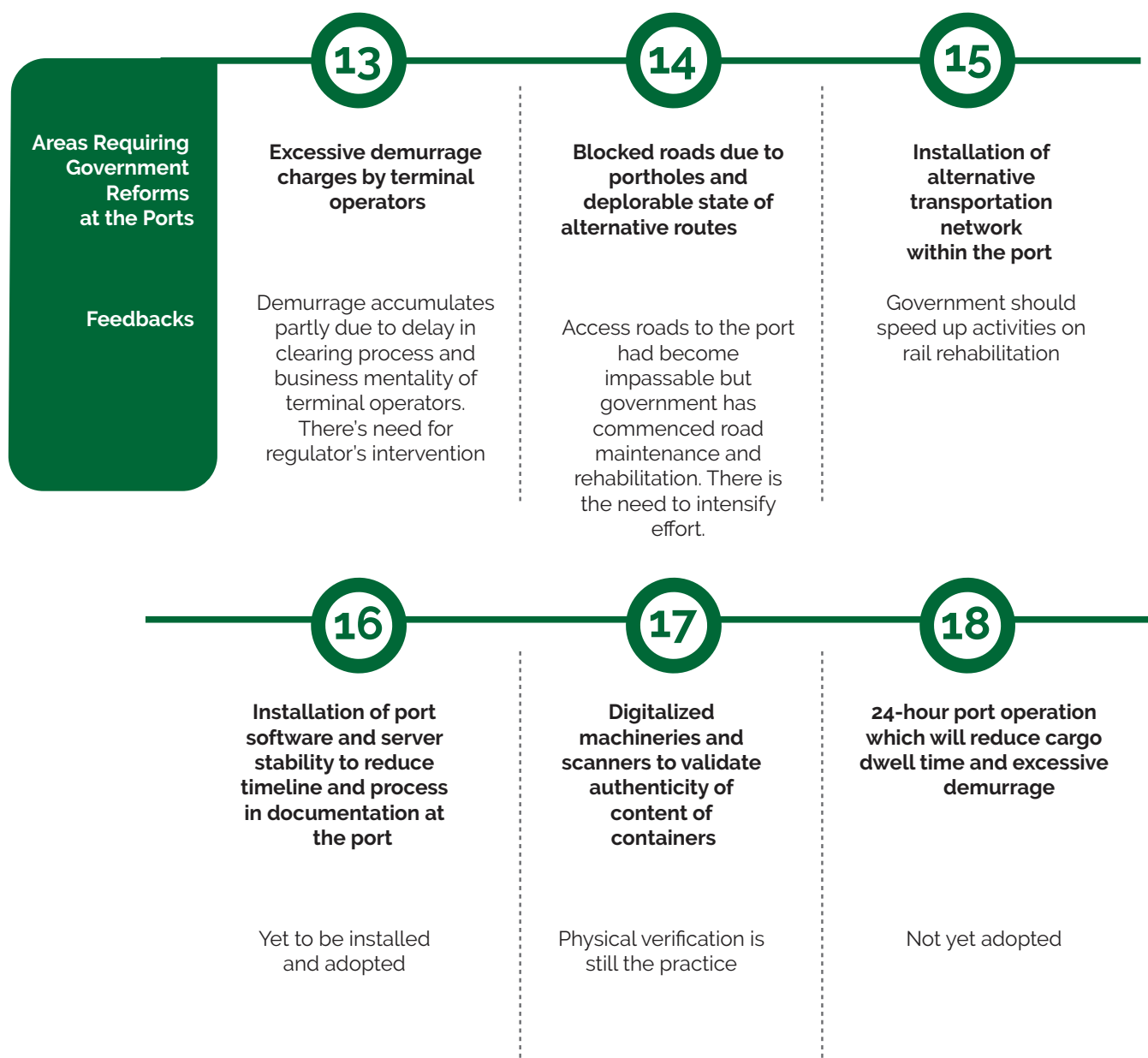
Observatory analysis and data gathering was conducted at the port, using designated officers who observed activities and conducted unstructured interview of terminal operators and freight forwarders. The objective was to obtain data and information on how well the recommendations from earlier report have been implemented. The summary of the findings is tabulated below:

Recommendation from earlier Report What has been done Gap	1	2	3
	Faster and convenient port clearance process and procedures to reduce cargo clearance	Reduction in number of Government agencies and charges	Deployment of technology to reduce human interface and cut down corruption
	There has been a minimal improvement, especially from the Customs side.	All government agencies at the port remain	No significant technology deployment, so human interface is still very high
	Turnaround time still needs to be improved upon with 48-hour target.	Need to harmonize to the recommended 6 agencies	Full automation of cargo clearance process
	4	5	6
	Introduce policies that would drive private sector investment and participation in the maritime sector	Establishment of National Trade Data Center	Construction and repairs of road networks at the port
	Government is yet to come up with such policies	No data center has been created	There has been repair of some of the access road as palliatives as rehabilitation of Apapa-Warf road has commenced
	There is need for serious private sector participation	The data centre should be accessible to stakeholders	Need for total rehabilitation of ports access and road network within the ports environment

Feedbacks continued



Feedbacks continued



Summary of Findings

The following sessions highlight the research key findings and recommendations

01

Technology Innovations



RECOMMENDED
ACTION PLAN



CURRENT STATUS

- It was recommended that an integrated advance cargo and customs clearance systems with Scanning, Sealing and Tracking (SST) capabilities be adopted.
- This has not been fully implemented. While some level of scanning has been implemented, the proportion of activities for which scanning is used is too small to have any significant effect.

02

National Trade Data Center

- Data centers should be established and readily accessible to all agencies, operators and stakeholders at all times and everywhere to eliminate inherent abuses.
- 74% of the respondents are not aware of the establishment of any data center. Although it might have been established but not well publicized. Those that are aware of the existence of data centres do not have access to them.

03

The Nigeria Single Window (NSW)

- NSW was conceived as a laudable innovation to allow for adequate and timely shipment information under one single platform and to reduce physical contact so as to eliminate illegal payment and delays.
- The Single Trade Window introduced by e-government is yet to be adopted by other agencies except Customs, NAFDAC and SON. The Nigeria Customs Service is leading the implementation of the single window with the introduction of NICIS II. However, only the customs duty is currently being paid through the window. The platform is not being used to receive payment by other agencies at the Ports.

04

Private Sector Port Investment

- Public-Private Partnership Participation Infrastructure participation for funding of road and rail to and from the port and creation of truck park facilities for improved efficiencies and better use of manpower.
- While the PPP arrangement for the repair of some roads around the Apapa Port (especially the Dangote Group and Flour Mills) is a welcome development, stakeholders generally rate private sector investment in the ports as low or very low.

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05

Reduction in number of (MDAs)

● RECOMMENDED
ACTION PLAN

● CURRENT STATUS

- In line with global best practices, it was recommended that the number of public sector agencies should be cut from the present 14 to 6 to reduce overlapping of functions of the agencies. This is supposed to reduce cost of doing business and remove the artificial barriers created and remove intimidation of ports users.
- Respondents said that there are still between 8 and 12 MDAs operating in the ports. 26% of them said there are 8 agencies while 43% said there are 10 agencies. The remaining respondents said there are 12 agencies at the ports.

06

National Transport Bill

- It was recommended that the proposed National Transport Bill (NTB) for Road and Rail and also Port Harbour Bill (PHB) be speedily passed
- The National Transport Commission Bill was passed by the senate on 15th March 2018 after 10 years of its first presentation. It is currently being harmonised by the two chambers of the National Assembly.
- The Bill when signed into law is capable of setting the transport sector on the path of positive development and address many pending controversial issues in the maritime industry.

07

Performance Targets for the MDAs at the ports

- NSW was conceived as a laudable innovation to allow for adequate and timely shipment information under one single platform to reduce physical contact so as to eliminate illegal payment and delays.
- The Single Trade Window introduced by e-government is yet to be adopted by other agencies except Customs, NAFDAC and SON. The Nigeria Customs Service is leading the implementation of the single window with the introduction of NICIS II. However, only the customs duty is currently being paid through the window. The platform is not being used to make payment to other agencies at the Ports.

08

Number of days to clear container

- It takes between 5 and 14 days to clear a container in Nigeria against 48 hours recommended in line with best practices, especially in countries like Ghana and Benin Republic.
- 36% of the respondents noted that it takes between 5 days to clear a container at the ports while 24% said it takes 8 days. 19% said it takes 14 days while 10% chose 10 days. Only 4% experienced a timeline of 2 days while 5% had up to 20 days to clear their cargoes. The experience of the few that cleared in 2 days corroborates the NCS's fast-track arrangement and 2 days' timeline for honest importers.

▶ Continued on next page

09

Number of Agencies to interface with and number of signatures for export

● RECOMMENDED ACTION PLAN

● CURRENT STATUS

- There are 20 agencies and 33 signatures to obtain for cargo export against the recommended maximum of 6
- The consensus is that there are up to 11 agencies and 8 signatures to obtain for cargo export. While this is an improvement to what was obtained in 2016, it is still above the recommended maximum of 6.

10

Electronics Payment of Customs duty

- Nigerian Ports are yet to conform to international standards in adoption of electronics payment of customs duty, electronics container loading list and electronics risk-based inspection.
- The Nigerian ports have now adopted the electronics payment of Customs duty.

11

Physical Examination of Containers

- Physical examination is still the major form of container inspection against the recommendation of previous research that electronics scanning be adopted in line with global best practices.
- All the respondents noted that physical examination is still the major form of container inspection. However, 11% of the respondents said that scanning has been introduced, which indicates that physical examination still accounts for close to 90% of cargo inspection.

12

Pre-Arrival Assessment Report (PAAR)

- There are persistent delays in clearance of cargo at Lagos ports by Nigeria Customs service (NCS) where what should have taken maximum of 6 hours usually take 1 week.
- The NCS noted that their work only starts after the ship has berthed and it only takes 30 minutes to board the vessels. The delays are usually due to the shipping companies and clearing agents not obtaining proper documentations for the vessels to berth on time.

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13

Shipping Companies and terminal Operators

● RECOMMENDED ACTION PLAN

● CURRENT STATUS

- Facilities at the terminals are not being well maintained by the shipping companies and terminal operators. There is no specific statutory agency in Nigeria saddled with responsibility of regulating the activities of the terminal operators.
- 31% of the respondents noted that there are improvements in provision of facilities and their maintenance at the ports. 70% of them also believe that the activities of terminal operators are not regulated.

14

High Human interface in transactions processes of Standard Organisation of Nigeria (SON)

- It was established that there is very high human interface in the process of Standard Organisation of Nigeria (SON) and recommended that there should be minimal or moderate human interface in the process.
- There appears to have been some level of improvements in the processes of SON with regards to the reduction of human interface as noted by 31% of the respondents. However, they all noted that there still remains a high level of human interface in the processes, which delay port transactions.

15

Multiple security agencies at the Port

- It was established from previous researches that there are multiple security agencies doing similar or same functions at the port. Agencies like NAFDAC, NDLEA, Nigerian Police, Bomb Squad, Plant Quarantine, DSS etc. This is causing unnecessary delay and increase cost of doing business and ease of doing business. It was recommended that the activities of these bodies be consolidated under one body or at most reduce the security agencies considerably.
 - The challenges of multiple security agencies at the Port still remain as noted by all the respondents. Although it appears that they were reduced at some point, they have been re-introduced to the displeasure of operators who want them considerably reduced.
- There are still between 4 and 10 security agencies operating at the port with different levels of involvement in the cargo clearance process. 27% of respondents said that there are 4 securities agencies at the ports while 13% said 6. 20% each chose 8, 9 and 10 security agencies.

16

Trailer Parks and call-up systems

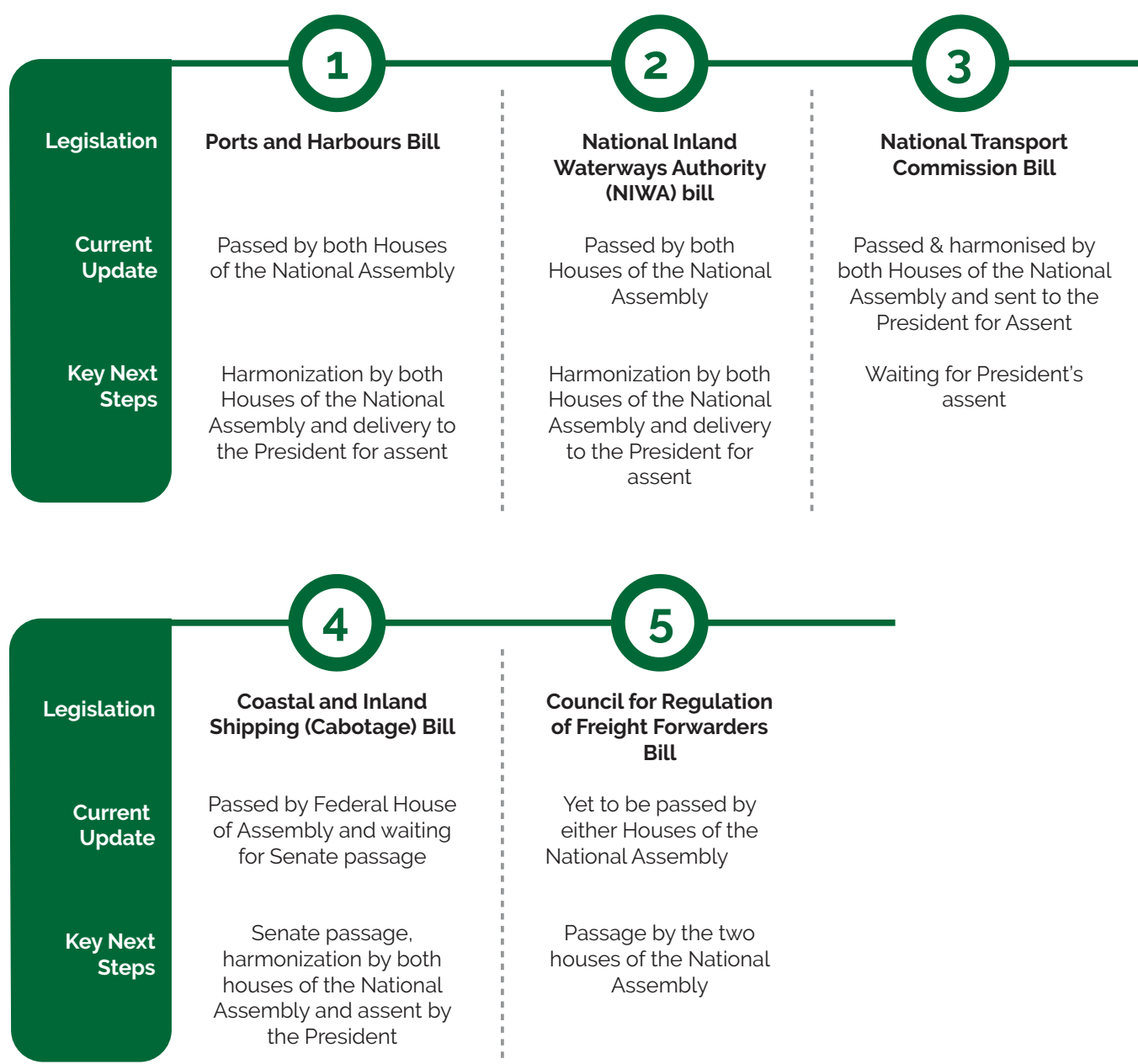
- The menace of trucks, trailers and tankers on ports roads in particular and the national roads in general has assumed an embarrassing and unbearable dimension in the recent past. It was earlier recommended that trailer parks be constructed in the ports neighborhood and should be run using the truck call-up system.
- 81% of the respondents said no trailer parks are being constructed while 15% said the construction is ongoing. The remaining are not aware of any trailer park with call-up system being constructed. Further findings however revealed that a trailer park was being constructed around Tin-Can Port but had been abandoned for some time now.

- Previous researches showed so much concern about the deplorable conditions of the roads around the ports and it was recommended that a state of emergency be declared on port access roads. Though, government has taken steps towards commencement of the re-construction by entering into concession agreement with AG Dangote Construction, a private company, for Rehabilitation of a 4km Apapa-Wharf Road.
- All the stakeholders surveyed believe that some progress is being made to repair the access roads to the Apapa Port with the concession arrangement with some private companies. However, they are not pleased with the pace of the work.

Findings on the Implementation of Executive Order 2017

	1	2	3
Executive Order	Harmonization of all agencies' operations into one single interface station in one location and implemented through a single joint task force	Resumption of 24-hour operations at the Apapa and Tin-Can Ports	Dedication of existing export terminal for the exportation of agricultural produce in each port in Nigeria?
Timeline For Implementation	July 17, 2017	June 17, 2017	June 17, 2017
Current Status	<p>The agencies operating at the Apapa Port still maintain their different locations but communicate with one another through email to facilitate collaboration. However, this has not removed the need to go to their different offices to obtain signatures.</p> <p>The NCS operate from a separate building while DSS, NDLEA and the Police Anti-Bomb Squad are located in one building. SON, NAFDAC, NESREA and the Quarantine Services maintain offices outside of the Ports. The Police are located at the Ports' gates.</p>	<p>While the NCS said that they are on ground for 24-hour operation, 72% of the respondents said there is no 24-hour operations at the Ports. Most stakeholders stated that the offices are closed from 6 pm daily.</p>	<p>The terminal operators said they are still trying to implement the directive as they blame space constraints for not creating the dedicated export terminals for exporting agricultural produce.</p>

Feedback on Legislative Reforms in the Maritime Sector





Other Emerging Developments in the Ports

There is enough to show that there has been a considerable improvement in the condition of facilities and activities at the Ports. Areas of improvement include:

Electronic Payment of Duty:

The payment of duty through electronic means has cut down the process time of cargo clearance by removing the waiting and service time at banks. Although there is no timeline set for duty payment after cargoes are moved to the dedicated areas, with the electronic payment, duties can be paid in less than one hour, starting the cargo clearing process.

Introduction of Fast track service and Cargo Scanning:

While still in the infancy, the introduction of the fast track line which reportedly clear about 30% of container cargoes at the Apapa Port is a commendable development. The use of scanners to check cargoes also reduces the time spent on physical inspection of cargoes. The increasing use of the fast track line and the cargo scanning equipment will bring the country to the timeline of 48 hours for cargo clearance in no distant time.

Repair of Access Roads to the Port:

The Apapa Port access roads are being worked on with the PPP arrangement with some private companies to fix some of the roads. It is expected that the success of this arrangement will create a template that can be adopted for other roads around all the ports in Nigeria.

Introduction of Barges/Trains:

The use of trains and now waterways to move goods in and out of the port has reduced congestion at the port. However, for sustainable use of this approach there is the need for a synergistic operation among the Nigeria Customs Service, Nigerian Ports Authority, Nigerian Railway Corporation, National Inland Waterways Authority and other port stakeholders to ensure that port security is not compromised in the process.

CHALLENGES

Despite the aforementioned improvements, there are still a significant level of challenges facing the ports which are preventing the achievement of the overriding objective of having a faster and convenient port clearance process and procedures to reduce cargo clearance. Some of the identified challenges are:

Harmonisation of operations into a single interface station:

This directive is part of the executive order on port operations but has not been fully implemented. Rather than having a single location where all the agencies are located and all the activities are conducted, the agencies are currently located at different locations across the Port but communicate with each other through emails.

While this is a marked improvement over what was obtainable, it doesn't appear to be working as most respondents want co-location of all agencies so that all necessary signatures can be obtained easily at the same point.

Introduction of NICIS II as a platform for the adoption of Single Window:

The Custom has led the pace for the single window platform for payment of duties and charges and for workflow automation by replacing ASYCUDA with NICIS. However, only custom duties are paid through the platform. In addition, the system is not automated for clearing process initiation to be conducted online. Cargo owners or clearing agents will still need to visit the Customs' office to initiate the clearing process.

Single Window Interface:

This is not yet in operations at the ports. The Single Trade Window introduced by e-government is yet to be adopted by other agencies except Customs, NAFDAC and SON. The non-adoption of the Single Window indicates the presence of multiple agencies operation at the port with high level of human interface. According to port users, this is a major cause of delay in the cargo clearance process.

Traffic gridlock and poor traffic control system:

The road to the port is now completely lined with trucks going to the ports. Although the recent traffic gridlock is being blamed on the ongoing roads construction around the Apapa Ports, lack of proper traffic control is an additional pressure to the traffic congestion.

Returning containers to Shipping Companies:

One major issue that the port users complain about is the request by shipping companies that cargo owners should return empty containers to the ports rather than to their empty containers depots. The study also confirmed that over 56% of trucks going to the ports are going for activities that do not have a direct impact on port operations of which container returns is a major one. The shipping lines are also noticed not to have holding bays for their empty containers at the ports; resulting in trucks parking on the roads and bridges waiting to offload empty containers.

Resumption of 24-hour Port operations:

This is another of the Executive Order on Port Operations which has not been fully implemented. Port users disagree on the implementation of this order with over 70% of them either saying that there is no 24-hour port operation or they can't say. Only 29% said they know that 24-hour port operation has resumed.

Establishment of dedicated export terminals for agricultural products:

In Apapa and TinCan ports, there are no dedicated export terminals for agricultural products yet. While some respondents complain of space constraints, others do not see the economic sense of the dedicated terminal as it may not be fully utilized and thus affecting their income generating capacity on the limited space the Terminal Operators have.

Lack of equipment at Examination Bay:

Due to the still high level of physical inspection, there is need to bring down palletized cargoes for inspection. However, the terminal operators do not have enough fork lifts for the purpose. In addition, long footer containers cannot be fully offloaded with the available fork lifts at the terminals because they are not designed for such functions.

Dishonest Importers and Clearing Agents:

A significant number of importers are not honest in their practices as they falsify records, change documents and under-declare their cargoes. Unfortunately, most of the clearing agents who are supposed to enlighten the importers and exporters on the need to be honest are the ones either initiating or helping out with this illegality. It is

estimated that out of the 70% of cargoes that require physical inspection, only 30% (21% of total cargoes) of the importers declare correctly and sincerely their importation. The remaining 49% are dishonest thereby creating issues for the Customs.

Non-functioning Scanning Equipment:

Port users noted the reduction in the incessant breakdown of port facilities. However, they also complained of the breakdown of the cargo scanning equipment which means that cargoes are physically inspected at most times causing avoidable delays and increasing the cargo clearance time.

Non-use of open roof containers for importing used items:

The International Maritime Organisation (IMO) standard for importing used items such as vehicles, engines, motorcycles and other spare parts require the use of the open roof containers. However, 90% of imports of these items into Nigeria come in closed containers/boxes making it difficult and time consuming during inspection. The use of the open roof would have made the inspection a lot easier to conduct.

Regulation of Seaport Terminal Operators:

The terminal operators do not have a specific regulatory agency and so are not usually held up to any standard except the contract signed for the concession of the terminals. The changing developments in the maritime industry indicated the need to leave room to upscaling service standards and the need for regulation of terminal operators. While the Seaport Terminal Operators Association of Nigeria (STOAN) exists as an umbrella body for the terminal operators, it is merely a body to represent their interests and not for regulatory purposes. Although on certain issues, they are regulated by the NPA, on some they are regulated by the Nigerian Shippers Council, which is not working in line with the government vision of harmonising activities at the ports.

Poor literacy levels of clearing and forwarding agents:

It was further observed that most freight forwarders are not literate and are mostly self-regulated (by Trade Associations). There is therefore, the need for continuous education of these practitioners and the regulation of their activities by government approved regulators.

Multiple security agencies working at cross purposes:

Security agencies and other statutory government agencies are working at parallel and without synergy of their operational strategies. Agencies still stop

cleared containers on the road for their clearing processes claiming they were not aware and not invited at the port when such goods arrived.

Shipping Companies do not operate commercial services at weekends and public holidays:

The shipping companies do not operate commercial services on weekends, public/religious holidays; leading to earning of unjustified demurrage and storage charges for periods when the service is NOT rendered.

Re-export not allowed:

Re-export of imported cargo is prohibited under the EXPORT PROHIBITION LIST. This is against INCOTERMS and it de-facilitates trade/breaches right of exporter to trade freely. Although, the prohibition helps to check abuses, it is also hurting ease of trade and the attraction of more trades into the country.

Frequent System Downtime:

The frequency of server downtime and systems breakdowns are too high causing delay to cargo clearing and the turnaround time for port businesses. The reversal to manual operation during these downtimes have been seen to lead to increased transaction costs due to over payment of fees and delay to completion of transactions at the ports.

Theft of goods at the Ports:

There are reported cases of stealing of goods at the ports. This is however more peculiar to goods for exports; which may mean that the goods were stolen before they get to the ports. Stakeholders averred that while theft of goods was a problem at the Apapa and Tin Can Ports, it has been curbed recently; hence exporters should check to be sure that the goods were not stolen along the way between the loading point and the ports.

Uncoordinated activities of the Standard Organisation of Nigeria (SON):

The SON is in the habit of indiscriminately undertaking the arrests of cargo cleared from the port with or without SONCAP Certificate to profile the consignee to confirm if he paid their inspection charges over the past five years resulting in accumulation of container and truck demurrage. SON also illegally enter the seaports to examine cargo and issue debit notes – even when they are not so invited by Customs. They sometimes write to Nigeria Customs Service to withhold cargoes and to Terminal Operators directing them not to print Terminal Delivery Orders (TDOs) for cargo legally/duly released by Customs simply because they suspect non – payment of inspection charges or no SONCAP certificate.





4. Conclusion and Actions for Reform






The initiative by the LCCI and the OPS to provide an independent update on the developments in the maritime sector is a good one as it provides a detached and objective assessment of the actions and inactions of port operators and stakeholders on the road to ease of doing business in the Nigerian ports. Since October 2016 when the maiden report was

produced, there has been a considerable improvement in the facilities and activities with regards to port operations. Although the advocacy activities of the LCCI are not glaring to some port users, as improvements to business conducts at the ports are noticed, the impact of the advocacy works will become more noticeable.







Suggested Actions on Policies/Processes at the Apapa & TinCan Ports

	Recommended Action Plan	Responsibility	Timeline
1 Harmonisation of operations into a single interface station	PEBEC should drive the compliance of this executive order at the Apapa Port to ensure that all MDAs approved to be in the port are all stationed in a single location.	 PEBEC	90 – 120 days
2 Adoption of the Single Trade Window.	PEBEC should urgently issue an ultimatum of not more than 90 days for all statutory agencies to be on single window platform PEBEC should also urgently drive the use of the Customs clearing/Trading platform by all MDAs mandated to operate in the cross-border sphere.	 PEBEC	90 – 120 days




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	Recommended Action Plan	Responsibility	Timeline
3	<p>Traffic gridlock and poor traffic control system</p> <p>There is the need for coordinated and integrated traffic control system on Port access roads</p>	 <p>NPF, FRSC and LASTMA</p>	Immediately
4	<p>Returning containers to Shipping Companies</p> <p>The Shipping Companies should be compelled to relocate all empty containers to their empty depots. They should also be compelled to have holding bays at the Ports.</p>	 <p>NPA/NSC</p>	6 Months
5	<p>Resumption of 24-hour Port operations</p> <p>The NPA should enlighten all port stakeholders on the processes in place for 24-hour port operations</p>	 <p>NPA</p>	Immediately
6	<p>Dishonest Importers and Clearing Agents</p> <p>Government and the Organized Private Sector to embark on extensive enlightenment campaign and introduce stiffer consequences for wrong/under declaration of imported goods, including naming and shaming of serial violators.</p>	 <p>NCS/NSC /OPS</p>	Periodically
7	<p>Non-use of open roof containers for importing used items.</p> <p>Shipping companies should be compelled to use open roof containers for importing used items into Nigeria.</p>	 <p>NSC/NPA</p>	Immediately

▶ Continued on next page

	Recommended Action Plan	Responsibility	Timeline
8	<p>Multiple security agencies working at cross purposes</p> <p>There is a need for security agencies to synergize their operational strategies to remove duplicated procedures which breed inefficiencies and corruptions. Full automation with minimal human interface is also recommended.</p>	 PEBEC	Immediately and continuous
9	<p>Non-passage, harmonization or signing of all pending Maritime Sector Bills</p> <p>Advocacy groups and PEBEC to work with the National Assembly to complete the passage, harmonisation and signing of the pending maritime sector bills.</p>	 PEBEC & Advocacy Groups	90 days
10	<p>Multiple Customs Checkpoints across the Country</p> <p>NCS to ensure compliance with ECOWAS Protocol limiting checkpoints to 20km from designated geographical boundaries by dismantling all Customs check-points not at designated places.</p>	 PEBEC	90 days
11	<p>Uncoordinated activities of the Standard Organisation of Nigeria (SON)</p> <p>SON to be prohibited from arresting any cargo in transit from the port to warehouse. They could visit the warehouse after delivery – but should be prohibited too from demanding payment of inspection charges for cargo that they DID NOT inspect. FGN's directive for SON to visit the ports only on the invitation of customs must be strictly enforced.</p>	  FGN/FMITI/ NSC	Immediately and continuous
12	<p>Custom's Focus on Revenue Generation</p> <p>The mandate of the NCS should be changed to trade facilitation rather than revenue generation</p>	 PEBEC	6 Months

Suggested Actions on Infrastructure/Facilities at the Apapa & Tincan Ports

	Recommended Action Plan	Responsibility	Timeline
1 Establishment of dedicated export terminals for agricultural products	PEBEC should engage all Terminal Operators to resolve all issues delaying the dedication of terminals for exporting agricultural exports.	PEBEC, STOAN, NEPC/NCS	Immediately
2 Lack of equipment at examination bay	Terminal Operator should provide modern standard equipment for inspection at the examination bay	 NPA, STOAN	Immediately
3 Non-functioning of Scanning Equipment	The Nigeria Customs Service should ensure the continuous efficient functioning of the scanning equipment with a view to adopting an Integrated Advance Cargo and customs Clearance Systems with scanning, sealing and tracking (SST) capabilities.	 NCS	Immediately
4 Access Roads to ALL Seaports. Airports and Land ports/ borders in Nigeria	Fix ALL such access roads.	 Federal Ministry of Work, Housing and Power	Immediately and continuous

▶ Continued on next page

Recommended Action Plan

Responsibility

Timeline

5

The infrastructure in the seaports have not met the minimum agreements negotiated by the BPE with seaports terminals concessionaires.

All seaport terminal operators should provide the required infrastructure as negotiated



**BPE, ICRC,
NPA, NIWA,
NSC**

**Immediately
and
continuous**

6

MOST off – dock terminals/bonded warehouses are significantly lacking in cargo handling equipment and optimal office facilities for customs and non – customs agencies

All required infrastructure should immediately be provided



**NSC, NPA,
NIWA**

**Immediately
and
continuous**

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The Lagos Chamber of Commerce and Industry (LCCI): Established in 1888, the Lagos Chamber of Commerce and Industry (LCCI) is the foremost and largest private sector group in Nigeria with over 2,050 corporate members, accounting for an estimated 60% of industrial output, 65% of general commerce and 75% of financial services in the country. LCCI's mission is to promote and protect the interests of its members and the business community at large through public policy advocacy, creation and facilitation of commercial and industrial opportunities, provision of business services and observance of the highest standards of business ethics. Find out more by visiting us at www.lagoschamber.com

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The Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) established in 1960, is the umbrella organization for all the various affiliate member chambers within the country. The Association's membership is voluntary and it encompasses City, State and Bilateral Chambers, Business/Professional Association and Corporate Bodies. It champions the course of business through its advocacy role and influence public policies that promote free enterprise. The perspective of NACCIMA is in accordance with contemporary ideas of the chambers of Commerce Movement in a relatively free enterprise economy the world over.



NECA is the umbrella organization of employers in the Organised Private Sector of Nigeria. It was formed in 1957 to provide the forum for the Government to consult with private sector employers on socio-economic and labour policy issues. NECA provides a platform for private sector employers to interact with the government, labour, communities and other relevant institutions in and outside Nigeria for the purpose of promoting harmonious business environment that will engender productivity and prosperity for the benefit of all



The Manufacturers Association of Nigeria (MAN) was established in May, 1971 to provide a platform for the private sector to formulate and articulate policy suggestions that would be complementary to governments efforts at policy formulation. MAN is in business to create a climate of opinion in this country in which manufacturers can operate efficiently and profitably for the benefit of all.



The **Nigerian Association of Small and Medium Enterprises (NASME)** was registered in 1996 as a Business Membership Organization (BMO), to co-ordinate and foster the promotion of Micro, Small and Medium Enterprises (MSMEs) in Nigeria. NASME was jointly conceived by promoters of Small and Medium Enterprises (SMEs) in the private sector and agencies of the Federal Government of Nigeria, to serve as the apex organization that will coordinate MSME activities and also interact with local and foreign organizations whose services are vital to the development of MSMEs.



NASSI is a member of Corporate Nigeria which makes input into National Budget among others and is made up of the Manufacturers Association of Nigeria (MAN), NASSI, National Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA), Nigerian Association of Small & Medium Enterprises (NASME) and the Nigerian Employers Consultative Association (NECA). NASSI is tangentially affiliated to the World Assembly of Small and Medium Enterprises enjoying consultative status with the United Nations.



The Nigerian Economic Summit Group (NESG) is dedicated to achieving sustainable economic development in the national interest through responsible private sector initiatives. The group aims to help create an enabling environment conducive to good governance, responsible private investments and sustainable economic growth in Nigeria. The Group's overarching objective is to forge a mutual understanding between leaders of thought from private and public sectors so as to discover, explore and support initiatives directed at improving Nigeria's economic policies, its institutions and competitive business climate



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Advocacy initiative through public sector engagements



President of Lagos Chamber of Commerce and Industry, Mr. Babatunde Paul Ruwase, FCA and Vice President Yemi Osinbajo, GCON during a visit to the State House, Abuja.



Exco Members of Lagos Chamber of Commerce and Industry and Vice President Yemi Osinbajo during a visit to the State House, Abuja.



L-R: Vice President, Lagos Chamber of Commerce and Industry (LCCI), Dr. Michael Olawale-Cole; Senate President, Dr. Bukola Saraki; President, LCCI, Mr. Babatunde Ruwase and Vice President, LCCI, Mr. Varkey Verghese during a courtesy visit by LCCI to the National Assembly recently.



President of Lagos Chamber of Commerce and Industry, Mr Babatunde Paul Ruwase, FCA and the Hon. Speaker, Lagos State House of Assembly, Rt. Hon. Mudashiru Obasa at Alausa, Ikeja, Lagos.



Hon. Minister of Transportation, Rotimi Amaechi and the immediate past President of LCCI, Dr. (Mrs) Nike Akande, CON during a courtesy visit to the Honourable Minister in Abuja.



L-R: Lagos State Governor, Mr. Akinwunmi Ambode; Daughter of Late Chief Rasheed Gbadamosi; Secretary to Lagos State Government, Mr. Tunji Bello and immediate past President, Lagos Chamber of Commerce and Industry (LCCI), Dr. Mrs. Nike Akande at a post-humus reception organised in honour of Chief Rasheed Gbadamosi by the Lagos State Government.



L-R: Olawale Cole, vice president, Lagos Chamber of Commerce and Industry; Nike Akande, immediate past president; Oscar Onyema, CEO, Nigerian Stock Exchange (NSE); Babatunde Ruwase, president, LCCI; Toki Mabogunje, deputy president, and Muda Yusuf, director-general, during the closing gong at the NSE by the LCCI delegates in Lagos



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