

Nigerian Shippers' Council

Annual Report
WITH
FREIGHT STATISTICS
2018





Nigerian Shippers' Council
Annual Report
WITH
FREIGHT STATISTICS
2018

Table of Contents

- I. Foreword**
- II. Preface**
- III. ES/CEO's Message**
- IV. Vision, Mission and Mandate**
- V. Core Values**
- VI. Governing Board**
- VII. Management Team**
- VIII. Organogram**
- IX. Office Locations**

01 Introduction

- 1.1** Historical Background
- 1.2** Establishment of Nigerian Shippers' Council
- 1.3** Functions of the Council
- 1.4** Services of Nigerian Shippers' Council
- 1.5** National and International Affiliations
- 1.6** Relationship with other Organizations

02 Activities

- 2.1** Development of Strategic Plan
- 2.2** Setting of Standards for Regulated Service Providers
- 2.3** Monitoring and Enforcement in the Port Sector
- 2.4** Setting Guidelines for Tariffs, Rates, and Charges
- 2.5** Complaints Handling
- 2.6** Coordination of Intermodal Transport
- 2.7** Promotion of Investment in Transport Infrastructure
- 2.8** Representation of Nigeria's Shipping Interest at Sub-regional and International Fora

- 2.9 Advocacy and Engagement of Stakeholders
- 2.10 Support to Presidential Enabling Business Environment Council (PEBEC)
- 2.11 Support to National Trade Facilitation Committee (NTFC)
in line with WTO Trade Facilitation Agreement
- 2.12 Support to Presidential Steering Committee on
African Continental Free Trade Agreement (AfCFTA)
- 2.13 Research
- 2.14 Conferences and Seminars
 - a. International Maritime Seminar for Judges
 - b. Union of African Shippers' Councils Sub-regional Workshop
on Ports Concession in West and Central Africa
 - c. Others.
- 2.15 Corporate Social Responsibility (CSR) Initiatives
- 2.16 Activities of Zonal Coordinating Offices

03 Projects

- 3.1. Inland Dry Ports
- 3.2 Truck Transit Parks
- 3.3. Border Information Centres
- 3.4. Port Service Support Portal

04 Interventions

- 4.1 Joint Boarding for Vessel Rummage
- 4.2 Joint Cargo Examination
- 4.3 Interception of Containers by Federal Operation
Unit of Nigeria Customs Service on the Nation's Highway
- 4.4 Police Cargo Detention Alert
- 4.5 Airfreight Stakeholders Forum
- 4.6 Confirmation of Reasonableness of Freight Rates and Demurrage
- 4.7 Intervention on the Ports Access Road Gridlock
- 4.8 Interventions on Stakeholders Matters

05 Trade and Transport Information

- 5.1 Nigeria's Functional Sea Ports and Jetties
- 5.2 Cargo Throughput at Nigerian Ports
- 5.3 Export and Import Trade
- 5.4 Kaduna Inland Dry Port (Cargo Throughput)

- 5.5 Terminals and their Operations
- 5.6 Indicative Haulage Rates from Lagos Ports to Destinations Inland
- 5.7 Cargo Claims – Insurance

06 Guidelines and Procedures for Accessing NSC Services

- 6.1 Procedure to Register Regulated Service Providers
- 6.2 Procedure to access information by stakeholders.
- 6.3 Procedure for Registration of Users of Shipping Services
- 6.4 Procedure for Complaints Services
- 6.5 Procedure/ guidelines for Claims concerning Loss or Damages to Cargo
- 6.6 Procedure for Claims concerning Loss or Damages on Export and Import Cargo:
- 6.7 Procedure for Benchmarking of Tariffs, Rates, and Charges at the Ports
- 6.8 Procedure for Monitoring and Reporting on Matters relating to Costs, Standards, and Quality of Services
- 6.9 Procedure for Monitoring and Enforcement
- 6.10 Procedure for Confirmation of Reasonableness of Freight Rates and Charter Fees

07 Achievements

08 Staff Development

09 Challenges

Glossary

FORE- WORD



Global trade and maritime transport have considerably changed in the last decade. Efforts to improve Nigeria's trade performance and competitiveness require reforms and policy interventions to reduce trade and transport costs as well as modernize the trading system and infrastructure.

The essence of the Federal Government's Port Reforms Programme of 2006 was to instill and promote a virile service delivery culture in Nigeria's Port Sector by enthroning efficiency and bringing down the cost of doing business. The result of this was the introduction of Port Economic Regulation in 2014 and the appointment of the Nigerian Shippers' Council (NSC) to carry out the function.

Every act that hinders service delivery, both in the short and long run, ultimately leads to the demise of businesses with its attendant loss of jobs and punctuation in national wealth creation. The pursuit of efficiency in port service delivery is a task that Nigeria must take beyond mere slogans if all our strategies for increasing our share of the global trade will not end up as wishful thinking.

In its position as the Economic Regulator of the Ports Sector, the Council seeks to bring stakeholders' attention to the realities and dangers of ineffective service delivery/service failures in international trade. We believe that with the right sensitization and enlightenment the timely buy-in of stakeholders will be secured. Our aspiration is that with their collaboration and support, a new dawn will see Nigeria as the country of choice for international trade and logistics.

There is, therefore, an urgent need for a deliberate effort by all stakeholders to ensure that we all become agents of change as it affects efficiency and optimization of service delivery in the maritime sector, which will enable us to achieve sustainable economic growth and development in line with the global policy framework under the 2030 Agenda for Sustainable Development Goals (SDGs).

I feel greatly honoured to write the foreword to the 2018 edition of the Council's Annual Report. There is no doubt that the report will be of great value, not only to the Staff and Management of the Council but also to industry stakeholders.

**Alhaji Mai Mala Buni,
Chairman, Governing Board.**

The dynamics in international trade and shipping requires that Nigeria takes continuous proactive measures capable of improving its efficiency, effectiveness and competitiveness in the global market. It was in the light of this that the Federal Government appointed the Nigerian Shippers' Council as the nation's Ports Economic Regulator in 2014.

Over the years, particularly since appointed as the Port Economic Regulator, the Nigerian Shippers' Council has served as an agent for economic development through interventions in trade facilitation, and cargo transport costs issues. These have resulted in a positive impact on inflationary trends in the country.

For a clearer perspective, international trade is a crucial driver of economic activities in the country. According to the National Bureau of Statistics (NBS), Nigeria's total trade value amounted to N32.26trn in 2018, comprising of

imports worth N13.17trn and exports worth N19.09trn. Crude oil export was N15.72trn while non-crude oil export stood at N3.38trn. As an import-dependent economy with the proceeds from the sale of exported crude oil and gas as its primary source of income, there is a need to promote non-oil export for a better balance of trade. The need for diversification of export is further heightened by the fact that Nigeria has no shipping fleet, so all cargo to and from the country's ports is lifted by foreign-owned ships.

Nigeria's trade is transported mainly by sea and to a lesser degree by air and land. These modes of transportation have two significant constituents – the supply side (shipping and ancillary service providers) and the demand side (cargo owners - importers and exporters). The cost accrued on these goods along the transport chain (from the point of shipment to the market place) determines the extent of the cost burden on consumers, in the case of imports and

P

R

E

F

A

C

E

competitiveness in the global market for exports. Studies have also shown that aggregate cargo transport cost contributes 20% to 35% of the final price of goods in the market.

The Nigerian Shippers' Council's responsibilities in the nation's trade scenario highlighted above include the following:

- Efficient and timely delivery of shipping services to importers and exporters by the shipping services providers
- Minimization and stabilization of costs (freight rates, port charges, local shipping charges, haulage charges, etc.)
- Adequate understanding and know-how amongst the various practitioners in international trade both at the macro and micro levels
- Regular and reliable advice to the Federal Government on matters affecting the shipment of goods into and out of Nigeria.

The Nigerian Shippers' Council's interventionist role which is purely economic, is designed to protect critical strategic aspects of international trade of the country from exploitative tendencies of monopolistic or oligopolistic shipping services providers while supporting the fundamental principles of growth within a liberalized economy.

The 2018 annual report highlights the specific goals for the year, strategic plans, analysis of the operating environment, and the outcomes, all placed as contents of nine chapters. We hope that this report meets the expectations of the sector stakeholders and the general public.

Ola Sunday Babafemi
Director, Strategic Planning and
Research

EXECUTIVE SECRETARY/CEO'S MESSAGE

Considering the achievements of the Council in previous years and drawing from the strong support enjoyed from eminent industry stakeholders and groups, it was quite natural to begin the year 2018 with glowing aspirations and dreams. Indeed the year was tagged “A Year of Great Aspirations.” The expectations were also flowing from the outcomes of a three-year strategic plan put in place in 2016, which end year is 2018.

The institutional strengthening activities brought about by the three-year strategic plan has helped the Council and its Departments to institutionalize performance management culture both at the organizational and individual levels. The resulting performance management framework has strengthened the alignment between the Council's corporate strategic goals and the activities of Departments/Units and individuals. In the coming years, we hope to improve upon the gains of these activities.



Several convictions fueled our aspirations for 2018 and enabled deliberate actions towards the following:

1. **Significant Improvement in our Relationship with the Major Regulated Service Providers.**

The first attempt to enforce some economic regulatory measures (relating to charges and standard of service) had resulted in a frosty relationship with Shipping Companies/Agencies and Seaport Terminal Operators. Happily, there is sight an amicable out of court settlement with some shipping companies. To this effect, the Council and the Shipping Companies are working on an M.O.U that will provide a sustainable mechanism for dispute resolution. Despite the challenges, the Council continued to reposition the sector to attain much-needed competitiveness, efficiency, and cost reduction.

2. Transmutation of the Council into the National Transport Commission (NTC).

The process of transmutation of the Council into the National Transport Commission is ongoing at the National Assembly for passage within the year. After that, the Council will play a vital role in stimulating efficiency and effectiveness within the transport sector as well as sustainable economic growth.

3. Infrastructural Project Delivery:

The Kaduna Inland Dry Port was commissioned 4th January 2018, while efforts are being made to realize the development of other Inland Dry Ports (IDPs), Truck Transit Parks (TTPs) and Border Information Centres (BICs) across the nation.

4. Implementation of the Presidential Enabling Business Environment Council (PEBEC) Initiative.

At the beginning of the year, the Council reviewed its strategic plan (2016-2018) in the light of the imperatives of the Presidential Ease of Doing Business Order. We pursued the implementation of this order in collaboration with other agencies of government in the Sector. In line with this, the Council facilitated the implementation of actions and strategies relating to the Port Economic Regulation.

5. The Completion of the reorganization of the Head Office and Zonal Coordinating Offices:

We completed the restructuring of the Council, which started in 2016, in the year 2018. The change has effectively repositioned the Council for better service delivery.

6. Focused and Enhanced Manpower Development Programme.

The Council made substantial progress in its planned workforce development in the year 2018. The progress made in this area aided the Council in achieving the plans and aspirations for the year. One of the significant events was the inauguration of the Council's Governing Board. The activities of the Board facilitated the achievements of the Council in the year.

The second is the implementation of the new salary structure approved by the Salaries and Wages Commission for the Council, which enhanced the performance of staff within the year.

While we are encouraged by commendations, praises, and awards from wide-ranging industry stakeholders, we remain firmly committed to ensuring efficiency, fair play, and competitiveness in the port sector.

It is my pleasure to present the Nigerian Shippers' Council's 2018 Annual Report.

Mr. Hassan Bello
Executive Secretary/CEO



VISION STATEMENT

To be the foremost economic development agency providing regulatory system that fosters efficient, effective and competitive service delivery in the transport sector.

MISSION STATEMENT

- Contribute optimally to the economic development of the nation while protecting the rights and interests of all stakeholders in the transport sector in line with best practice.
- Develop and sustain a professional workforce driven by technology for operational efficiency, reduction of costs, setting standards and monitoring compliance.

MANDATE

Establish an enabling environment for all stakeholders by instituting an efficient and effective economic regulatory system in the transport sector.

CORE VALUES

- Customer focused: To ensure efficiency and effectiveness in service delivery.
- Integrity: Consistency, fairness and equity.
- Accountability and Transparency: in service delivery.
- Innovation and Resourcefulness: implementation of new ideas.
- Adaptability: Responsiveness to change.
- Excellence: Highest quality service through innovation and professionalism.
- Stewardship: Cost effectiveness and value for money.
- Value Diversity: in a diverse workforce.

GOVERNING BOARD

The Governing Board of Nigerian Shippers' Council

- | | | |
|----|-----------------------|------------|
| 1. | Hon. Mai Mala Buni | - Chairman |
| 2. | Otunba Seyi Oduntan | - Member |
| 3. | Mr Yekini Nabena | - Member |
| 4. | Alhaji Lawal Yakawada | - Member |
| 5. | Mrs. Hauwa Muhammed | - Member |
| 6. | Mr. Mohammed Daiyabu | - Member |
| 7. | Mr. Danjuma Muhammed | - Member |
| 8. | Mr Angulu Lolo | - Member |
| 9. | Surv. Lekan Adekanbi | - Member |

GOVERNING BOARD



ALH. MAI MALA BUNI
CHAIRMAN, GOVERNING COUNCIL
NIGERIAN SHIPPERS' COUNCIL



**ALHAJI LAWAL S.
YAKAWADA**



MRS HAUWA MUHAMMED



MR JOHN ALUYA



MR. HENRY I. OBIH
MEMBER



MRS MARGRET ORAKWUSI



HON. YEKINI NABENA



OTUNBA SEYI ODUNTAN



MR. DANJUMA MIKA'IL DAUDA
REP. FMOT



SUV. LEKAN ADEKANBI

MANAGEMENT TEAM



A.N. MAKINDE
DIRECTOR INLAND
TRANSPORT SERVICES



S. A. Vongtau
DIRECTOR LEGAL SERVICES



B.U. SUMAILA
DIRECTOR CORPORATE
SERVICES



I.N. NWEKE
DIRECTOR SPECIAL
DUTIES



Hassan Bello
Executive Secretary/CEO



I.A. EZEDINMA
DIRECTOR REGULATORY
SERVICES



O.S. BABAFEMI
DIRECTOR STRATEGIC
PLANNING AND RESEARCH



M.B. ABUBAKAR
DIRECTOR CONSUMER
AFFAIR

ORGANOGRAM

The Nigerian Shippers' Council (NSC) is an agency under the Federal Ministry of Transportation (FMOT), its enabling Act provides for a Governing Board and Executive Secretary/Chief Executive Officer (ES/CEO) that is responsible for the day to day management, administration and implementation of policies approved by the Governing Board.

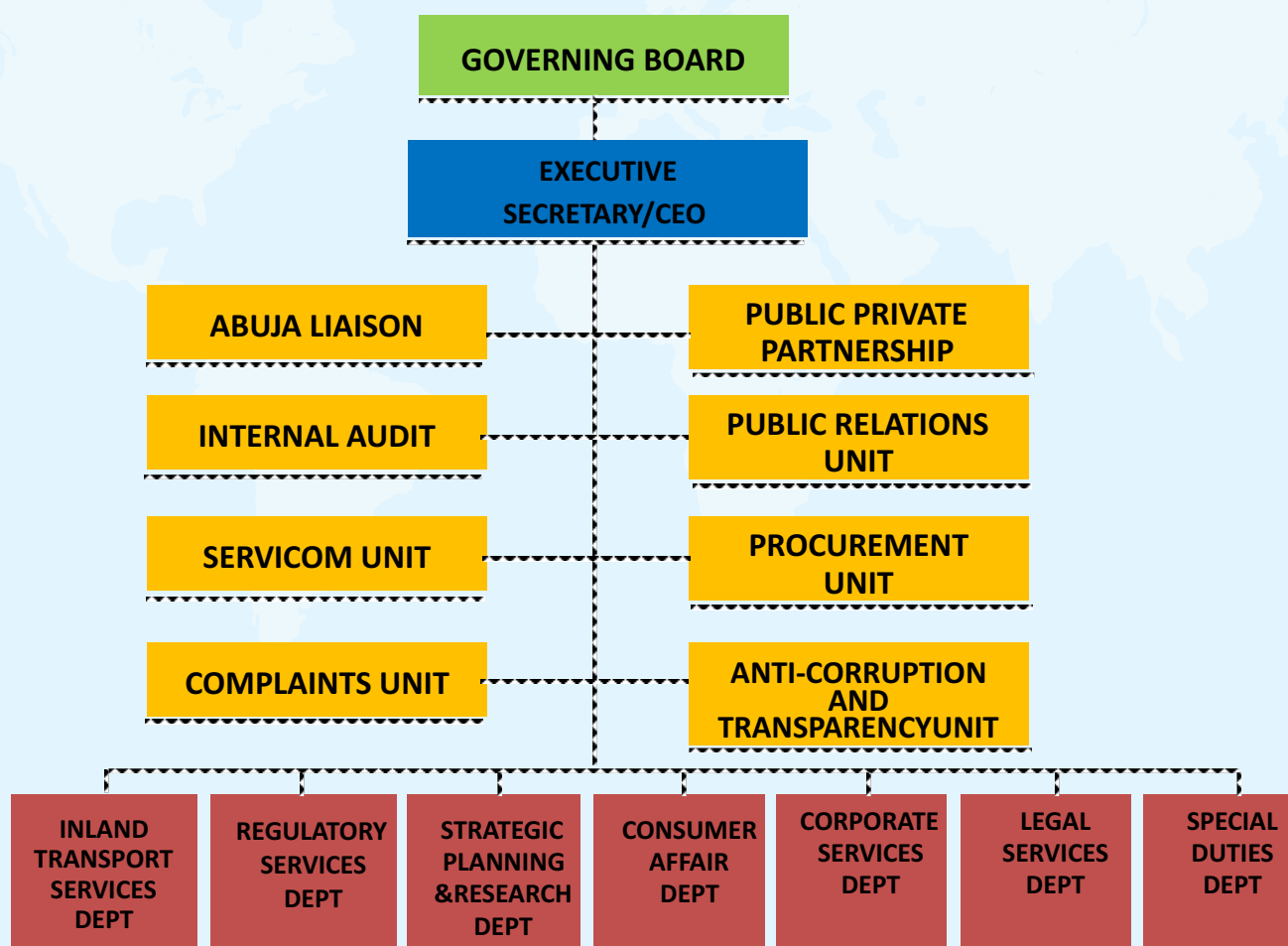
The Executive Secretary/CEO is assisted by seven Directors who head the Departments in the Council. In addition, these Departments are further supported by eight (8) Independent Units reporting to the office of the Executive Secretary/CEO.

1. Regulatory Services Department (RSD)
2. Consumer Affair Department (CAD)
3. Strategic Planning and Research Department (SPRD)
4. Corporate Services Department (CSD)
5. Inland Transport Services Department (ITSD)
6. Legal Services Department (LSD)
7. Special Duties Department (SDD)

The 8 (eight) Independent Units are:

1. Anti-Corruption and Transparency Unit (ACTU)
2. Complaints Unit (CU)
3. Public Private Partnership (PPP)
4. SERVICOM Unit
5. Procurement Services
6. Internal Audit
7. Public Relations
8. Abuja Liaison Office (ALO)





OFFICE LOCATIONS

To bring services to the doorstep of stakeholders nationwide, the Council established its Head Office, one (1) Liaison Office, six (6) Zonal Coordinating Offices (ZCOs) with one (1) in each of the six (6) Geo-Economic Zones of the Country. There are sixteen (16) Area Offices and two (2) Border Information Centres.

HEAD OFFICE

4, OtunbaAyodeleSoyode Lane,
Apapa. P.M.B. 50617,
Ikoyi, Lagos

ABUJA LIAISON OFFICE

Shelter Plaza,
438, Michael Okpara Way,
Wuse Zone 5, Abuja.

S/N	Coordinating Offices	Area Offices	Areas Of Coverage
1.	South-South Coordinating Office, Port Harcourt. – <i>32a, King Perekule Street, GRA Phase 2, Port Harcourt, Rivers State</i>	Benin - KY Plaza <i>Opp. PZ Junction Sapele Road Benin City Edo State</i> Calabar - 3rd Floor, Henss Building Complex <i>24/26 Murtala Mohammed Highway, Calabar, Cross River State</i> Warri -No 5, Effuru/ Sapele Road <i>Warri Delta State</i>	Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States.
2.	South-East Coordinating Office, Aba. – <i>25, Aba - Owerri Road, Aba, Abia State</i>	Enugu -No 2a Colliery Avenue <i>Gra, Enugu Enugu State</i> Onitsha -No 87 Upper New Market Road <i>Onitsha Anambra State</i>	Abia, Anambra, Ebonyi, Enugu and Imo States
3.	South-West Coordinating Office, Ibadan - <i>16B, His Grace Building, Opp. Oando Filling Station, Mokola Hill, Mokola</i>	Ado-Ekiti -32 Nta Road <i>Off Ilawe Road Ado-Ekiti Ekiti State</i> Akure -3rd Floor Bank Of Agriculture <i>Alagbaka, Akure</i> Ilorin -Ahmadu Bello Way <i>Room 445-447 Governor Office Ilorin</i>	Ekiti, Kwara, Ogun, Ondo, Osun, and the Oyo States.
4.	North-East Coordinating Office, Bauchi. <i>5, Ahmad Abdulkar Road, Bauchi, Bauchi State.</i>	Maiduguri -9/10 Kirikasama Road <i>Opposite Unity Bank Maiduguri</i> Yola - No 2 Mohammed Tukur Road	Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe States

Border Information Centres

The Council established offices at border locations to provide information services and assistance to cross border traders. Currently, the Council has two (2) Border Information Centres:

- I. Seme-Krake Border Information Centre
- II. Jibiya-Maradi Border Information Centre



CHAPTER ONE

INTRODUCTION

1.1 Historical Background

The Nigerian Shippers' Council (NSC) was established by Decree 13 of 1978 now Nigerian Shippers' Council Act Cap. N133, Laws of the Federation of Nigeria 2004. The Council's establishment was based on the 1965 United Nations Conference on Trade and Development (UNCTAD)'s recommendation, urging developing countries to create National Shippers' Councils as public sector authorities to act as a countervailing force against the exploitative excesses of foreign ship owners and other providers of shipping and related services. The UNCTAD recommendation forms the basis for the establishment of Shippers' Councils around the world.

The period before the establishment of Nigerian Shippers' Council in 1978 stood characterized by deteriorating quality of shipping services and unmitigated increases



Tilted In Favour Of Service Providers

The diagram below depicts the level of imbalance in shipping services before the creation of Shippers' Councils.



Fig. 1: Trade Scenario: Balance Tilted In Favour Of Service Providers

This massive foreign exchange outflows arising from the carriage of our sea-borne trade by international shipping lines continued to impoverish Nigeria and other developing countries' economies, with attendant adverse consequences on balance of payment in favour of developed countries who are also major maritime nations. The outcry arising from this undesirable situation led the United Nations Conference on Trade and Development (UNCTAD) – a specialized agency of the United Nations, to commence actions towards resolution of this political-economic situation.

Arising from UNCTAD's intervention, there emerged a New World Maritime Order in 1965 encapsulated in a document that came to be popularly known as the UN CODE FOR LINER CONFERENCES. This Code strongly recommended the formation of National Shippers' Councils in developing countries (also referred to as Group of 77) to act as a countervailing force against the excesses of foreign ship owners and other shipping services providers. The UNCTAD confirmed this new order by endorsing the formation of Shippers' Councils in its 1968 meeting in New Delhi, India. After that, Shippers' Councils began to spring up in various parts of the world, including the developed countries. The first Shippers' Council in Africa was set up in 1968 in Cote d'Ivoire.

1.2. Establishment of Nigerian Shippers' Council

Nigeria took its turn to implement the UNCTAD recommendation by establishing the Nigerian Shippers' Council in 1978 through the enactment of Nigerian Shippers' Council Act Cap. N133 LFN 2004; Two subsidiary legislation on Funding and Local Shipping Charges were later made under this Act to enable the Council to perform its functions better.

The following reasons informed the acceptance of the UNCTAD recommendations to establish Nigerian Shippers' Council:

- i. Nigerian shippers (Importers and Exporters/Cargo Owners) are weak, fragmented, unprotected and therefore left at the mercy of the shipping services providers;
- ii. Shipping services providers (Shipping Companies/Agencies etc.) are organized & financially stable and therefore have a stronger bargaining position *vis-à-vis* the shippers;
- iii. The need to organize Nigerian Shippers to strengthen their bargaining position *vis-à-vis* the carriers (shipping lines/agencies), address the imbalance in the bargaining positions of the two parties and provide a level playing field for all parties;
- iv. The need to protect Nigeria's cargo interest in shipping and international trade from abuse and exploitation;
- v. The need to ensure cargo tariff structures are fair, equitable and reasonably stable;
- vi. The obligation to provide researched inputs to Federal Government policies on shipping and international trade.

The responsibilities of the Nigerian Shippers' Council are to ensure:

- i. Efficient and timely delivery of shipping services to the importers and exporters by the shipping services providers under the most economical arrangements;
- ii. Moderation and Stabilization of costs (freight rates, port charges, local

shipping charges, haulage charges, etc.);

- iii. Adequate understanding and know-how amongst the various practitioners in international trade both at the macro and the micro levels;
- iv. Regular and reliable advice to the Federal Government on matters affecting the shipment of goods to and from Nigeria.

Nigerian Shippers' Council, like its counterparts in the sub-region, was mainly concerned with the representation and protection of the interests of importers and exporters with regards to port-to-port cargo shipment. However, as from 1997, the Cotonou II World Bank Round Table Conference on Maritime Trade in West and Central Africa resolved that Shippers' Councils in the sub-region should protect importers and exporters throughout the transport chain. The resolution became necessary due to the dynamism of international trade as underscored by the Conference. Thus as from 1997, the role of the Nigerian Shippers' Council and indeed all its counterparts in the sub-region, was expanded to cover the entire transport chain from door to door.

In line with the Federal Government port reform agenda, the Nigerian Shippers' Council was appointed the Port Economic Regulator in February 2014, to create effective regulatory regime at the Nigerian ports for the control of tariff, rates, charges and other economic services and to address the negative impact of port concession activities on the economy.

The appointment was affirmed by a Ministerial Regulation and a Presidential Order as follows:

I. Nigerian Shippers' Council (Port Economic Regulator) Order, 2015;

II. Nigerian Shippers' Council (Port Economic) Regulations 2015.

1.3 Functions of the Council

Arising from the reasons for its establishment and its legal framework, the statutory functions of the Council are as follows:

The statutory functions of the Nigerian Shippers' Council are as follows:

- i. To provide a forum for the protection of the interest of shippers on matters affecting the shipment of imports and exports to and from Nigeria;
- ii. To encourage the formation of Shippers' Associations all over the country;
- iii. To provide a forum for consultation between the conference and non-conference lines, tramp-owners, the Nigerian Ports Authority and the Government of the Federation on matters of common interest;
- iv. To negotiate and enter into agreements with Conference Lines and non-Conference Lines, ship-owners, the Nigerian Ports Authority and any other bodies on matters affecting the interests of shippers;
- v. To advise the Government of the Federation, through the Minister, on matters relating to the structure of freight rate, availability and adequacy of shipping space, frequency of sailings, terms of shipment, class, and quality of vessels, port charges and facilities and other related matters;
- vi. To assess the stability and the adequacy of existing services and make appropriate recommendations in that behalf;
- vii. To consider the problems faced by shippers with regards to coastal transport, inland waterways transport and matters relating generally to the transportation of goods by water and advise Government on possible solutions thereto;
- viii. To promote and encourage the study and research into problems affecting shippers in Nigeria;
- ix. To arrange from time to time seminars and conferences on any matter relating to its functions in Nigeria;
- x. To carry out such other activities as are conducive to the discharge of its functions under this Act.

The functions of the Nigerian Shippers' Council as Port Economic Regulator are as follows:

- i. Provide guidelines on tariff setting to guide against arbitrariness;
- ii. Monitor and enforce standards of service delivery to ensure availability, accessibility, affordability, stability, predictability, and adequacy of services;

- iii. Encourage competition and guard against the abuse of monopoly and dominant market positions;
- iv. Perform a mediatory role among stakeholders;
- v. Establish an accessible and modern dispute resolution mechanism;
- vi. Regulate market entry and exit;
- vii. Promote efficiency in the provision of port services;
- viii. Minimize the high cost of doing business and prevent its inflationary effect on the Nigerian economy;
- ix. Encourage private sector investment in the port sector;
- x. Monitor and ensure compliance by all parties with the provisions of the Port Concession Agreements.

Other functions of the Nigerian Shippers' Council are contained in the subsidiary legislation as follows:-

- The Nigerian Shippers' Council (Local Shipping Charges) Regulations 1997.
- The Nigerian Shippers' Council (Inland Container Depot) Regulation 2007.
- The Nigerian Shippers' Council (Container Freight Station) Regulation 2007.

1.4 Services of Nigerian Shippers' Council

There were six (6) primary services performed by the Council in line with its regulatory role as Ports Economic Regulator

I. Stakeholders/Industry Support Services: The Council has over the years provided shippers support services to protect Nigerian shippers from exploitative tendencies of shipping service providers. These include:

- Monitoring freight rates along the nation's trading routes and providing accurate and timely data and other vital information on same for the shippers.
- Investigating and taking appropriate actions on industry complaints bordering on corrupt and sharp practices.
- Handling and resolving shippers' complaints on shipping and trade matters such as excessive and arbitrary local shipping charge, short landing and non-delivery of goods, cargo losses, damage, marine insurance claims and non-refund of container deposits.
- They are mediating between users and providers of shipping services on legitimate shipping trade disputes referred to the Council.
- Ensuring compliance of service providers in the transport and logistics industry with MOU's on tariffs, regulations, rules of conduct, and other agreements entered into between them and the Council.
- Promoting and defending the interests of shippers in the Air Freight Sector through the

Airfreight Stakeholders Forum (ASF)

II. Stakeholders' Representation

Services:The Council represents Nigerian shippers' interests in different fora discussing matters relating to the movement of goods. The representations made were to prevent any unfavourable terms that may adversely affect Nigerian shippers in their trade transactions. In this regard, the Council:

- Negotiates and agrees with service providers on the quality of services and charges payable by local and international standards.
- Represents shippers' interest in local and international shipping and trade-related fora and organizations such as International Maritime Organization (IMO), Maritime Organization of West and Central Africa (MOWCA), Union of African Shippers' Councils (UASC) and United Nations Conference on Trade and Development (UNCTAD).
- Represents shippers at the Ports Consultative Council, World Customs Organisation, Global Shippers Forum, International Labour Organisation, etc.
- Represents shippers in the NSC/Nigeria Customs Service (NCS) Technical Cooperation Committee to discuss import/export clearance issues as they affect shippers.

III. Advocacy / Advisory Services:

According to its enabling Act, the Council is mandated to advise the government and shippers on matters relating to shipping. It also vigorously promotes fair play in the maritime industry. Other services include:

- Monitoring and advising on the general trends in both domestic and international commodities markets for the benefit of shippers.
- Advocating the creation of a level playing field for both service providers and service consumers and the facilitation of seamless movement of goods and services in the maritime industry.
- Establishing platforms for the resolution of shippers' problems such as the Shippers' Advisory platform and the Freight Facilitation platform.
- Providing through its Cargo Defense Fund (a company limited by guarantee) legal assistance to shippers to pursue recovery of financial losses sustained in legitimate maritime transactions.
- Creating a forum for mediation/arbitration in the event of disputes arising between shipping service providers and users.
- Providing continuous assessment of the Ports, Shipping, and Logistics environment against international benchmarks and standards to ensure conformity by service providers.

- Using the Cargo Defense Fund to give legal/technical advice to importers and exporters to avoid pitfalls in their international trade transactions.
 - Formation of Shippers' Associations nation-wide to empower shippers as a group for meaningful negotiations with providers of shipping services. These Shippers' Associations are assisted by the Council through the provision of secretariat and other support services to ensure that they adequately carry out the purpose for which they were established.
- IV. Research/Information Services:**As one of its cardinal functions, the Council conducts researches to provide solutions to contemporary problems affecting shippers in the maritime industry and advises government and shippers on transport-related issues. The Council also disseminates trade and transport information to stakeholders through:
- Indicative freight rates and local shipping charges to the Nigeria Customs Service (NCS), Central Bank of Nigeria (CBN), Shippers and other Stakeholders.
 - Border Information Centres (BIC) in collaboration with United States Agency for International Development (USAID), Borderless Alliance and West African Trade Hub to advice shippers at Nigerian trade borders to formalize trade, provide information to traders, reduce delays and costs and comply with international conventions.
 - The Council has a modern library at its Head Office Lagos. It also has seven (7) mini-libraries in the Zonal Coordinating Offices and Abuja Liaison Office. The library was digitalized and upgraded with Language Laboratory facilities in 2018.



Fig. 2: NSC Maritime Library at the Head Office



Fig. 3: NSC language lab and online learning facility at the Head Office

I. Education and Enlightenment Services:

The Council carries out education and enlightenment services to shippers and other stakeholders in the transport sector through conferences, seminars, and workshops. Some of these notable events are as follows:

- International Maritime Seminar for Judges
- National Shipping Conference
- Practical Maritime Dispute Resolution Seminar (in collaboration with Maritime Arbitrators Association of Nigeria).
- Shippers' 'Clinics' at various locations in the country through our outstations to assist the shippers in specific aspects of international trade such as Import Procedures (to reduce the cost of

doing business), Bills of Lading, understanding of INCOTERMS, etc.

II. Regulatory Services: The regulatory services of the Council include the following:

- Set, monitor and enforce standards of service delivery, ensure stability, accessibility, and adequacy of services;
- Determine, provide and cause to be published guidelines for the registration of regulated service providers specifying, among other things, the terms and conditions for the registration;
- Provide guidelines on tariffs and charges (setting minimum and maximum levels) to guard against abuse of monopoly or dominant market position;

- Coordinate inter-modal transport;
- Regulate market entry and exit;
- Perform a mediatory role among stakeholders;
- Establish an accessible and modern dispute resolution platform;
- Promote efficiency in the provision of port services;
- Minimize the cost of doing business and its inflationary effect on the Nigerian economy;
- Encourage private sector investment in the port sector;
- Monitor and ensure compliance by all parties, with the provisions of Port Concession Agreements

1.5 National/International Affiliations

The Nigerian Shippers' Council maintains a close relationship with sub-regional and international organizations for purposes of strengthening mechanisms for consultation and negotiations on matters of common interest, technical assistance, capacity building and exchange of information on trade and transport-related matters.

Some of these organizations are as follows:

United Nations Conference on Trade and Development (UNCTAD)

Maritime Organization of West and Central Africa (MOWCA)

Union of African Shippers' Councils (UASC)

Nigeria-Niger Joint Commission for Cooperation (NNJC)

International Maritime Organization (IMO)

World Trade Organization (WTO)

Global Shippers' Forum (GSF)

Borderless Alliance

Ports Management Association for West and Central Africa (PMAWCA)

At the National level, NSC amongst others relates to the following:

International Chamber of Commerce (ICC) Nigeria

Franco - Nigerian Chamber of Commerce

Nigeria - British Chamber of Commerce

Nigeria - American Chamber of Commerce

Nigeria - Canadian Chamber of Commerce

Nigeria - South African Chamber of Commerce, etc.

1.6 Relationship with other Organizations

The Nigerian Shippers' Council relates with various agencies and organizations in the course of performing its functions, as depicted in the figure below:



Fig.4: Relationship with other Organizations



CHAPTER TWO

ACTIVITIES

2.1 Development of Strategic Plan

The Council's activities in 2018 were predicated on the critical priorities of the updated 2016-2018 strategic plan upon which a three (3) year Strategic Plan was developed in March 2016 to drive and guide the achievement of the Goals and Objectives of Nigerian Shippers' Council (NSC).

The Strategic Plan highlighted the Strategic Goals and Objectives of NSC, which relate to key focus areas that NSC planned to implement within the period. Also, the

Strategic Plan positioned the resolve of NSC to reform the Council and strengthen its workforce to deliver on its Key Priorities and Strategic Outcomes.

The aspirations of the Strategic Plan were driven by the need to have a measurable approach to the Council's activities. Included in the plan were the development and implementation of Organizational, Departmental, Units, Zonal, and Area Offices Key Performance Indicators (KPIs). The KPIs developed were operational and subsequently reviewed annually. The NSC key performance

indicators (KPIs) were derived from the Balanced Scorecard four (4) perspectives, which were used for measuring KPIs drawn at Organizational, Departmental, Units, Zonal, and Area Offices. The four (4) perspectives are:

- Service Delivery
- Financial Stewardship
- Operational Processes
- Learning and Development.

The year 2018 was indeed the last phase of the journey of the three-year plan, which started in 2016. The strategic plan was reviewed in the second year to reflect the Council's aspiration of becoming the National Transport Commission and to position the Council to address emerging issues in the economy.

The key priority areas upon which the 2018 Strategic Plan were developed included the following:

- i. Facilitate and ensure Transparency and Accountability in the effort to promote Government Executive Order 01-04
- ii. Provide strategic direction in promoting and facilitating effective communication in the business of the organization
- iii. Provide strategic leadership in ensuring successful change management in the effort to position the Council as the economic regulator in the transport sector
- iv. Reduction of the cost of doing business at the Nigerian Ports
- v. Benchmarking of tariffs, rates, and charges

vi. Promote a research-based organization that ensures a reliable trade database

vii. Implementation of International Cargo Tracking Note and other Trade Facilitation Initiatives

viii. Improve the operations of Port Service Support Portal

ix. Improve and sustain Human Capital Development

x. Increase efficiency in cargo clearance processes (Reduction of cargo dwell time)

xi. Facilitate the development and operation of Inland Dry Ports, Truck Transit Parks, and Border Information Centres

xii. Support the development of deep seaport to reposition Nigeria as a maritime hub for the sub-region and centre for international freight services

xiii. Provide strategic direction for the development and implementation of organizational reward and consequence management.

xiv. Promote connectivity between transport modes to improve efficiency in transport service delivery

xv. Promote the development of local contents in the transport sector.



2.1.1 2018 Performance Results

The 2018 NSC Organizational Performance shows an improved result when compared with 2017.



Fig. 5:2017 and 2018 Institutional Performance

The following were responsible for improved performance.

- A better understanding of the Strategic Plan.
- A better understanding of the performance management process
- Stronger commitment to the Strategic Plan and the Performance Management Process.
- Peer Competition

The Monitoring and Evaluation (M&E) procedure followed a careful process of assessment and scoring of reports. The M&E was followed by an on-the-spot assessment for validation.

It should be noted that scores were arrived at by comparing output with established Key Performance Indicators for the quarter/year.

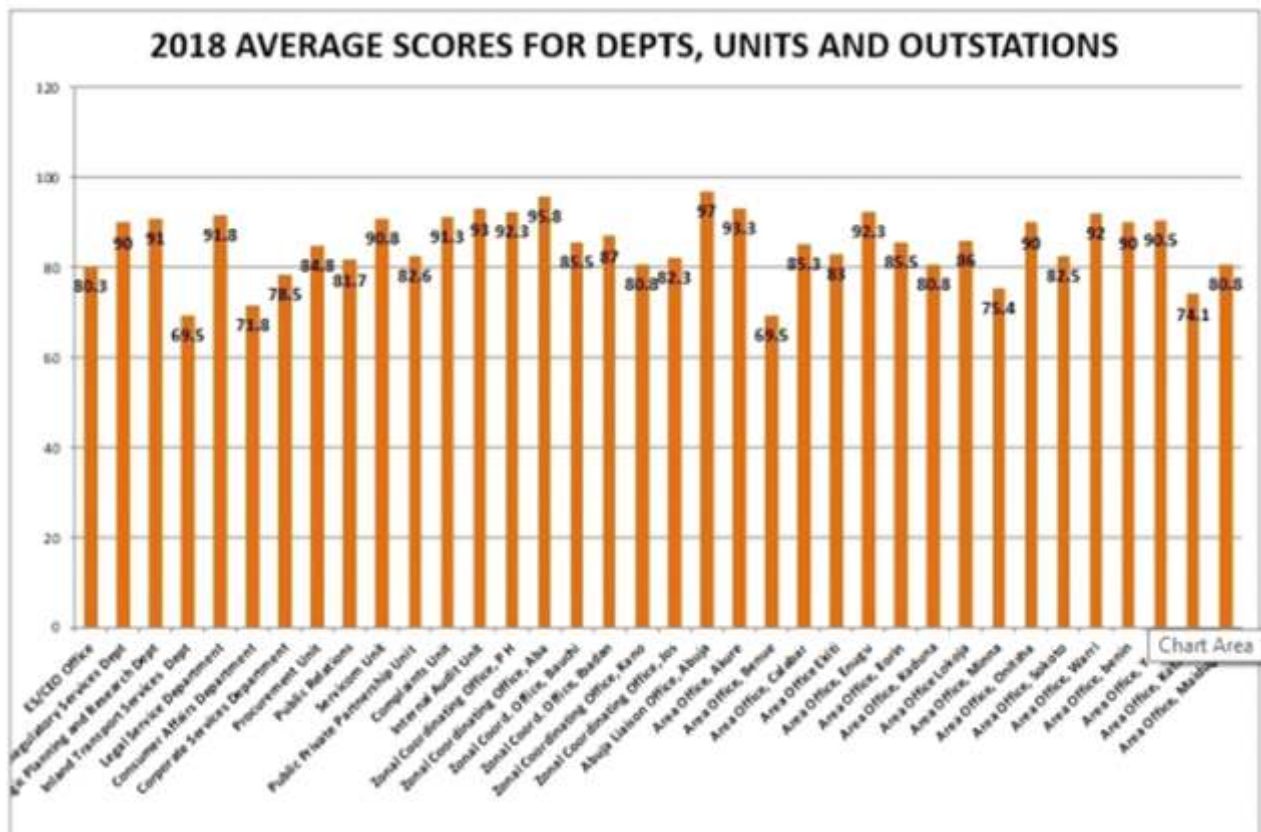


Fig. 6:2018 average scores for Departments, Units, and Outstations

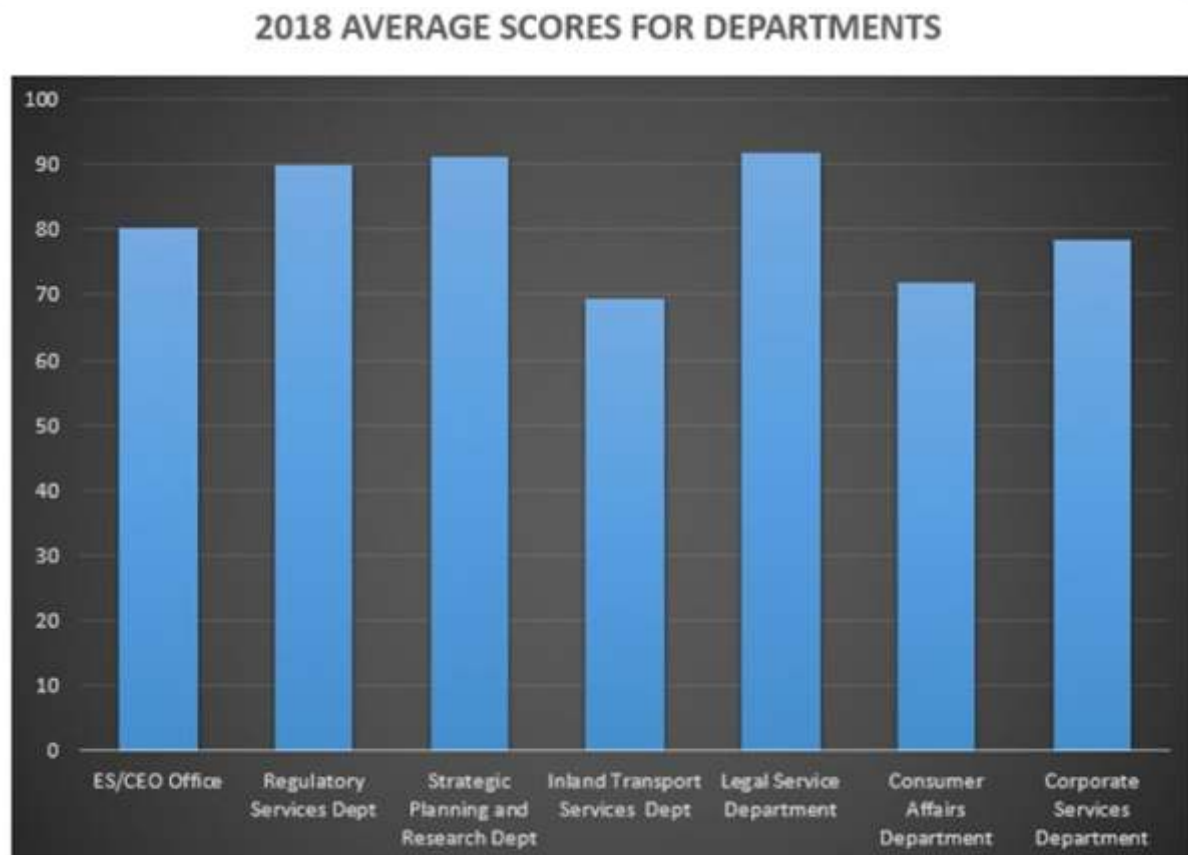


Fig. 7:2018 Average Scores for Departments

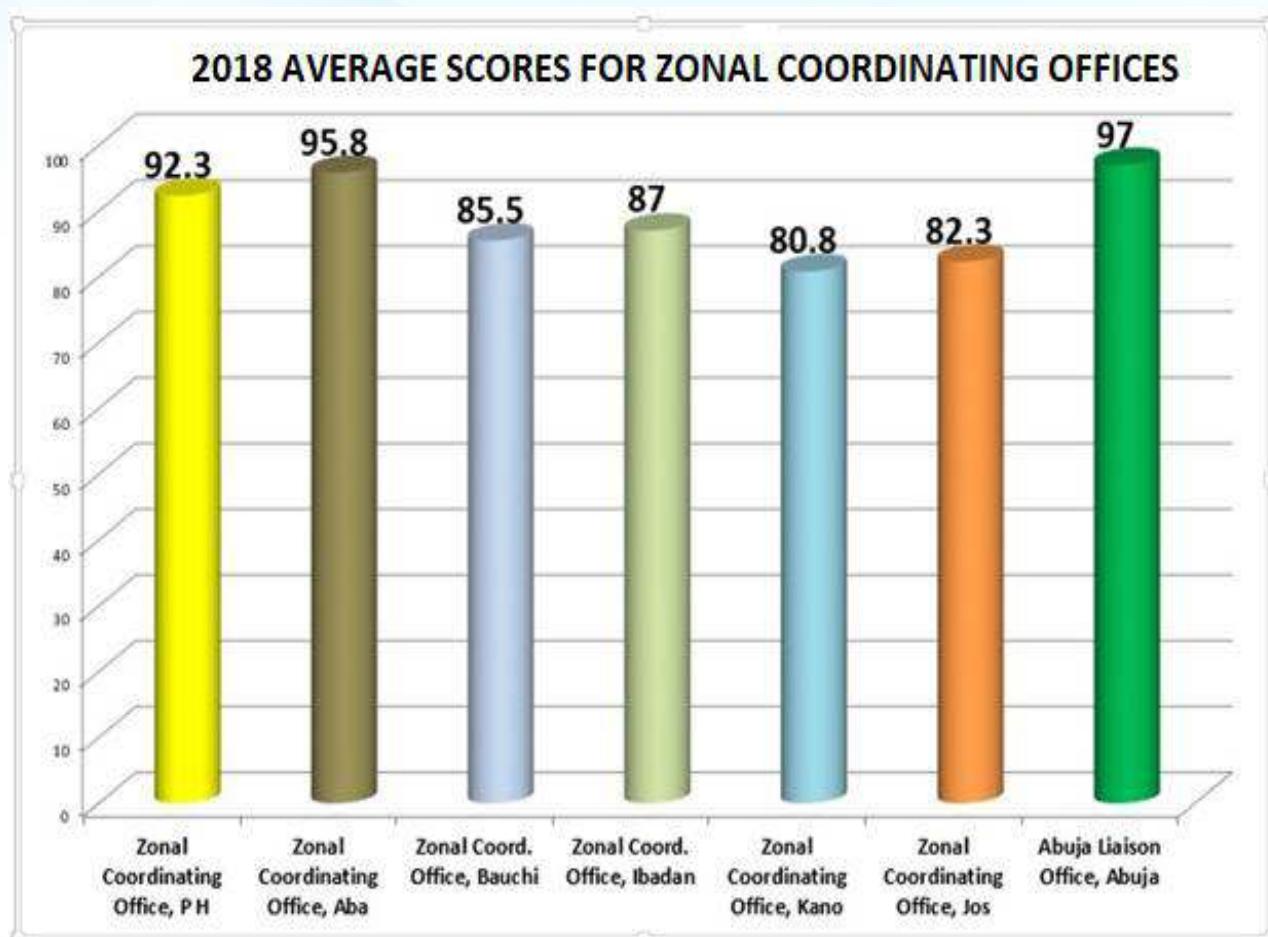


Fig. 9: 2018 Average Scores for Zonal Coordinating Offices

The activities of the Council predicated on the 2018 strategic plan are:

2.2 Setting Standards for Regulated Service Providers

The Nigerian Shippers' Council is responsible for setting standards of services for regulated service providers operating in the Nigerian Port Sector.

The purpose of setting standards for regulated service providers is to improve efficiency in port operations and service delivery in Nigerian ports in line with global standards.

In the quest to set the required standards for service providers in the port sector, the Council reviewed international, regional as well as local standards and came

up with the standards to measure port efficiency in container terminals, trucking, and freight forwarding.

The standards set for container terminals cover indicators on berth occupancy, ship-turnaround time, crane moves per hour, cargo dwell time, time spent at anchorage, and trade turnaround time.

Below is the table showing average values of indicators for the container terminals in Nigeria, world and regional ports respectively.

Table 1: Container Terminals Standard Performance Indicators

Indicators	Average values for Nigerian ports	Average values for World ports	Average values for Regional ports	Standards set for Nigerian seaports		
				Short-term (1 to 2 years)	Medium-term (2 to 3 years)	Long-term (3 to 5 years)
Berth occupancy	42%	70%	60%	55%	60%	65% - 70%
Ship turnaround time	1.9days	1.03 days	3 days	1.9 days	1.5 days	1 day
Crane moves per hour (mph)	16.5mph	40 mph	26mph	25mph	30mph	40mph
Cargo dwell time	22days	7 days	13 days	13 days	9days	6-7 days
Time spent at anchorage	21hours	9hours	17hours	21hours	14 hours	9-10hours
Truck turnaround time	53 minutes	20 minutes	1hour	45 minutes	30 minutes	20-25 minutes

The above indicates that:

- Figures for berth occupancy and crane moves per hour for container terminals at Nigerian seaports are lower than that of the world and regional ports, meaning that Nigerian seaports are under-performing.
- Figures for cargo dwell time, time spent at anchorage and truck turnaround time are higher for Nigerian seaports than that of the world and regional ports indicating that cargo stays longer at Nigerian seaports than the world and regional ports.
- When figures for container terminals in Nigeria are compared with that of the world and regional ports, it indicates significant differences.
- The differences may be as a result of the differences in the availability of infrastructure, transport connectivity, electronic information exchange, automation, transparency among others at the ports

The recommended standards for Container terminals in Nigerian Seaports are categorized into short term (1 - 2 years), medium-term (2 - 3 years), and long-term (3-5 years) respectively. The standards set has been validated and adopted by stakeholders.

The resolutions during the validation exercise include the gradual improvement of the container terminals to attain regional standards and subsequently the world standards. Expectedly, the terminal operators should embrace the use of scanners for cargo examination to speed up the cargo clearance process, utilize inland waterways (i.e. barges) for evacuation of cargoes from the terminals and use modern cargo handling equipment to support efficient terminal operations among other measures to assist in addressing some of the inefficiencies in the ports.

2.3 Monitoring and Enforcement in The Port Sector

The NSC had on a routine basis carried out monitoring and enforcement exercises at the ports and terminals to ensure compliance with applicable rates and charges, set standards, and Standard Operating Procedures of port service providers.

Through this exercise, the Council aims to achieve:

- Increased level of efficiency
- Reduction in cost of doing business at the ports
- Transparency
- Encourage competition in the sector.

2.4 Setting Guidelines for Tariffs, Rates, and Charges

The guidelines describe the methodology, principles, procedures, and requirements set for all Service Providers in the Nigerian port sector by Part I Section 3(a) and Part II Section 5(b) of the Nigerian Shippers' Council (Port Economic) Regulations 2015.

The Objectives of the Guideline for Tariff Setting are as follows:

- i. Service sustainability by ensuring that Regulated Service Providers recover their costs of operation, maintain facilities and make a return on their investments.
- ii. Institute a tariff setting process that is just, transparent and predictable in Nigerian Ports Sector in line with the NSC mandate.
- iii. Check arbitrariness in tariff setting at Nigerian ports.
- iv. Increase competition in the sector and ensure that port users pay for services rendered by the service providers.

The Council periodically will release guidelines and notices on Tariffs, Rates, and Charges and set the minimum and maximum levels of applicable Tariff in the Nigeria Port sector to create a predictable port environment. In this regard, the Council:

- I. Shall observe and take into consideration prevailing local and global economic trends affecting the Port Industry and the Market
- II. Shall comply with the NSC Port Economic Regulations 2015 which stipulates that regulated service providers listed in the regulation 4(2) of these Regulations shall file its operating tariffs, rates and charges with the Council within 21 days of setting them or on request, by requesting every Regulated Service Provider to file its Operating Tariffs, Rates, and charges. After which there shall be an engagement with the regulated service providers to streamline the nomenclature of their services and tariffs;
- III. Shall publish from time to time as may be necessary all Tariffs, Rates and Charges levied by the regulated service providers.

2.5 Complaints Handling

In 2018, the Council handled a total of 231 complaints from Stakeholders. Complaints were compiled and analyzed quarterly. In Q1, 22 complaints were handled, 59 in Q2, 54 and 96 in Q3 and Q4 respectively. The Stakeholders were categorized into six groups, namely: Shipping Companies, Terminal Operators,

Shippers (Exporters/Importers), Government Agencies, Freight Forwarders, and Foreign Buyers. In the analysis, the highest number of complaints representing 56% were against shipping companies, while the lowest representing 1% were against Government Agencies.

See the table and pie chart below:

Table 2: Analysis of Complaints

2018 ANALYSIS OF COMPLAINTS			
S/N	COMPLAINTS HANDLED	NO OF COMPLAINTS	PERCENTAGE %
1	SHIPPING COMPANIES	129	56
2	TERMINAL OPERATORS	51	22
3	SHIPPERS	13	6
4	GOVERNMENT AGENCIES	3	1
5	FREIGHT FORWARDERS	13	6
6	FOREIGN BUYERS	22	9
	TOTAL	231	100

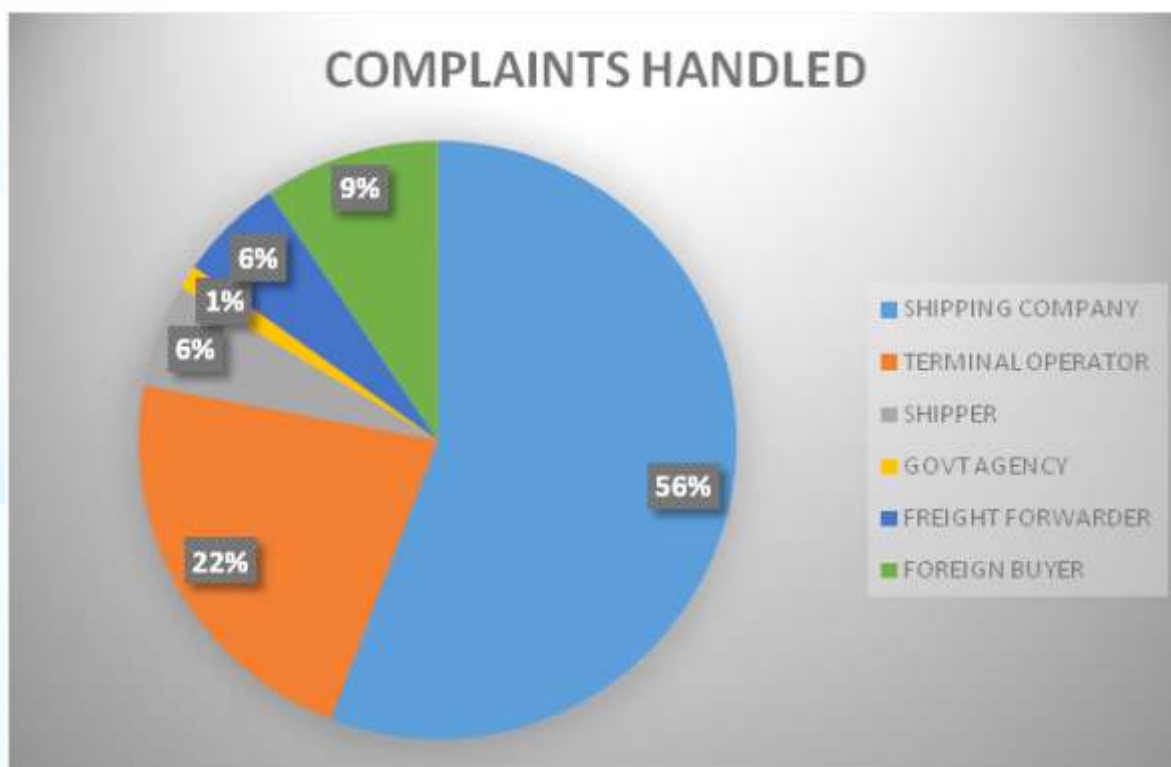


Table 3. INCIDENCE OF COMPLAINTS HANDLED IN 2018			
S/N	TYPES OF COMPLAINTS	INCIDENCE	PERCENT (%)
1	Arbitrary Charges	48	21
2	Container Deposit Refund	35	15
3	Export/Import Fraud	27	12
4	Short landing/Loss and Damage of Cargo	7	3
5	Excess Storage Charges	2	1
6	Demurrage Charges	34	15
7	Illegal use of License	2	1
8	Excess Charges	9	4
9	Cargo Delay	16	7
10	Abandonment of Cargo	5	2
11	Illegal Charges	3	1
12	Commercial Dispute	10	4
13	Inadequate Holding Bay	3	1
14	Royalty Charge	7	3
15	Others (Theft, wrong classification of cargo, blacklisting of company e.t.c.)	23	10
	Total	231	100

Fig. 10: Analysis of Complaints handled

2.5.1 Incidences of Complaints in 2018

The types of Complaints handled range from Arbitrary Charges, Container Deposit Refund, Export/Import Fraud, Demurrage Charges, Commercial Dispute, Cargo Delay, etc. In the occurrence analysis, Arbitrary Charges was the most frequent complaints represented by 21% while the lowest was Excess Storage Charges, illegal use of licenses, and Inadequate Holding bay each represented by 1%.

Table 3: Incidence of Complaints

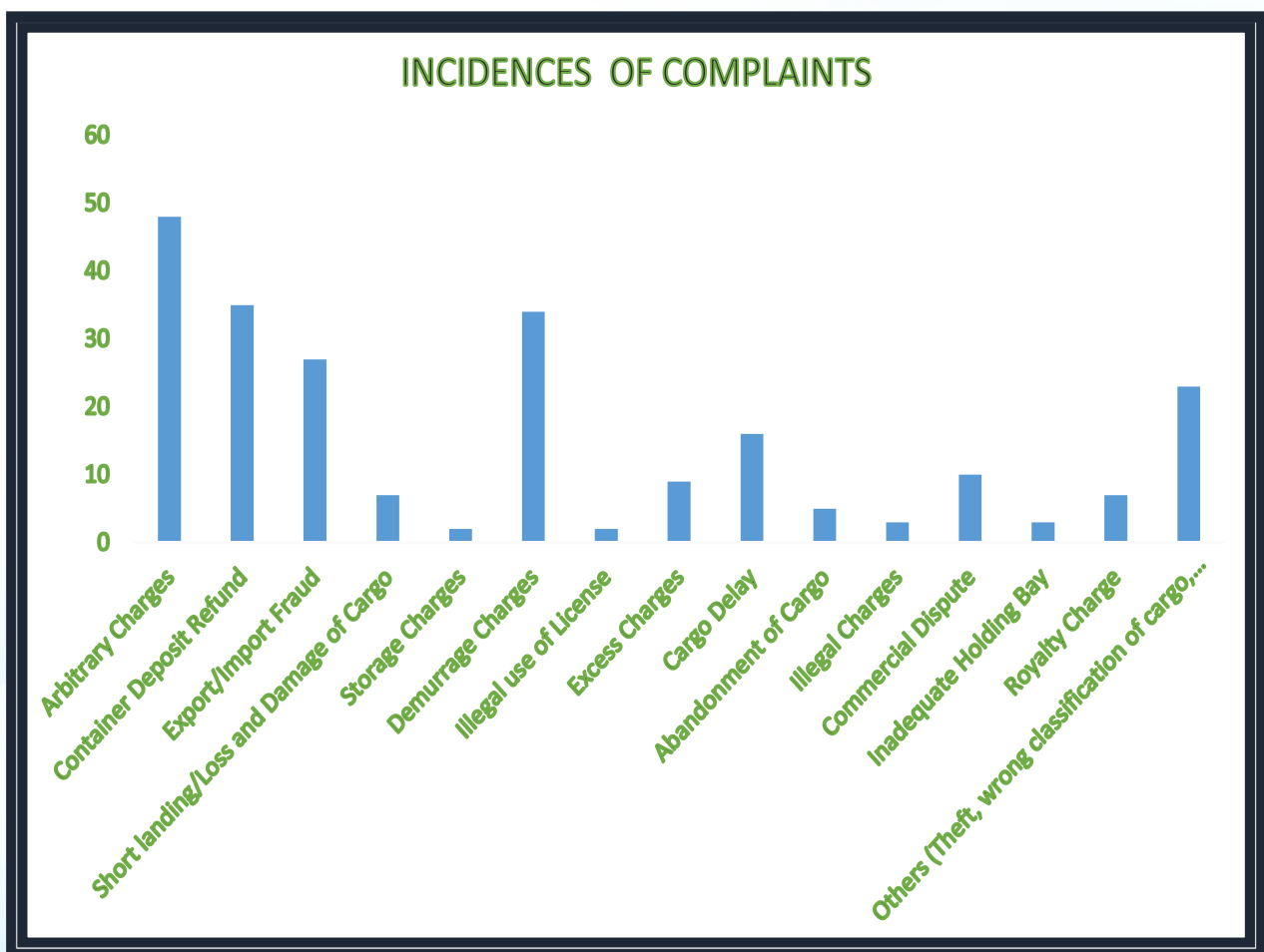


Fig 11: Incidence of Complaints in 2018

2.5.2 Disposition of Complaints Handled, Resolved and the Amount Saved for Stakeholders in 2018.

Disposition of complaints handled in 2018 is depicted in the table below:

Table 4: Summary of Status of Complaints

Complaints Handled	Complaints Resolved	Complaints Ongoing	Complaints Not genuine	Amounts saved (NGN)
231	83	100	48	225,824,804.05

2.6. Coordination of Inter-Modal Transport

There were extensive consultations with various Agencies of the Federal Government, State Governments and Operators geared towards ease of movement of cargo to and from the seaports through multiple modes to the hinterland. The Council signed service level agreements with some agencies and operators to ensure cost-effective and efficient delivery of cargo to the hinterland. The Council signed a Memorandum of Understanding (MoU) with Federal Road Safety Commission for collaboration and exchange of information on Articulated Vehicles related issues in Nigeria.

2.7 Promotion of Investment in Transport Infrastructure

One of the key priority areas of the NSC activities is the promotion of investment in transport infrastructure. This priority is consistent with the regulatory mandate of the Council as enshrined in Part 1 Section 3(i) of the Nigerian Shippers' Council (Port Economic) Regulations 2015. Private sector participation is essential for investment in transportation infrastructure to achieve the desired level of turn around. During the period under review, the NSC took advantage of

various local and international fora to promote investment in the transportation sector. Some of these fora and activities include:

2.7.1 The Economic Recovery and Growth Plan (ERGP) Focus Lab.

The Focus Lab was organized by the Ministry of Budget and National Planning with the following objectives:

- I. Tackling constraints on growth
- II. Leveraging on the power of the private sector
- III. Promotion of national cohesion and social inclusion
- IV. Allowing markets to function
- V. Upholding Core Values that define the Nigerian Society

The Focus Lab gave a rare opportunity to the Council to expose its projects to potential investors. In practical terms, the event succeeded in identifying investment potentials of the Council's projects. The four projects presented were applauded by the organizers and were among those awarded the highest rating of "five-stars." A five-star rating for a project meant that it was good to go, and merely required moral or financial support to take off.

The NSC presented the following five potential investors for the Truck Transit Park (TTP) project at the Lab

- I. Truck Transit Parks limited
- II. Pycine Urban Solutions Limited
- III. Quantilex Nigeria Limited
- IV. AMES Edo Inland Container Depot
- V. Mohtaba Holdings Limited



Fig. 12: ERGP Focus Lab Launch - February 2018.

One of the Investment promotion activities of the Council in 2018 was a Breakfast meeting organized in collaboration with the Federal Ministry of Transportation. It was a forum to present the investment potentials of the IDPs and the TTP's. The meeting was attended by a large number of industry stakeholders and potential local and foreign investors. Among these were: Governor Atiku Bagudu of Kebbi State, Professor Wole Soyinka, Corps Marshal FRSC Dr. Boboye Olayemi Oyeyemi and representatives of Pycine Urban Solutions Limited, Quantilex Nigeria Limited, AMES Edo ICD, Mohtaba Holdings Limited, etc.



Fig. 13: Participants at the breakfast meeting at Eko Hotel,

2.8. Representation of Nigeria's Interest at Sub-Regional and International Fora in 2018

The Nigerian Shippers' Council represented Nigeria at sub-regional and international meetings, conferences and seminars where matters relating to trade and transport were discussed. These fora served as avenues for consultation, negotiation, experience sharing, and exchange of information. The subject matters discussed at such meetings include the initiatives to ensure fair trade practices, reduce transport cost, improve efficiency through trade facilitation, and promote competitiveness in Nigeria's trade and transport sector.

In 2018, the Council participated in the following Sub-Regional and International Fora:

Table 5: Representation at Sub-Regional and International Forum

S/N	MEETING/EVENT ATTENDED	VENUE	OUTCOME	REMARKS
1	11 th Ordinary Session of Union of African Shippers' Councils General Assembly. 7 th -9 th February 2018.	Ouagadougou, Burkina Faso	NSC/Nigeria was re-elected Chairman UASC Standing Committee No 1 (TRADE & TRANSPORT)	The Committee is a statutory Technical Committee which handled matters relating to the negotiation of freight rates, charges, transportation cost and other conditions relating to the carriage of goods.
2	UNCTAD (Train for Trade) Modern Port Management Training Coordinated by NPA.	Nigeria	Capacity Building and Knowledge acquisition on techniques of operating a viable and profitable Port system to increase trade flows and foster economic development.	Some staff of NSC are still undergoing the training.
3	IMO Meeting of the Committee on Carriage of Cargo and Containers.	IMO Headquarters, London	<ul style="list-style-type: none"> Established guidelines for the carriage of nitrogen gas. Considered review of guidelines for the carriage of Palm Kernel Shell. Established guidelines for the carriage of cytogenic materials. 	

2.9. Advocacy and Engagement of Stakeholders

Table 6: Advocacy and Engagement of Stakeholder

S/N	STAKEHOLDER	ENGAGEMENT
1	Users of Ports/Shipping Services and Organized Private Sector	The Council held a meeting with Users of Ports/Shipping Services and Organized Private Sector on the 10 th July 2018. The aim of the meeting was to identify the needs, aspirations, and challenges of the Stakeholders. It was also an avenue for sharing information between the Council and the Stakeholders.
2	Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture (NACCIMA)	The Council met with the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) on Thursday 15 th November 2018 to discuss the challenges of Apapa traffic gridlock, poor port infrastructure, inefficient and manual method of cargo clearance and lack of implementation of the National Single Window.
3	Ports and Terminal Operators	The Council met with Ports and Terminal Operators within Lagos Ports areas to advocate for the automation of Port/Terminal operations, which will improve the turnaround time of cargo release and solve the perennial road traffic problems around Apapa and Tin Can axis.
4	Shipping Agencies	The Council convened meetings with Shipping Agencies on the issue of Maintenance of Disbursement Accounts and also participated in the NIMASA's forum on 2018 half-year review of Nigerian's Maritime Industry forecast Performance. The forum suggested collaboration of all regulatory agencies on the provision of data and creating a single window for collecting data and making it available to the public.
5	Shipping Agencies	The Council engaged with shipping

		agencies on draft MOU. The draft will be included in the framework for implementing the guidelines for setting and reviewing shipping agencies' tariffs in Nigeria.
6	NPA	The Council was part of implementation meeting held on 15 th February 2018, to deliberate on a framework to stimulate activities and encourage patronage of the Eastern Ports. The meeting discussed the negotiation of a 30% rebate on the charges of service providers. The meeting agreed that NPA should lead by granting 30% rebate on harbor and cargo duties. Also, there should be a negotiation with CG Customs on a 30% rebate on duty payment. The issues of security, war risk surcharge, lack of support from Eastern State Government, inadequate dredging, and lack of equipment were addressed.
7	NPA, Customs and Shipping Companies	The Council hosted a meeting between NPA, Customs and Shipping Companies to deliberate on the critical initiatives made by PEBEC. These initiatives include enforcement of mandatory transmission of shipping line manifest to NPA and Customs, maximization of 7 days before the arrival of vessel to Nigeria and enforce the issuance of rotation numbers for all incoming vessels maximum of 5 days before vessel arrives into the country.
8	Ocean Network Express (ONE) Nigeria Ltd	The Council engaged with Ocean Network Express (ONE) Nigeria Ltd on commencement of ONE as a new container carrier in Nigeria and also on the justification of their proposed tariff
9	Shipping Association of Nigeria (SAN)	The council held a meeting with the Shipping Association of Nigeria (SAN) to assess the cost implication of NPA's policy on the compulsory use of holding bays for the return of empty containers and the threat by SAN to introduce new charges resulting from the cost incurred by shipping companies on the implementation of the policy
10	NESREA and Fenince Metal	The Council hosted a meeting between

	LTD	NESREA and Fenince Metal LTD on the illegal importation of toxic waste from Malaysia and the immediate repatriation of the cargo. The council also observed the repatriation exercise
11	NPA, Navy, and Truckers	<p>The Council hosted a meeting between NPA, Navy, and Truckers. The meeting discussed the following:</p> <ul style="list-style-type: none"> • Alleged extortion and rough handling of truckers by law enforcement agents. • Mismanagement of truck call up system • The deplorable state of the port access roads • Lack of interest in the plight of truckers by NPA • Delay in receiving empty containers by terminal operators (APMT& TICT). • Non-payment of the empty container holding bays by shipping companies.
12	Sealink Implementation Committee (SIC)	The Council attended a meeting with Sealink Implementation Committee (SIC) to deliberate on the arrangement of operational platforms, engagement with stakeholders, vessel registration/arrangements and participation at 2018 NIMPORT conference.
13	Grimaldi and CMA-CGM	The Council attended a meeting with Grimaldi and CMA-CGM to finalize the draft memorandum of understanding (MOU) on inclusion and exclusion of Appendix A WHICH COVERS ALL RELEVANT TARIFF AND CHARGES by shipping companies.
14	ASF meeting	The Council attended ASF meeting at Lagos and Abuja to discuss on issues that affect air freight in Kano, such as FAAN charges.
15	African Shipping Limited	The Council engaged with African Shipping limited to discuss their proposal on consultancy services on information from the NIMASA benchmark freight rate,

		local shipping charges, and coastal vessel financing fund.
16	Nesh Maritime Roundtable	The Roundtable provided insight into emerging opportunities and investments on the critical infrastructure, job creation and generation of wealth in the maritime sector
17	Terminal Operators, Shipping Companies, Nigerian Customs Service and other relevant Government Agencies	Stakeholders meeting with Terminal Operators, Shipping Companies, Nigerian Customs Service, and other relevant government agencies in the port in respect of operationalization of Kaduna Inland Dry Port was held on Thursday 25 th January 2018. All parties reiterated their commitment to ensuring the success of the Kaduna Dry Port Facility.
18	China Railway Construction Company. (CRCC)	The Council attended a meeting with CRCC on the 28 th February 2018 in respect of a newly proposed Dry Port and Industrial Park in Ibadan. The position and provision of the Memorandum of Understanding between the Federal Government and CRCC in respect of the recently introduced port were discussed.
19	Finance and Economic Sub-committee	The Council met with the Finance and Economic Sub-committee on the implementation of National Maritime Strategy of AIMs 2050 at Abuja on 27 th July 2018.
20	Oyo State Government	Nigerian Shippers' Council held a meeting on the Inland Dry Port and Truck Transit Park Projects on Thursday 5 th July 2018 with the Oyo State Government.
21	Inter-Agency Committee and Oyo State Government	Nigerian Shippers' Council participated in the meeting of the Inter-Agency Committee on Okerete border market development held on Thursday 26 th September 2018 at Oyo State. They also discussed with Oyo State Government on the development of a privately initiated Inland Dry Port in Ibadan on 14 th September 2018

2.10 Support to Presidential Enabling Business Environment Council (PEBEC)

His Excellency, President Muhammadu Buhari established the Presidential Enabling Business Environment Council (PEBEC) in July 2016, to progressively and sustainably make Nigeria an easier place to do business. The PEBEC is chaired by His Excellency, the Vice President, and comprises of ten Ministers, the Head of the Civil Service of the Federation, the Governor of the Central Bank of Nigeria, National Assembly, the Judiciary, Lagos and Kano state governments, and the Private-Sector.

Through PEBEC, the Federal Government demonstrated a strong commitment to improving the business environment by launching and sustaining a series of reform initiatives.

In implementing the reforms, PEBEC identified several agencies through which these initiatives are driven. The Nigerian Shippers' Council was one of these agencies.

2.11 Support to the National Trade Facilitation Committee (NTFC) in Line with World Trade Organization (WTO), Trade Facilitation Agreement.

NSC participated in the negotiations at the multilateral trading level, which led to the adoption of the World Trade Organization (WTO), Trade Facilitation Agreement (TFA) in 2013 in Bali, Indonesia. The Council was also a member of the National Trade Facilitation Committee (NTFC), charged with the responsibility of implementing the TFA. The NSC participated actively in the categorization of Nigeria's commitments under the WTO, TFA.

2.12 Support to Presidential Steering Committee on African Continental Free Trade Agreement (AfCFTA)

In recognition of the Council as a critical stakeholder in the impact assessment of the Agreement establishing the African Continental Free Trade Area (AfCFTA),



Fig. 14: Inauguration of the Presidential Steering Committee by President Muhammadu Buhari GCON

the Council was appointed a member of the Presidential Steering Committee and the Technical Committee (Working Group) of Impact, Readiness Assessment of the AfCFTA.

The Presidential Steering Committee was inaugurated by His Excellency, President Muhammadu Buhari at the State House, Aso Villa on 22nd October

2018. The NSC made valuable inputs, particularly concerning the status of transport support infrastructure, required to aid Nigeria's competitiveness under the Agreement.

The Council would continue to support and explore more collaborative platforms with WTO and related organizations, as it is aware of the ever-changing dynamics of trade in a globalized world and its influence on the multilateral trading system.

2.13. Research

The Nigerian Shippers' Council in line with its enabling Act, conducts research studies on issues and problems of stakeholders relating to Ports Sector, Trade, and Transportation. Research studies were also conducted to create quality/reliable database for the Council and to proffer solutions to problems militating against efficiency in the port and cargo transportation.

Within the year under review, the Council conducted a research study on export commodities within the Kaduna Inland Dry Port catchment areas.

2.13.1. Research Study on Export Commodities within the Kaduna Inland Dry Port Areas.

A survey on outbound exportable commodities within the Kaduna Inland Dry Port areas was conducted to determine the types of commodities that are to serve as outbound cargos for containers used for import of goods. It also ascertained the availability of solid minerals and markets/consolidation points for exportable commodities in areas identified.

2.13.1.1 Aim and Objectives

- To raise database on export commodities within the Kaduna Dry Port catchment areas

- To identify exportable commodities in the region
- To determine the sources and markets of commodities
- To ascertain the types of transportation facilities for evacuation of commodities.

2.13.1.2 Deliverables

The following were the outcomes of the study;

- Database on outbound export commodities within the Kaduna Dry Port catchment areas.
- Database on markets and sources of commodities
- Database on transport facilities available for evacuation of commodities.

2.13.1.3 Executive Summary of Findings

The research study on exportable commodities within the Kaduna Dry Port catchment areas covered four states; Kaduna, Niger, Nassarawa, and Abuja.

Details of the findings are as follows: -

- Total of 15 exportable agricultural commodities were in exportable volume (minimum of 30tons):

1. Yam	6. Melon.	13. Maize
2. Tomatoes	7. Cashew	14. Onion
3. Shea Nut	8. Sorghum	15. Cocoa
4. Cassava	9. Ginger	16. Groundnut
5. Soya Beans.	10. Rubber	
6. Sesame Seed	11. Dehydrated	

- Total of 18 exportable solid minerals were identified.

They are: -

1. Columbite	6. Garnet	11. Bismuth
--------------	-----------	-------------

2. Cassiterite (Tin Ore)	7. Migmatite	12. Graphite
3. Kaolin	8. Gnesis	13. Tourmaline
4. Kyanite	9. Smokey Quartz	14. Zircon
5. Rhodolite	10. Iron Ore	15. Gold
16. Aquamarine	17. Sapphire	18. Amethyst

- iii. The Trucks were mainly used for evacuation of commodities. There is also a railway line from the Dry Port to Lagos Sea Ports.
- iv. Consolidation centres and facilities for the weighing and packaging of the commodities were not available in the areas.
- v. There was no facility for processing, preserving, and value addition for the agro-allied commodities in the areas.

2.13.1.4 Recommendations.

- The government should provide facilities that will encourage the processing and packaging of agro-allied commodities for export in the areas.
- Investors should be encouraged to invest in the transport sector in the areas.

2.14 Conferences and Seminars

A. International Maritime Seminar for Judges

The International Maritime Seminar for Judges is an activity of the Council which could be traced to Section 3 of the NSC main Act, Cap 133 Laws of the Federation of Federal Republic of Nigeria.

With the achievements recorded over the years, the Seminar was extended to the Judges of the Court of Appeal and the Supreme Court, because most cases involving maritime issues did not end at the Federal High Court but were transferred to the Supreme Court.

The 15th Biennial Maritime Seminar for Judges organized by the Nigerian Shippers' Council (NSC) under the auspices of the Federal Ministry of Transportation (FMOT) and in collaboration with the National Judicial Institute (NJI) and with the support of the Nigerian Maritime Law Association (NMLA) held successfully between Tuesday 3rd- Thursday 5th July 2018 at the Abuja Sheraton Hotel and Towers.

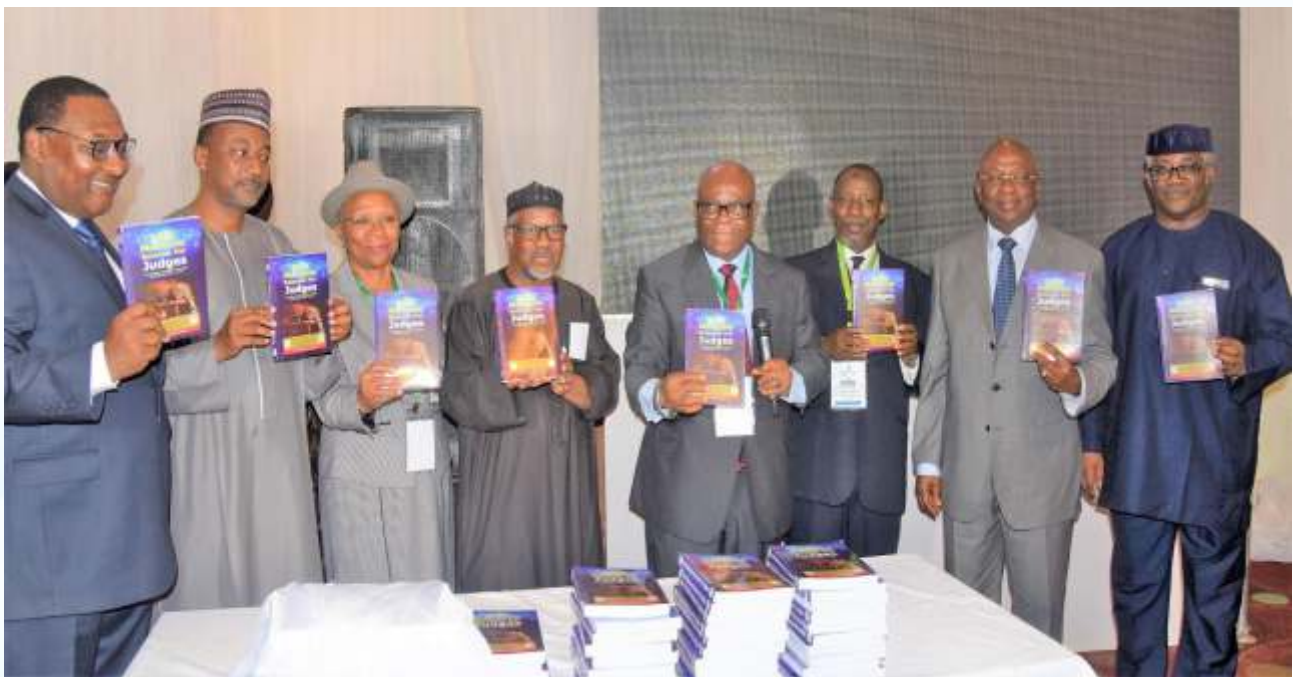


Fig. 15: Book Presentation during the 15th Maritime Seminar for Judges

The seminar remains a veritable platform established to ensure that Justices and Judges of various courts in Nigeria and the West African Sub-Region are enriched with the requisite jurisprudence to enable them to face the challenges of

interpretation and application of both domestic and international maritime law principles in settlement of shipping and maritime-related disputes. The importance of the seminar was accentuated by the presence of Justices and Judges from within and outside the country, particularly Ghana, Gambia and Sierra Leone, Senior Government Officials, Law Makers, Maritime Law Practitioners, Legal Practitioners, Marine Underwriters, the Academia, Renowned Industry Stakeholders, International Organisations and Transport and Logistics Experts.



Fig. 16: A cross-section of Participants During the 15th Maritime Seminar for Judges

The 15th edition of the International Maritime Seminar for Judges made the following resolutions:

- I. Nigeria to strengthen its dispute resolution mechanisms to ensure speedy and effective resolution of maritime disputes to facilitate international trade.
- II. Revalidation of the Cabotage Regime to grow indigenous acquisition of Vessels.
- III. The Nigerian Shippers' Council and other relevant agencies, to seek an audience with the Chief Justice of Nigeria on speedy trials of maritime cases.

- IV. Organize enlightenment programs for all stakeholders in the Shipping sector to ensure a better understanding of maritime issues and expeditious trials.
- V. Nigerian Shippers' Council and National Universities Commission (NUC) to introduce Maritime and Admiralty law in all tertiary institutions where they do not currently exist.
- VI. Ratification and Domestication of the Rotterdam Rules, when it comes into force, to promote the effective operation of the inland port.
- VII. The International Maritime Seminar for Judges aligns itself with the draft convention on the recognition of Foreign Judicial Sale of Ships and urges the relevant Government agencies to ensure that when the Convention is adopted, immediate steps are taken to domesticate the Convention.
- VIII. The National Judicial Institute (NJI) should consider giving Judges the opportunity to attend short term maritime training and courses at renowned maritime institutions such as World Maritime University (WMU), Malmo, the International Maritime Law Institute (IMLI), Malta, and Centre for Maritime Law and Security, Accra, Ghana.
- IX. Relevant Ministries, Department, and Agencies (MDAs) should ensure consistency in expert representation at International negotiations and meetings at the early stage of drafting conventions and treaties to make useful contributions towards the proper representation of Nigeria and other African interests.
- X. Coastal/Port States has the responsibility of developing national and regional legislation and action plans, outlining the appropriate methods for prevention of piracy and armed robbery against ships. Urgent attention should be given to domestication of the draft bill on Suppression Piracy and other Maritime offences already approved by Federal Executive Council before the end of the legislative year.
- XI. There is an urgent need to domesticate the conventions listed under the Merchant Shipping Act, 2007.
- XII. The Nigerian Shippers' Council to continuously monitor the activities and profiles of foreign shipping companies.

- XIII. Council for the Regulation of Freight Forwarding in Nigeria (CRFFN) in collaboration with Nigerian Shippers' Council should ensure Shippers and freight forwarders are enlightened from time to time on different shipping terms, how to carry out reasonable checks where the supply chain is long and scrutinize the Carriers' financial stability.
- XIV. Following the Hanjin Shipping experience, the Central Bank of Nigeria should consider an amendment of Form 'M' procedure to ensure that the appropriate schedule and terms & conditions are included with the covering policy for Form 'M'.
- XV. Nigeria's insolvency law should be reviewed and updated to incorporate the UNCITRAL Model Law on cross border insolvency to take care of transnational companies and conform to global best practices.
- XVI. The Nigerian Shippers' Council to take steps to address the regulatory deficit in the inland carriage of goods by driving the enactment of a law for a liability regime.

B. Sub-Regional Workshop on Ports Concession in West and Central Africa (Union of African Shippers' Councils).

The Union of African Shippers' Councils (UASC), an umbrella body of nineteen (19) Shippers' Councils in the West and Central African Sub-Region, at the 11th Ordinary Session of UASC General Assembly held in Ouagadougou, Burkina Faso, from 6th- 9th February 2018, re-elected the Nigerian Shippers' Council as Chairman Standing Committee No.1 (TRADE AND TRANSPORT). In line with the duties as Chair, UASC Standing Committee No. 1, NSC and in collaboration with United Nations Conference on Trade and Development (UNCTAD), organized a Sub-Regional workshop with the theme: "Port Concessions in West and Central Africa: Impact on Economies of the Member States of the Sub-Region", in Abuja on 25th September 2018.



Fig. 17: A session during the Sub-Regional Workshop on Ports Concession in West and Central Africa (Union of African Shippers' Councils), Abuja.

The workshop, after presentations and discussions, made the following observations:

- Port concessions to the private sector did not provide a clear legal and regulatory framework or a Port Regulator to serve as an arbiter between providers and users of shipping services. This led to monopoly and high cost of doing business, attributed to arbitrary and unilateral imposition of charges, surcharges, and other related expenses by port service providers in the sub-region.
- There was no established platform to negotiate charges and surcharges in the sub-region, which gave rise to unhealthy competition amongst Port Operators.
- The shortage of transport infrastructure and inefficient logistics chain to connect the Port to the hinterland of member states and landlocked connected countries resulted in weak intra-regional trade and high cost of doing business.
- The low share of Africa's international trade is attributed to the lack of diversification of non-oil exports and inability of commodities to compete favourably in the global trading system.
- The appalling level of innovative, holistic and result-oriented automation of port processes is a hindrance to trade facilitation in the sub-region.

- The absence of indigenous shipping companies in most member States has contributed to the high freight rates experienced in West and Central Africa due to the dominance of foreign shipping companies that unilaterally determine the freight rates and other costs of carriage of goods.

At the end of the deliberations, participants came up with the following recommendations:

**I The need for a clear regulatory framework to drive Port
concessioning in the Sub-Region:**

Member States should as a matter of priority seek and ensure the establishment of an economic regulator backed with an appropriate regulatory framework to ensure proper regulation and monitoring of port activities for their sustainable economic growth and development.

II. Institution of A High-Powered Study to Analyze Cost:

The UASC should institute a study with the assistance of international organizations such as World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), etc to analyze cost structure of charges including streamlining charges and negotiate same with service providers.

**III. Periodic Research On Impact of High Freight Rates, Charges, and
Surcharges:**

The UASC in collaboration with sub-regional bodies such as the Economic Community of West African States (ECOWAS) and Maritime Organization of West and Central Africa (MOWCA) should carry out periodic research and studies to determine the impact of high freight rates, charges, and surcharges on national economies of member countries. The outcomes of such researches will enable them to prepare adequately for negotiations with trading partners.

**IV. Create A Common Platform to Negotiate Freight Rates, Charges, and
Surcharges:**

The UASC member States should create a common platform as a sub-regional group to negotiate freight rates, charges and surcharges imposed by ship-owners and other service providers in the trade and transportation sector of West and Central Africa.

V. Harmonization of Tariff Guidelines and Benchmarking Procedures:

For healthy competition and reduction of high costs of transport and trade transactions in the sub-region, member States should form a strong alliance to develop harmonized tariff guidelines and benchmarking procedures that will be used to determine tariffs and charges across the sub-region.

VI. Regular Evaluation/Review of Activities of Port Concessionaires:

Periodical evaluation and review of the activities of port concessionaires in the sub-region by regulatory authorities to ensure reasonable charges that are commensurate with the quality of service necessary to promote efficiency, competitiveness, and reduction in cost of doing business.

VII. Increase in Share of African Trade in the Global Trading System:

There was the need to harness and increase the volume of outbound cargo by member States through diversification of exports and processing finished or semi-finished goods with a higher value that can compete internationally for revenue generation to boost national economies.

VIII. Strong Regional Coordination and Integration to Support Transit Trade:

There was the need to develop, harmonize and maintain transit transport policies, laws, procedures and practices with transit countries to enhance the connectivity of landlocked countries to the sea and reduce barriers/costs through a supportive and robust regional coordination and integration by various governments of member states.

IX. Evaluation of IMO Container Weighing Regime - Verified Gross Mass (VGM):

Shippers of member States are urged to take responsibility and liaise with relevant government agencies to implement and monitor compliance with the IMO Container Weighing Regime (VGM).

X. Deployment of Modern Technology and Innovations:

Measures should be taken to ensure full automation of Seaports and Dry ports in the sub-region in line with global standards in employing modern technology in trade processes and port performance.

XI. E-Customs, E-Trade Platform, and Networking System:

Member States should introduce e-customs, e-trading platforms, and network systems in the sub-region to create a significant impact on trade facilitation.

XII. Development of Indigenous Shipping Companies:

The Governments of Member States should encourage the development of indigenous shipping companies through adequate incentives, provide an appropriate legal framework or national carriers and projects such as the Sea-link to open and operate seamlessly in the sub-region.

C. Other Workshops/Seminars:

Seminar on “Facilitating International Trade through Export of Non-Oil Commodities for Economic Growth” held in Yenagoa, Bayelsa State, on 15th March 2018.

Workshop on “Understanding the Nigeria Import and Export Business Environment” held on Tuesday 26th, September 2018

Seminar on “Compliance to Trade Laws and Regulations by Importers/Clearing Agents at the Seaports, Border Stations and Inland Dry Ports” held in Lagos on 21st March, Onitsha 28th March and Kano April 2018.

Seminar on “Understanding the Nigerian Import/Export Business Environment” held in Ekiti State on 26th September 2018

Collaborative Seminar between Nigerian Shippers' Council (NSC), Nigeria Maritime Administration and Safety Agency (NIMASA) and Nigeria Export Promotion Council (NEPC) with the theme: “Promoting Non-Oil Export Shipping Trade Capacity in the South West” held in Ibadan Oyo State on 6th November 2018.

2.15 CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

In line with our Corporate Social Responsibility (CSR) initiatives and the desire to play a vital role in the life of the needy, NSC embarked on the procurement of hospital equipment and household appliances for distribution to Hospitals and Orphanage Homes within Lagos metropolis. The beneficiaries of NSC's Corporate Social Responsibility (CSR) activities were as follows:-

S/N	Orphanage Homes	Address
1	Hephzibah Homes	IberekoBadagry, Lagos
2	Royal Diamond Orphanages Homes	5B, Edward Ademoroti Close, Ojodu Berger, Lagos
3	ASG Motherless Babies Home	1, Kenneth Agbakuru Street, Off Admiralty Way, Lagos
4	Agnus Dei Home	11, Bomarkdek Avenue, Off BayoOyewale Street, Balogun Bus Stop, Ago Palace Way, Okota, Isolo, Lagos
5	5 Peace of LifeOrphanage Home	19, Ishola Street, Aiyetobi- Amakanle, Alagbado, AIT, Lagos
6	Divine Heritage Children Centre	Block 11, Plot 1, Noble Professionals Estate, Off Ijede Road, Ikorodu, Lagos
7	Living Proof Orphanage	105 Nike Balogun Street, Off Lekki- EpeExpress Way, Lekki, Lagos
8	Grace of God Orphanage Home	Igando, Lagos
9	Balo Yusuf Orphanage Home	Iju, Lagos
10	Tulip Orphanage	KM 11, ElekeAkodo Express, Orimedu, IbejuLekki, Lagos
11	Waymark Image Life World Liberation Orphanage Home	3, Second Avenue, Ore-ira, Akofo, Badagry, Lagos

12	Hikanos Foundation	Fakoya Street, Off Edute-Gbagdo Road, Opposite WAEC Bus Stop, Ikorodu, Lagos
13	AGUS DEL Home	11, Bomardek, Balogun Bus Stop, Ago Palace Way, Okota, Lagos
14	Beth Torry Home	Alabuku road by Apple Junction, Mile 2, Lagos
15	Bethlehem charity Orphanage Home	9, Andrew Close, Custom Bus Stop Abaranye, Ikotun, Lagos
16	Life Foundation Orphanage	902 B, GbolahanOwolabi Close, Opposite, Zenith Bank, Omole Phase 1, Lekki, Lagos

Table 8: Hospitals Visited by the Council

S/N	Hospital	Address
1	General Hospital, Apapa	16, IbikunleAkitoye Street, Off Randle Road, Apapa, Lagos
2	General Hospital Ikorodu,	TOS Benson Road, Ikorodu, Lagos
3	Igbesa Health Centre	Igbesa, Lagos
4	Badagry General Hospital	Badagry, Lagos
5	Igando General Hoapital	Igando, Lagos
6	Iba Health Centre	Iba, Lagos

S/N	Items Distributed To The Orphanage	Items Distributed To General Hospitals & Health Centres
1	Pressing iron	Pressing iron
2	Towels	Towels
3	Freezers	Bed Spread
5	Washing Machines	Single motor hospital bed & bed overlay
6	2.5KVA Generators	Washing machines
7	Treated Mosquito Nets	5.5KVA Generators
8		Rechargeable lanterns
9		Treated mosquito nets



Fig 18: Visit to Apapa General Hospital



Fig 19: Visit to Beth Torrey Home

2.16 ACTIVITIES OF ZONAL COORDINATING OFFICES

The Council operates in six (6) Zonal Coordinating Offices, one in each geo-economic zone of the country.

2.16.1 NORTH - CENTRAL ZONAL COORDINATING OFFICE

The North Central Zonal Coordinating Office, Jos was created for administrative convenience and broad outreach to the stakeholders in that geo-economic zone. It has three (3) Area Offices: Minna Area Office which covers Niger State, Lokoja Area Office which covers Kogi State and Makurdi Area Office which covers Benue and Nasarawa State.



Fig. 20: North-East Zonal Coordinating Office

The North Central Zonal Coordinating Office carried out the following activities in 2018.

a. Seminars/Clinics:

Topics of seminars/clinics organized in the Zone were as follows:

- “Nigerian Shippers' Council as a Trade Facilitator" held at Lokoja on 26th July 2018
- “Causes of Demurrage and Detention” held at Minna on 20th September 2018 and in Jos on 20th September 2018.
- “Destination Inspection “ held at Jos on 29th November 2018
- “Maritime Frauds and Ways to avoid them" held at Jos on the 19th July 2018.

b. Courtesy Visits: Courtesy visits were made to various institutions to intimate them with the roles and activities of the Council as the Port Economic Regulator and the effort of the Council in facilitating the actualization of the Heipang Inland Dry Port.

c. Heipang Inland Container Depot: The Coordinating Office initiated and supported the setting up of the Inland Container Depot Implementation Committee by the State Government. It was inaugurated on 22nd November 2018 by the Secretary to the State Government.

d. Truck Transit Park (TTP): The Coordinating Office attended various meetings on this project within the year with officials of the Kogi State Government. One of the pilot projects was located at Ohono, Lokoja, Kogi State and the Coordinating Office made efforts to facilitate the speedy payment of compensation to the landowners to enable the Council to take full possession of the land.

e. Shippers Association Activities: The Zonal coordinating office has four(4) Shippers Associations in its area of coverage. Shippers' Associations in Jos, Makurdi, Minna, and Lokoja held various clinics to keep its members abreast of developments in Maritime and related issues.

2.16.2 NORTH-EAST ZONAL COORDINATING OFFICE

The North-East Zonal Coordinating Office by its mandate covers the six states of the North East Zone, which include Bauchi, Borno, Adamawa, Taraba, Gombe, and Yobe States. The Zone has two Area Offices under its coverage namely, Maiduguri and Yola Area Offices.

The Zonal Coordinating Office carried out the following activities during the period under review:

a. Facilitation and Monitoring of IDP/TTP Projects:

- Maiduguri Inland Dry Port (IDP): The Borno State Government allocated land to the Nigerian Shippers' Council. A concession was also granted to MIGFO Nig. Ltd for the development and operation of the IDP.
- Yobe Truck Transit Park (TTP): During the period, the office maintained consultations with Yobe State Government to facilitate the allocation of land for the proposed TTP at Potiskum. We anticipated that the land would be available for the site early 2019.

b. Corporate Social Responsibility (CSR):

Due to insurgent activities in Yobe State, several secondary schools were devastated. In 2018 the Council through the North East Zonal Coordinating Office carried out the following CSR projects in the State:

- i. Renovation of three classroom blocks at Government Science and Technical College, Gujba, Yobe State
- ii. Renovation of three classroom blocks at Government Science and Technical College, Damagun, Yobe State
- iii. Renovation of three classroom blocks at Government Secondary School, Yusufari, Yobe State

c. Shippers Association Activities:

The Zone has five (5) Shippers Associations namely:

- a. Bauchi State Shippers Association (BASSA)
- b. Gombe State Shippers Association (GOSSA)
- c. Adamawa State Shippers Association (ADASSA)
- d. Taraba State Shippers Association (TASSA)
- e. Borno/Yobe States Shippers Association (BOYOSA).

The efforts of these Associations in 2018, were geared towards keeping members abreast of developments in the shipping industry.

2.16.3. **NORTH-WEST ZONAL COORDINATING OFFICE**

The Zonal Coordinating Office has 7 (seven) states under its catchment area: Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto, and Zamfara States.

Also, the North-West Zonal Coordinating Office has one Port Office in Kaduna, Area Offices in Sokoto and Katsina and a Border Information Centre (BIC) in Jibya, Katsina State.



Fig 21: Kano Zonal Coordinating Office

In line with the overall mandate of the Council, the Coordinating Office carried out the following significant activities:

a. Seminars And Workshop

- i. One-day enlightenment program with the theme “Standardization and Packaging of agricultural commodities/solid minerals for export” at Karima Guest Inn, Gusau, Zamfara State on 27th June 2018.
- ii. Inauguration of an Interim Air-Freight Stakeholders Forum, Kano chapter, took place on 18th April 2018 at Mallam Aminu Kano International Airport.

The Council, through the Coordinating Office, brought together Stakeholders in the air freight industry. The activity was to enlighten and create more awareness of the most effective and efficient way of conducting businesses in the air freight industry.

b. Development/Establishments of IDPs/TTPs

The Coordinating Office monitored and coordinated activities related to the establishment and operation of the following Transport infrastructures, which were promoted by the Council during the year:

- i. Kaduna Inland Dry Port, Kaduna State
- ii. Funtua Inland Dry Port, Katsina State
- iii. Lolo Inland Dry Port, Kebbi State
- iv. Truck Transit Park (TTP) Project in Illela, Sokoto State
- v. TTP Development Mararaban Jos, Kaduna State

2.16.4 SOUTH-EAST ZONAL COORDINATING OFFICE

The South-East Zonal Coordinating Office covers Abia, Anambra, Ebonyi, Enugu, and Imo States and supervises two Area Offices located at Onitsha and Enugu.



Fig. 22: South-East Coordinating Office, Aba.

Major activities of the Coordinating Office in 2018 include:

- a. **Stakeholders' Enlightenment.** A workshop on "The Imperative of Proper Documentation in Import/Export Transactions: The Stakeholders' Challenge" was organized at Rockview Hotel, Owerri, Imo State on 19th June 2018.
- b. **Complaints Handling:** Several complaints were handled in the year. The complaints related to excessive customs duty, extortion of money, the supply of substandard products, unsatisfactory quality of containers, etc. The Coordinating Office handled the complaints in conjunction with the Complaints Unit at the Head Office.
- c. **Stakeholders Request/Enquires:** A total of Forty-One request/enquires were received and handled within the year 2018. These were mostly on import/export documentation requirements and registration with the State Shippers Association.
- d. **Inland Dry Port Project:** The Zone facilitated efforts towards the establishment and operation of the following IDPs: Isiala-Ngwa IDP, Onitsha IDP. So far, Outline Business Case (OBC) has been prepared, evaluated, and Compliance Certificates issued by the ICRC for the IDP.

2.16.5 SOUTH-SOUTH COORDINATING OFFICE

The South-South Coordinating Office, Port Harcourt, Rivers State covers Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States. The Coordinating Office regulates economic activities of the Eastern Ports of Rivers, Onne, Warri and Calabar, and Jetties. There are three Area Offices located in the Zone, namely Calabar, Warri, and Benin.

Major activities include:

- a. **IDP/TTP Project Support:** The Coordinating Office hosted an Inland Container Depot which is being developed by Atlantique Marine Services (AMES) in Edo State. The NSC also facilitated the establishment of Truck Transit Parks at Aviele and Utekon in Edo State. The proponent of AMES-Edo IDP developed substantial infrastructures at the project site and acquired cargo handling equipment preparatory to the commencement of operation at its location. Also, an Outline Business Case (OBC) was prepared, and evaluated by the ICRC and adjusted to satisfy the critical principle of PPP project.

- b. **Shippers Association Activities:** The Area Offices under the South-South Coordinating Office, functions as the secretariat of the five (5) Shippers Associations. These Shippers Associations are Rivers/Bayelsa Shippers Association, Delta Shippers Association, Edo Shippers Association, Cross River Shippers Association, and Akwa Ibom Shippers Association. These Shippers Association held their monthly meetings where issues and challenges affecting their businesses were discussed.
- c. **Stakeholders Complaints/Enquiries:**The Area offices under the Zonal Coordinating Office attended to complaints from Stakeholders. Inquiries and complaints received were professionally handled in collaboration with the Complaints Unit at the Head Office and other Agencies in the Port. For example, the blockage of the Warri Escravos Channel by MV Celine that sank. The vessel was removed through joint NSC and NPA intervention.
- d. **Enlightenment Seminars**

The Coordinating Office held two Seminars in Bayelsa and Cross River States. The topic for Bayelsa State program was “Facilitating International Trade through Export of Non-Oil Commodities for Economic Growth”held on 15th March 2018 while the Calabar Seminar was “Making Informal Trade Formal as a Catalyst for International Trade Facilitation” held on 31st March 2018. We believe that there would be improvement in the Cross Border Trade between Cross River State and Cameroon.
- e. **Stakeholders' Engagement**

The South-South Coordinating Office in conjunction with the NSC Governing Board Committee on Port Operations consulted with NPA and all the Terminal Operators in Rivers, Onne, Calabar and Warri ports (PTOL, BUA, INTELS, BRAWAL, Julius Berger, Shoreline Logistics, Ecomarine Services Ltd and WACT) on initiatives to facilitate effective cargo clearance at the Eastern Ports.

2.16.6 SOUTH-WEST COORDINATING OFFICE

The South-West Zonal Coordinating Office, Ibadan was established in 2002. The establishment was borne out of the need for effective and functional delivery of the services of the Nigerian Shippers' Council to States of the Southwest geo-economic zone which comprised Ekiti, Kwara, Ogun, Ondo, Osun, and Oyo States. The Coordinating Office has over the years delivered on this mandate by organizing

Stakeholders' enlightenment programs, identifying and proffering solutions to issues and challenges confronting efficient inland transportation and maintaining a desk to receiving and addressing Stakeholders' complaints.

The office provided the following services in 2018:

- a. **Facilitation and monitoring of the development of Inland Dry Ports (IDPs) in the zone.** Two IDPs were in the process of development at Ibadan in Oyo State and Dagbolu in Osun State.
- b. **Facilitation and monitoring of the development of Truck Transit Parks (TTPs).** The Ore Sunshine City TTP, a joint venture between Ondo State Government and Parkview Estates was operational while TTPs were proposed for Ogere, Ogun State and Jebba Kwara State.

In addition to the above core activities, the South West Zonal Coordinating Office collaborated with other government agencies such as the Nigerian Export Promotion Council (NEPC), the Standards Organisation of Nigeria (SON), the Nigerian Railway Corporation (NRC), The Nigerian Customs Service (NCS) and the Forum of Heads of Federal Government Establishments (NAFOHEADS) etc.

The South-West Zonal Coordinating Office represented cargo interest in fora such as Trade Groups, Commodity Associations, City Chambers of Commerce and Manufacturers Association in the states under its jurisdiction.

c. **Shippers' Association Activities**

The States under the South West Zonal Coordinating Office had active Shippers' Associations. The Associations in the states are listed below:

Table 10: Shippers Association at SWZ

NAME OF ASSOCIATION	LOCATION
Ekiti Shippers' Association	Ado-Ekiti
Kwara State Shippers Association	Ilorin
Ogun State Shippers Association	Abeokuta
Ondo State Shippers' Association	Akure
Osun State Shippers' Association	Osogbo
Oyo State Shippers Association	Ibadan

Stakeholders Engagement

During the year, the South West Zone engaged with Stakeholders and organized education and enlightenment seminars. Among these were:

1. One-Day Tripartite Inter-Agency Workshop with the theme “Promoting Non-Oil Export Shipping Capacity in the Southwest” held at the International Conference Centre of the University of Ibadan, Oyo State.
2. One-Day Seminar on “Understanding the Nigerian Import and Export Business Environment” held at the AB Emporium Hotel & Event Centre, Ado-Ekiti, Ekiti State.
3. Held meetings with Erunmu Community Heads in respect of the Erunmu Inland Container Depot.



CHAPTER THREE

PROJECTS

NIGERIA AND INVESTMENT OPPORTUNITIES IN MARITIME INFRASTRUCTURE

Nigeria will require 3.0 trillion dollars from 2014 to 2043 to fill the gap in infrastructure deficit and the transport sector will specifically require 775 million dollars or twenty five percent(25%) of the amount. Nigeria is a littoral state with territorial water of 12NM, the contiguous zone of 24NM, Exclusive Economic Zone (EEZ) of 200NM and 10,000KM Inland Water Ways. The vast maritime environment indicates how blessed the country is. Besides, these areas contain mineral resources, including oil and gas deposits and installations. It is important to note that about 90% of the country's import and export trade by volume and value is carried by the sea with the nation's ports handling about 196,969,200, metric tonnes of cargo annually as reported by the

Nigeria Port Authority, 2015. It is imperative, therefore, to develop maritime transport infrastructure.

The Nigerian Shippers' Council is currently facilitating two (2) major transport support infrastructure:

- Inland Dry Ports
- Truck Transit Parks

The Council's involvement in these two projects is consistent with its desire to protect the entire transport value chain of timely movement of cargo and safeguarding cargo in transit. The projects are being implemented through a public-private partnership arrangement.

3.1. INLAND DRY PORT PROJECTS

An Inland Dry port as per UNCTAD definition is “common user facility with public authority status equipped with fixed installations and offering services for handling and temporary storage of import/export laden and empty containers carried under custom transit by any applicable mode of transport placed under customs control. All the activities related to clearance of goods for home use, warehousing, temporary admissions, re-export, temporary storage for onward transit and outright export, transshipment, take place from such station”.

The functions of an Inland Dry Port are as follows:

- It brings shipping services at the doorstep of shippers particularly for the hinterland shippers
- It reduces congestions at the seaports.
- It brings about reduced transportation cost to the hinterland as well as transits cargos to landlocked countries.
- It boosts export due to their function as a point of consolidation for export and deconsolidation for import.
- It provides the impetus for the revival and modernization of the railway because of its critical role in the successful operation of Inland Dry Ports.
- It also brings about employment opportunities around its location.

The Federal Government Official Gazette No.30 Vol.94 of 21st May 2007 appointed the Nigerian Shippers' Council as the “Grantor” in the supervision and implementation of the development and operation of Inland Dry Port Projects in Nigeria.

Six locations were approved for the development of IDPs which were concessioned to private sector operators by the Federal Government. These are:

- Isiala Ngwa, Aba.
- Erunmu, Ibadan.

- Heipang, Jos.
- Zawachiki, Kano.
- Zamfarawa, Funtua
- Jauri, Maiduguri.

Also, Kaduna Inland Container Depot (ICNL) was upgraded to the status of a 5,000 TEU Inland Dry Port by official gazette No.60 Lagos 26th May 2015 and was commissioned by President Muhammadu Buhari on 4th January 2017 as a Port of origin and destination.

Five privately initiated proposals for the establishment of Inland Dry Ports are currently being processed. They are at different stages of development. The projects are as follows:

Table 11: Proposed IDPs

S/N	Project	Proponents
1	Lolo Inland Dry Port, Kebbi state	Deltatlantic Nig. Ltd.
2	Dagbolu Inland Dry Port, Osun State	Osun State Government
3	Onitsha Inland Dry Port, Anambra State	Sea Shipping Agency Ltd.
4	Ibadan Inland Dry Port, Oyo state	CRCC Construction Company limited;
5	AMES-Edo Inland Dry Port; Edo state	Atlantic Marine and Engineering Services

- The Proponent of this project is Deltatlantic Nig. Ltd.
- The Kebbi State Government allocated land for the project.
- NSC has procured a Transaction Adviser (TA)
- The ICRC has prepared and evaluated the Outline Business Case (OBC) and has issued the compliance Certificate.
- A Swiss challenge was conducted in 2014, in line with the National Policy on Public-Private Partnership (N4P) and the guidelines of the ICRC, the Swiss Challenge was won by the proponent.
- Negotiation is the next step in the Procurement process.

i. Dagbolu Inland Dry Port, Osun State;

- The Osun state government is the proponent of this project and has allocated land for it.
- The NSC has procured a Transaction Adviser (TA) for the project.
- Outlines Business Case (OBC) prepared evaluated and compliance certificate issued by the ICRC.
- Due diligence has been carried out on the land which revealed that the area, is free from any encumbrances.
- The project has moved to the procurement stage.

ii. Onitsha Inland Dry Port, Anambra State:

- The proponent of Onitsha Inland Dry Port is Sea Shipping Agency Ltd.
- The proponent acquired a piece of land close to the foot of Niger Bridge at Onitsha, by the waterfront of the River Niger.
- The NSC has procured a Transaction Adviser (TA) for the project.
- Outline Business Case (OBC) prepared, evaluated, and Compliance Certificate issued by the ICRC.
- Although due diligence has been carried out on the project, it has some observed challenges.

iii. Ibadan Inland Dry Port, Oyo State

- This project was proposed by CRCC Construction Company Ltd, a Chinese owned company incorporated in Nigeria.

- The Oyo State Government has allocated 90 hectares of land for the project free from all encumbrances
- An Outline Business Case (OBC) has been prepared, evaluated, and Compliance Certificates issued by the ICRC.
- Oyo State Government issued Exchange of Letters to the Nigerian Shippers' Council
- The project is currently at the Negotiation Stage.

iv. AMES-Edo Inland Dry Port; Edo state

- The proponent of the AMES-Edo ICD is Atlantic Marine Engineering Service limited with support of Edo State Government. The proponent has developed some infrastructure at the project site and acquired cargo handling equipment preparatory to the commencement of operation at the site.
- An Outline Business Case (OBC) was prepared, and evaluated by the ICRC and adjudged to have satisfied the key principles of PPP project.
- Gap-Analysis is to be conducted to advise the proponent on the steps to be taken before declaring the project as a port of Origin and of Destination.

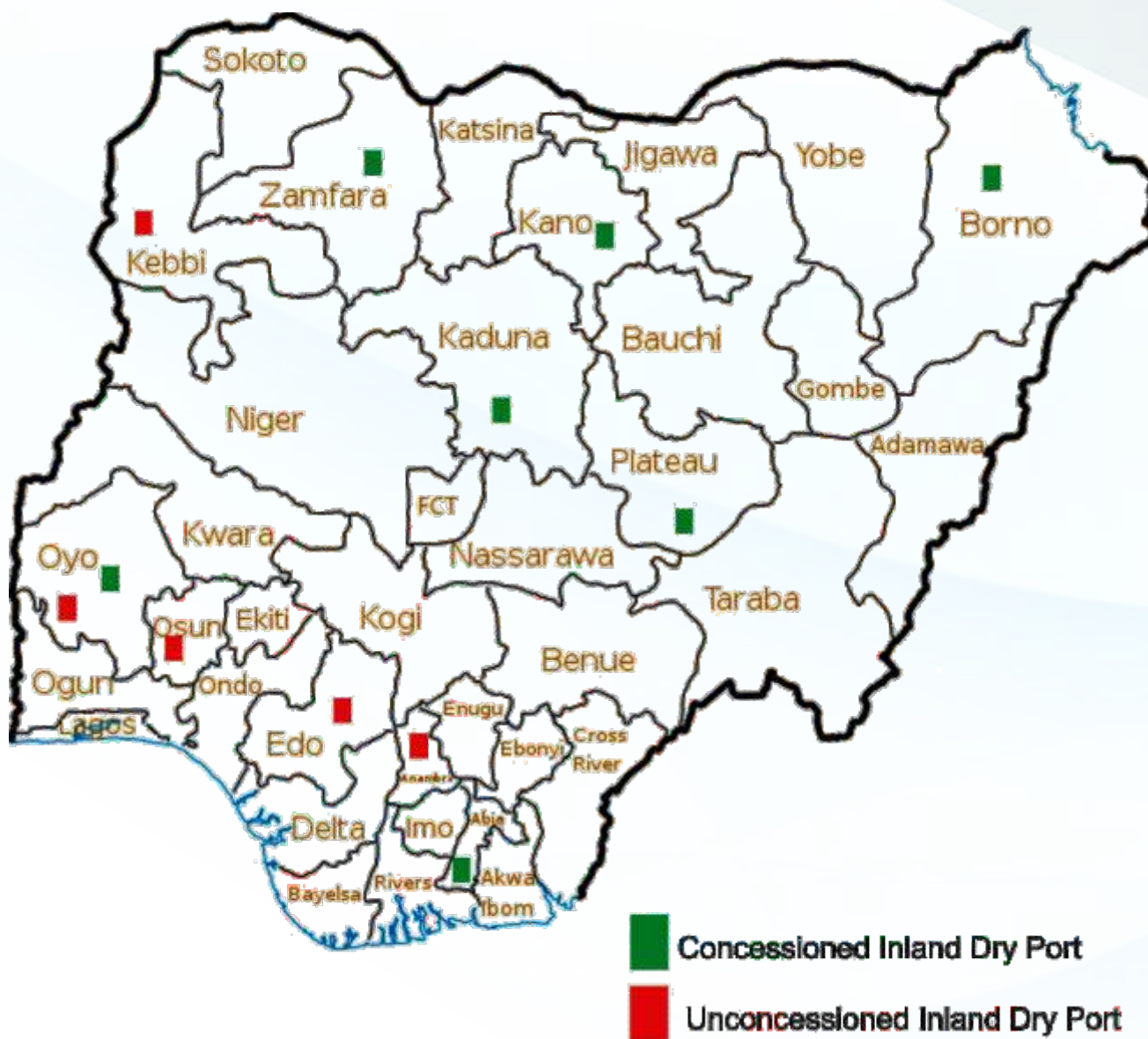


Fig. 23: The locations of IDPs Nationwide at various levels of development

3.2. TRUCK TRANSIT PARKS (TTPs) PROJECT

Truck Transit Park (TTPs) is the state of the art modern transport facility located off the major highway designed to provide temporary rest locations for

truck drivers and other users in major high volume traffic corridors across the country.

The Nigerian Shippers' Council is promoting the development of TTPs to address the unsafe situation posed by truck drivers who drive long distances without the needed short break due to the absence of resting places. Nigerian Shippers Council is primarily involved in this project for the safety and security of cargo through the road mode of transportation. A standard Truck Transit Park will typically have the following:

- Gas station
- Hotels and motels
- Restaurant
- Mechanic workshops
- Fire station
- Police post
- Health clinics
- Weight bridge
- Banks
- Parking lots
- Mall
- Automated Cargo Tracking System, etc.

Benefits of TTPs

Truck parking facilities play a crucial role in ensuring the safety and security of truck drivers and cargo in transit by providing conducive, safe and secure parking on road corridors. As a strategy, TTPs will on the medium to long term, deliver the following objectives:

1. Improve the road freight transportation industry in general
2. Facilitate trade and increase revenue generation
3. Promote the proliferation of socio-economic activities
4. Accelerate economic growth, productivity, and competitiveness
5. Create employment opportunities

The Council took the following initiatives to sensitize investors:

- The National Summit on the Establishment, Operation and Management of Truck Transit Parks in Nigeria held in July 2017.
- A breakfast meeting for prospective investors, multilateral lenders and financial institutions held in Lagos in February 2018.
- Engagement with State Governments, Transport Unions and Stakeholders of TTP projects
- Three (3) of the TTP projects were presented at the ERGP Focus Labs

Obollo-Afor TTP Project

- The Enugu State Government allocated 16.184 Hectares of land for the project.
- The Legal Title to the land was transferred by the Enugu State Government to the Federal Government through Exchange of Letters.
- The NSC has cleared, leveled the site and completed the Perimeter Marking of the land.
- The project is currently at the procurement stage.

Lokoja TTP, Kogi State Project

- The Kogi State Government allocated 40:244 Hectares of Land at Ohono Village, along Lokoja-Abuja Highway.
- The Legal Title to the land has been transferred by the Kogi State Government to the Federal Government through a Statutory Rights of Occupancy.
- Clearing, Surveying, and Marking were completed.
- The ICRC has issued OBC Compliance Certificate for the project on 24th October 2018.
- The project is currently at the procurement stage.

Illela TTP Project, Sokoto State

- The Sokoto State Government has allocated 48.00 Hectares of land to the Nigerian Shippers' Council for the project.

- Processing of Legal Title transferring ownership from the Sokoto State Government to the Nigerian Shippers' Council has been initiated.
- The Survey Plan has been completed.
- Clearing, leveling and Perimeter Marking were completed.
- The Transaction Adviser has been procured.

Benin Bypass TTP Project, Edo State

- The Edo State Government has allocated 25.00 Hectares of land to the Nigerian Shippers' Council for the project. The Agbede Community magnanimously gave an additional 75 Hectares for the project free from compensation.
- Legal Title transferring ownership from the Edo State Government to the Federal Government is in progress.
- The Survey Plan has been completed
- Clearing, Leveling, and Perimeter Marking have been completed.
- Transaction Adviser has been procured.

Aviele TTP project, Edo State

- The Edo State Government has allocated 25.00 Hectares of land to the Nigerian Shippers' Council for the project.
- Legal Title transferring ownership from the Edo State Government to the Federal Government is in progress.
- The Survey Plan has been completed
- Clearing, Leveling, and Perimeter Marking have been completed.
- Transaction Adviser has been procured

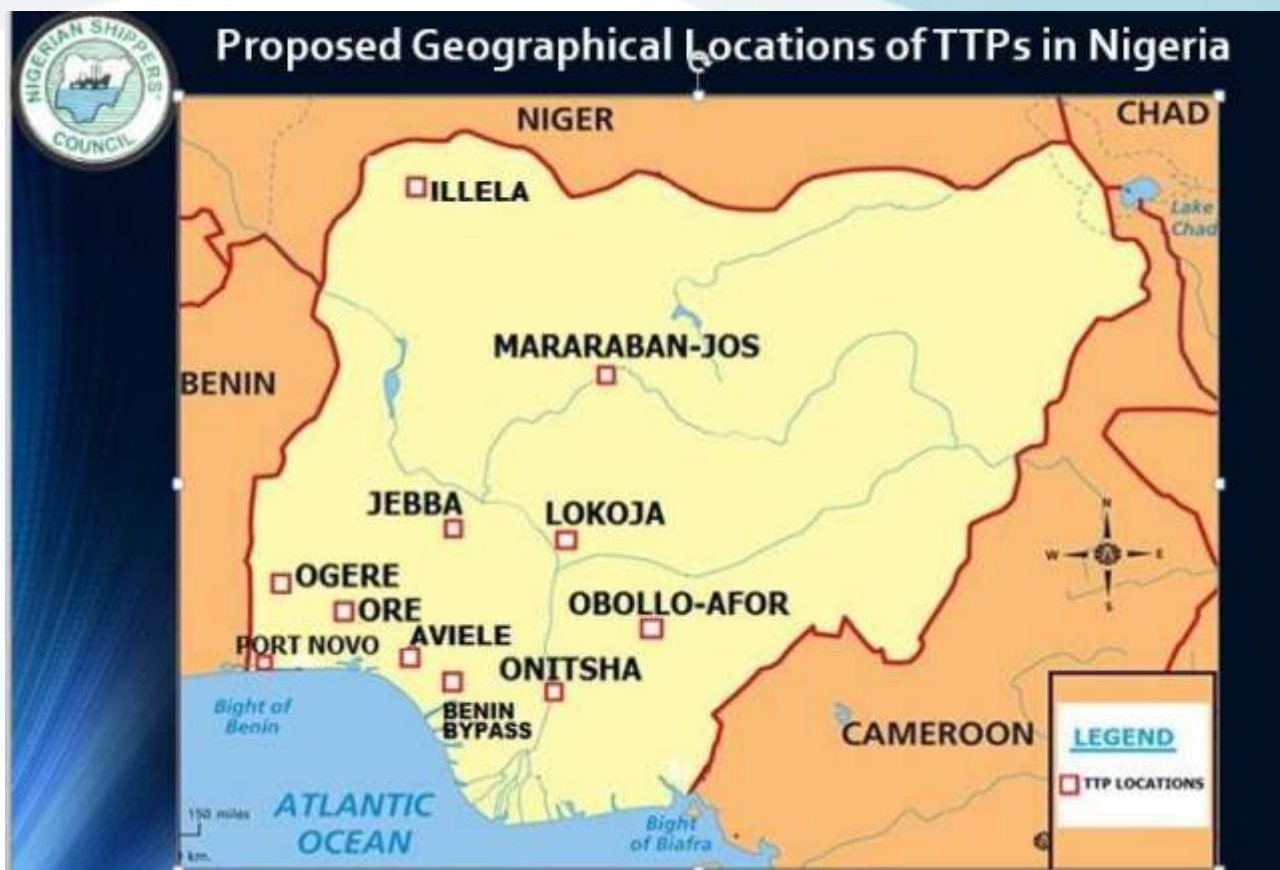


Fig.24: Map Showing Proposed Locations of TTPs

3.3. BORDER INFORMATION CENTRES (BICS)

The Border Information Center (BIC) is a project carried out in conjunction with USAID and West Africa Trade Hub (WATH) to provide necessary information to cross-border traders for seamless trade. The project is also a means of formalizing the traditional informal cross –border trade and blocking of associated revenue leakages. The BICs have been established and commissioned at the Seme-krake border post and Jibiya-Maradi border post.

Efforts are ongoing for establishment of more BICs in the following border posts:

- Illela – Birnin Koni;
- Banki – Kirawa;
- Shaki – Parakou



Fig. 25: Seme – Krake Border Information Center (BIC)

3.4. Port Service Support Portal (PSSP)

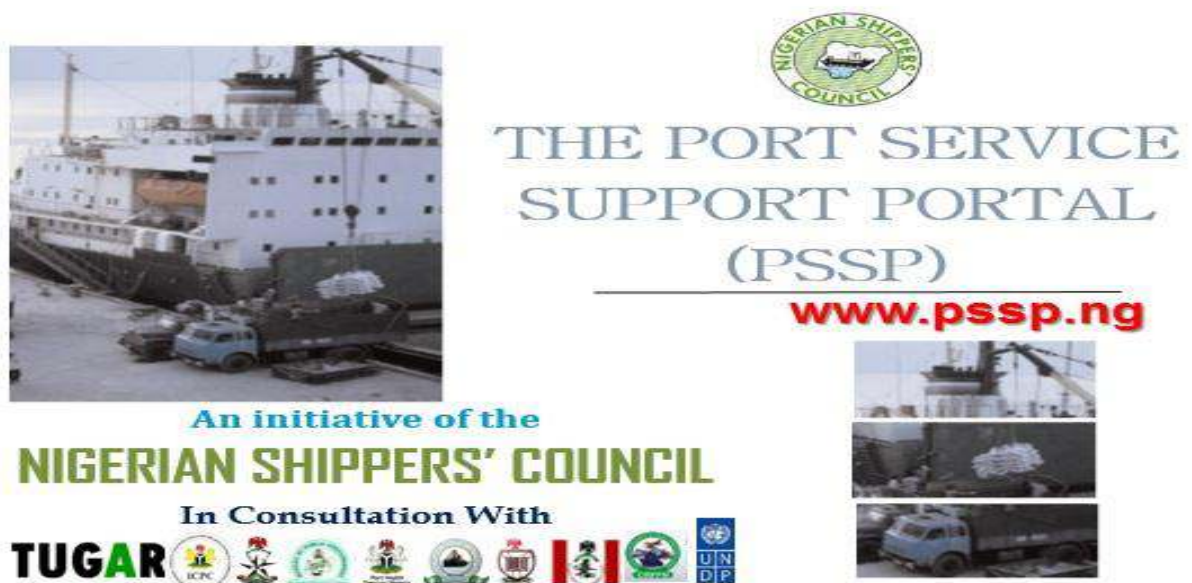


Fig.26: Introducing the Port Service Support PSSP

The Port Service Support Portal is a web-enabled complaints management solution conceived by the Council as a regulatory tool to address the lack of transparency in business to business transactions in Nigerian ports. It provides means of getting reliable feedback from port users and also an avenue for

determining levels of service efficiency and areas requiring urgent intervention in the ports.

The portal functions by allowing stakeholders to submit and track the status of complaints and inquiries in an online real-time manner. It also provides analysis of complaints to generate complaints statistics about organizations' levels of service efficiency and contributions to efficient service delivery in the ports. The PSSP was developed in consultation with the Port Steering Committee, which was anchored by the Technical Unit on Governance and Anti-Corruption Reforms (TUGAR). TUGAR is an agency of the Federal Government under the Presidency which as part of its mandate carries out corruption risk assessment and the implementation of integrity plan in the port sector.

The objectives of the application include:

- Provision of a self-service portal for port stakeholders to lodge complaints, inquiries, or request for service on business to business transactions in the port.
- Provision of modern complaints management tool for the Complaints Handling Unit of the Council.
- Provision of a one-stop-shop for port information (The Portal contains links to major sites offering port information)
- Warehouse Standard Operating Procedures (SOP) and anti-corruption policies, ethics, and rules of all agencies of government operating in the port for easy access to all stakeholders and the general public.
- Provision of means of reporting all kinds of issues and infractions in the port and aggregating them into reliable statistics for decision making.

The solution was launched by His Excellency, the Vice President, Professor Yemi Osibanjo, in June 2016. The portal can be accessed via www.pssp.ng



*Fig.27 PSSP/SOP Launch By the Vice President- Prof. YemiOsibaji
June2016*

Development of Anonymous / Eyewitness Reporters Module

In 2018, the Council commenced the process of the development of anonymous / eyewitness reporter's module for the application. The objective of this module is to allow individuals to give eyewitness accounts of their experience in the course of conducting business in Nigerian seaports. Such reports may include commendations, opinions and /or descriptions of observed infractions.

The new module will have the following features:

- i. Online form to submit eyewitness report.
- ii. The ability for reporter to optionally use available personal social media account to log onto the report module.
- iii. The ability for designated back-end users to receive alert in both SMS and Email formats and to see and act as appropriate on the eyewitness report.

The objective of this module is to create a better user experience of the PSSP application on the go. The mobile app will be downloadable from Google play, apple and blackberry stores free of charge.

INTERVENTIONS



The Council, in the year under review, made the following industry interventions:

4.1 Joint Boarding of Vessels

Following NSC's intervention and recommendation to the Federal Government on the need to commence joint boarding of vessel, the Federal Government directed all relevant agencies to take immediate action to implement the recommended process. The essence of the joint vessel boarding is to reduce vessel delay, increase the turnaround time of vessel and reduce incidences of corruption by public officials.

4.2 Joint Examination of Cargo at the Ports

The NSC advocated for a single joint cargo physical examination/interface for import cargoes to ensure one point of contact with officials. The recommendation was to simplify the examination processes, minimize delay, as well as reduce the cost of doing business.

Presently, the NSC is working to strengthen the single joint examination in all the ports by identifying agencies in default and communicating to such agency to take measures to improve their services. The Council is also using the Standard Operating Procedures(SOPs) submitted by all relevant agencies as a guideline to drive the efficiency of the process.

The Council collaborated with Independent Corrupt Practices Commission(ICPC) to introduce sanctions for non-compliance to the directives.

4.3 Interception of containers by Federal Operations Unit of Nigerian Customs Service on the Nation's Highways

The NSC management paid a working visit to the Customs Comptroller-General where an agreement was reached to harmonize the operational activities of the Federal Operations Unit (FOU) for service delivery.

As a result, the following milestones were achieved:

Incidences of container interceptions on the highways by the Unit were reduced.

FOU operated at least 30 kilometers from the ports.

FOU checkpoints across the country were reduced.

Stakeholders complaints against FOU were reduced.

4.4 Police Cargo Detention Alert

The NSC collaborated with the Police high command on the need to streamline the activities of Maritime Police in port operations. This resulted in the following achievements:

70% reduction in container detention alerts

90% reduction in complaints by freight forwarders on stoppage of released containers.

Improvement in cargo delivery /clearing process.

Reduction in cost of doing business.

4.5 Airfreight Stakeholders Forum

In implementing the statutory obligations concerning cargo interest and in response to the yearnings of shippers in Airfreight industry, the Council extended its services to the air sector in 2004 by setting up the Air Freight Stakeholders Forum (ASF) to serve as a conflict resolution platform.

Membership

of the Forum were drawn from the Federal Aviation Authority of Nigeria (FAAN), Nigerian Civil Aviation Authority (NCAA), Nigeria Customs Service, National Drugs Law and Enforcement Agency (NDLEA), British Airways, Emirate Airline, Lufthansa, Sky-way Aviation Handling Company, Nigerian Export Promotion Council (NEPC), Organized Private Sector, NSC, and others.

During the period under review, NSC intervention through the ASF stopped the collection of illegal fee of N150,000 charged by FAAN on each tanker that supplied diesel to NAHCO. Otherwise, these unauthorized charges would have amounted to Seventy-two million naira (N72,000,000) within the year.

4.6 Confirmation of Reasonableness of Freight Rates and Demurrage

To curb the incidence of capital flight through freight rates and demurrage charges in Nigeria, NSC in collaboration with the Central Bank of Nigeria (CBN) ensured that the freight rates paid by the Nigerian Charterers of vessels and demurrage remitted by the shipping agencies are reasonable and in line with the international best practice for transfer of funds abroad.

The Charterers and Shipping agencies are required by the provision of the Central Bank of Nigeria Foreign Exchange Manual 2018 to file their requests for foreign exchange for such transactions with the NSC for confirmation.

In the period under review, NSC handled requests for confirmation of reasonableness of freight rates and demurrage remittances and saved Nigeria's economy the total sum of Three Hundred and Fifteen Million, Nine Hundred and Fifty-Eight Thousand, Nine Hundred and Nineteen Naira, Eighty-Four Kobo(**N315,958,919.84K**) only.

4.7 Intervention in the Lagos Ports Access Road Gridlock

The Council's active participation in the Taskforce for control of Apapa traffic gridlock resulted in streamlining the truck-call-up system from multiple to a single system. Also, it instilled discipline among truck drivers and other road users. As a long term solution to the gridlock, the NSC advocated for full implementation of Intelligent Traffic Management System based on the report of National Freight Information Transport Hub System (NAFITHS) on Port Access Roads and Gap Analysis with Lagos Logistic Ring.

4.8 Interventions on Stakeholders Matters

As part of its advisory responsibility and role as an economic port agency, the Nigerian Shippers' Council sensitized the following stakeholders and obtained valuable feedbacks that were communicated to the Federal Government:

- Shippers (MAN, LCCI, Trade Groups)
- Shipping lines, Shipping Association of Nigeria
- Terminal operators
- Council of Registered Freight Forwarders of Nigeria (CRFFN)

These interventions by the NSC led to the convening and hosting of meetings of all relevant government agencies and stakeholders on how to address some of the issues raised from the feedbacks.

Subsequently, the following directives were issued:

- I. Transmission of Manifest by shipping companies, minimum of seven (7) days before the arrival of a vessel into Nigeria
- II. Issuance of Rotation numbers by shipping companies, minimum of five (5) days before the arrival of a vessel into Nigeria
- III. Introduction of electronic payment of charges by shipping companies and terminals

IV. Information to be included in the manifest for improved risk assessment by the Nigeria Customs Service.

The enforcement and subsequent compliance with the above directives resulted in a reduction in cost and associated delays in cargo clearance through the following:

- Efficient vessel reception formalities
- Clarity to related fees and charges
- Timely initiation of the clearance process by the logistics service provider.
- Provision of accurate information to the logistics service provider on the exact location of their consignment
- Reduction in time for processing of manifest by the NCS from fifteen (15) minutes to one (1) minute
- Elimination of a minimum of twenty-four (24) hours to the cargo clearance process.



CHAPTER FIVE

TRADE AND TRANSPORT INFORMATION

5.1 Nigeria's Functional Sea Ports and Jetties

5.1.1 Lagos Port Complex

Lagos seaport or Port complex, established in 1913, is located in Apapa, Lagos, the western part of Nigeria. It is the largest and busiest seaport in Nigeria. The Port has five private terminals and personnel that have both local and international experience in port operation.

The terminal operators include:

- AP Moller Terminal Ltd. (APMT)
- ENL Consortium Ltd. (ENL)
- Apapa Bulk Terminal Ltd. (ABTL)
- Greenview Development Nigeria Ltd. (GDNL)
- Lilypond Inland Container Terminal.



5.1.2 Tin Can Island Port

The Port, located in Apapa, Lagos was established in 1975 and categorized as a second-generation seaport in Nigeria. It is the second busiest and serves as an alternative because of severe congestion in Lagos port complex.

The Port has the capacity of handling 10-16 vessels at a time.



Fig. 29: Tin Can Island Port

5.1.3 Calabar Port

Calabar Port is situated in Cross River State of Nigeria. The Port was established to enhance access to the eastern and northern parts of Nigeria.

In 1969, Federal Government took over the Port from previous operators due to lack of facilities and handed it over to the Nigeria Ports Authority (NPA) to manage. The Port currently includes Old port, New port, Dockyard and rights to some crude Terminals.



Fig. 30: Calabar Port

5.1.4 Delta Port (Warri)

The Port is considered the future hub of seaports in Nigeria because of its location. It is located in the oil-rich region of Delta State of Nigeria.

Delta Port acts as quick access for cargoes and connects to some individual states like Anambra, Imo, Enugu, Kogi, Ondo, Benue, and Edo.



Fig. 31: Delta Port

5.1.5 Rivers Port (Port Harcourt)

Rivers Port is located in Port Harcourt, Rivers State of Nigeria and acts as a distribution center for exportation of mineral resources. It serves as a multipurpose port because of its capability of handling dry, liquid, and general cargoes.

The port can accommodate eight modern sea-going vessels, loading and off-loading at the same time.



Fig. 32: Rivers Port

5.1 Onne Port

Onne Port complex is situated on the Bonny River estuary along Ogu Creek in Rivers State of Nigeria. It is the first Port of its kind to operate the Landlord Port model to encourage private sector participation in the port industry. Strategically located, the port is one of the largest oil and gas free zone in the world supporting exploration and production for Nigerian activities. There are multiple operations carried out in the port in addition to the oil and gas operations



Fig. 33: Onne Port

CARGO THROUGHPUT AT NIGERIAN PORTS (EXCL. CRUDE OIL TERMINALS)
CLASSIFIED BY TYPE OF CARGO: 2007 - SEPTEMBER 2018

		(TONNES)											
TYPE OF CARGO		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	*JAN - SEPT 2018
GENERAL CARGO	IN	9,658,439	6,047,059	8,065,189	8,250,973	8,279,623	14,290,301	7,610,914	14,080,679	7,116,498	3,952,551	4,422,377	2,628,304
	OUT	589,934	1,377,446	3,838,784	6,029,503	4,936,884	5,231,335	4,297,328	5,936,029	3,633,440	2,637,387	997,917	302,057
CONTAINERISED CARGO	IN	2,697,353	7,794,894	5,802,550	7,534,972	9,152,781	4,298,373	10,729,910	5,428,846	9,419,672	8,976,048	10,379,152	5,188,109
	OUT	298,627	685,248	897,994	1,224,443	1,239,600	662,815	1,435,972	750,620	2,263,594	2,103,798	2,325,091	1,604,930
DRY BULK	IN	11,500,338	13,350,161	14,267,917	12,683,482	13,082,771	10,102,158	9,693,134	9,847,860	9,154,171	9,704,453	9,818,494	4,275,416
	OUT	234,786	179,668	243,854	285,015	28,557	61,584	137,399	22,135	36,101	339,662	825,624	411,924
LIQUID	IN	11,688,835	14,003,502	17,621,493	18,459,421	21,406,930	17,531,295	21,971,645	24,413,798	22,421,020	20,837,594	18,479,066	9,854,075
	OUT	20,805,038	20,934,771	15,037,728	22,276,918	25,234,551	24,914,764	22,405,332	24,471,960	23,343,142	21,813,543	24,287,916	11,644,310
GRAND TOTAL		57,473,350	64,372,749	65,775,509	76,744,727	83,461,697	77,092,625	78,281,634	84,951,927	77,387,638	70,365,036	71,535,636	35,909,125

* PROVISIONAL FIGURE

Table 12: Cargo Throughput at Nigerian Ports
Source: Nigeria Bureau of Statistics (NBS) Website

CARGO THROUGHPUT BY PORT			
PORT	2015	2016	2017
APAPA	20,250,771	19,055,385	18,909,238
TIN CAN ISLAND	16,407,133	15,316,244	15,520,925
RIVERS	4,457,785	3,546,745	3,462,425
ONNE	26,314,828	23,896,730	25,836,246
CALABAR	2,127,259	2,277,477	2,159,099
DELTA	7,829,862	6,726,511	6,015,333
TOTAL	77,387,638	70,819,092	71,903,266

Table 13: Cargo Throughput by Ports

Source: Nigeria Bureau of Statistics (NBS) Website

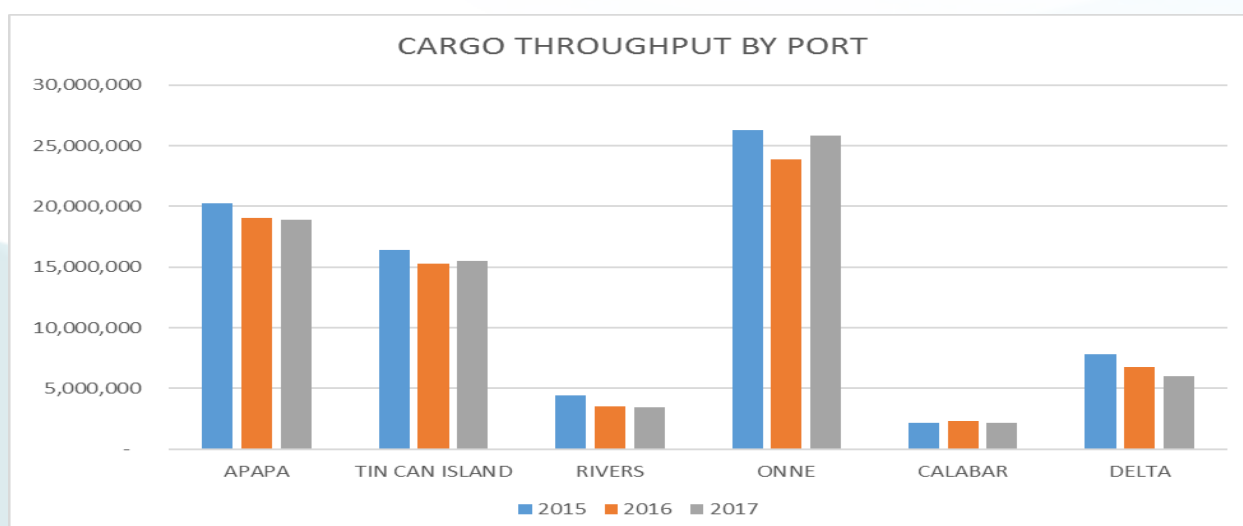


Fig 34: Cargo Throughput by Ports

5.3 Export and Import Trade in 2018

Nigeria traded in seventeen (17) major agricultural products in 2018. See the table and chart below:

5.3.1 Major Traded Agricultural Products

MAJOR TRADED AGRICULTURAL PRODUCTS - 2018						
S/N	PRODUCT	TOTAL VALUE (N'M)	Q4	Q3	Q2	Q1
1	Sesamum seeds, whether or not broken	89,008.51	33,853.10	9,021.00	19,486.93	26,647.48
2	Good Fermented Nigerian Cocoa Beans	54,485.74	24,519.20	2,037.00	4,631.56	23,297.98
3	Superior quality raw coca beans	30,084.73	9,630.90	7,589.00	6,835.31	6,029.52
4	Cashew nuts, in shell	59,184.48	5,804.80	9,852.00	38,495.60	5,032.08
5	Other quality raw coca beans	10,947.25	5,429.60	418.92	1,641.36	3,457.37
6	Sesame oil and its fractions	6,071.57	4,026.40	321.51	0.00	1,723.66
7	Other Frozen shrimps and prawns	10,695.78	3,740.50	2,680.00	3,152.28	1,123.00
8	Cashew nuts, in shell	3,533.07	1,671.40	0.00	919.29	942.38
9	Other coconuts, fresh or dried, whether or not shelled or peeled	2,129.43	1,208.90	0.00	488.09	432.44
10	Other butter of cocoa and deodorised cocoa	1,686.26	1,277.00	0.00	0.00	409.26
11	Other cut flower and flower buds of kind suitable ornamental purposes fresh, dried, dyed	2,069.98	1,167.50	510.26	0.00	392.22
12	AGRO FOOD ITEMS	3,198.77	982.80	1,021.12	1,029.44	165.41
13	Natural cocoa butter	4,467.93	652.50	2,552.00	1,123.87	139.56
14	Other fruit, fresh	680.05	540.90	0.00	0.00	139.15
15	Other not frozen Flours, meals and pellets of crustacens, fit for human consumption	589.40	461.20	0.00	0.00	128.20
16	Broken cocoa beans	408.57	306.60	0.00	0.00	101.97
17	Mixtures	715.53	302.50	0.00	413.03	0.00
	TOTAL	279,957.05	95,575.80	36,002.81	78,216.76	70,161.68

Table 14: Major Traded Agricultural Products:

Source: Nigeria Bureau of Statistics (NBS) Website

S/N	PRODUCT	TOTAL VALUE (N'M)
1	Sesamum seeds, whether or not broken	89,008.51
2	Good Fermented Nigerian Cocoa Beans	54,485.74
3	Superior quality raw coca beans	30,084.73
4	Cashew nuts, in shell	59,184.48
5	Other quality raw coca beans	10,947.25
6	Sesame oil and its fractions	6,071.57
7	Other Frozen shrimps and prawns	10,695.78
8	Cashew nuts, in shell	3,533.07
9	Other coconuts, fresh or dried, whether or not shelled or peeled	2,129.43
10	Other butter of cocoa and deodorised cocoa	1,686.26
11	Other cut flower and flower buds of kind suitable ornamental purposes fresh, dried, dyed	2,069.98
12	AGRO FOOD ITEMS	3,198.77
13	Natural cocoa butter	4,467.93
14	Other fruit, fresh	680.05
15	Other not frozen Flours, meals and pellets of crustacens, fit for human consumption	589.40
16	Broken cocoa beans	408.57
17	Mixtures	715.53
	TOTAL	279,957.05

Table 15: Major Traded Agricultural Products:

Source: Nigeria Bureau of Source Statistics (NBS) Website

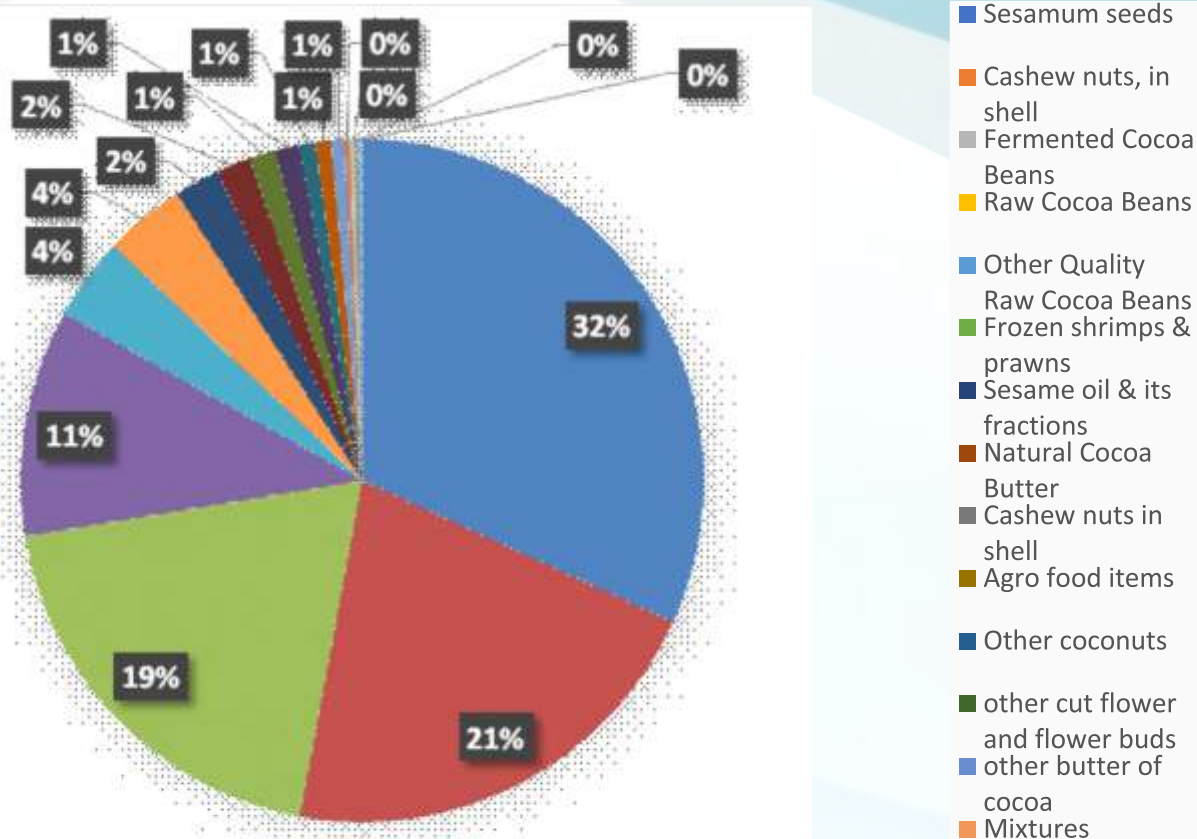


Fig 35: Major Traded Agricultural Products

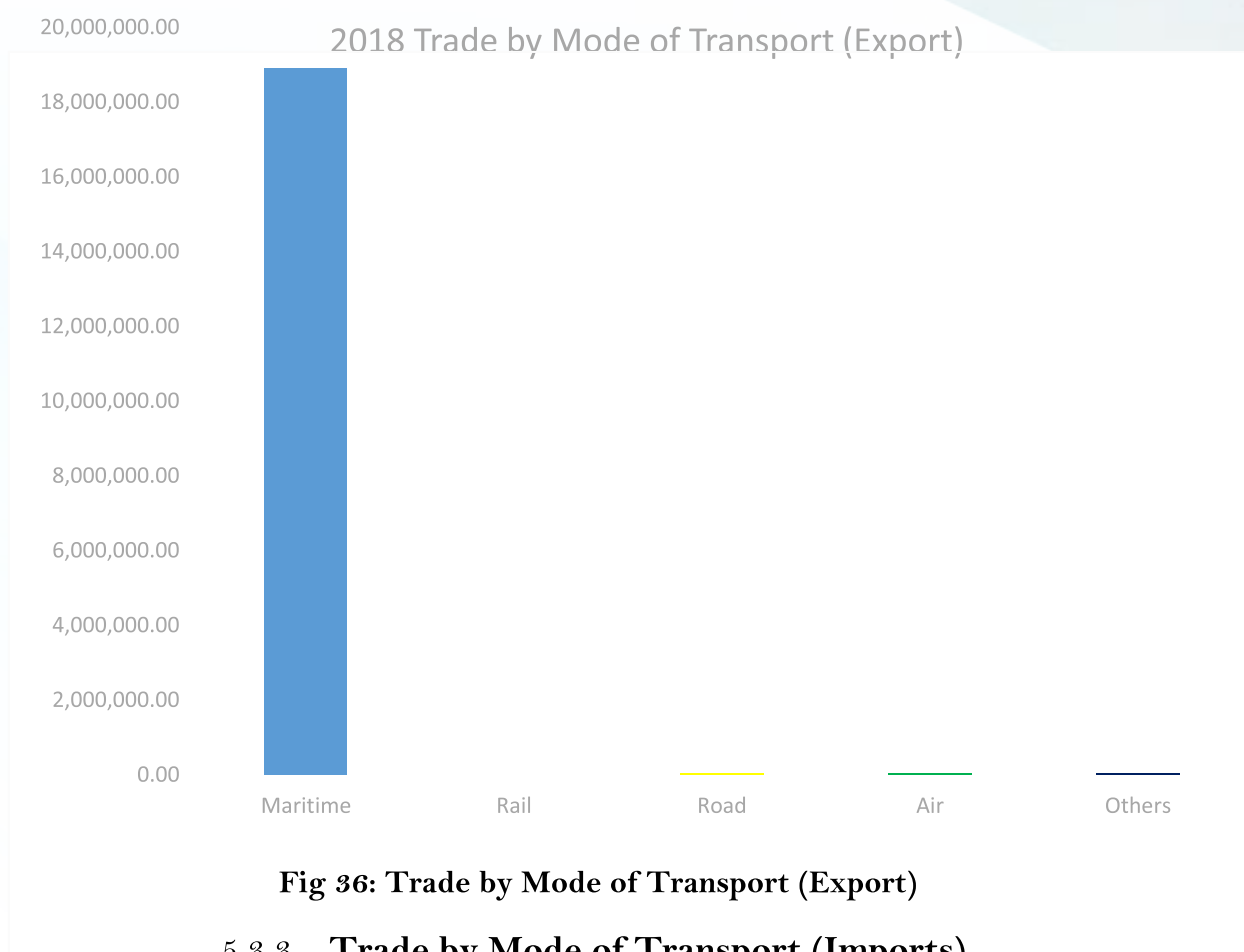
5.3.2 2018 Trade by Mode of Transport (Exports)

There are eight (8) major modes of transportation used for local and international trade in 2018. The National Bureau of Statistics (NBS) in 2018 recorded trade by these eight modes of transportation. See the table and analysis below:

Table 16: Trade by Mode of Transport (Export)

TRADE BY MODE OF TRANSPORT EXPORT - 2018						
S/N	MODE	Q4	Q3	Q2	Q1	TOTAL
1	Maritime	4,989,624.09	4,824,078.80	4,426,677.43	4,672,358.86	18,912,739.18
	Rail	0.00	0.00	0.00	0.00	0.00
2	Road	12,528.57	14,106.36	15,045.75	7,026.83	48,707.51
3	Air	11,077.46	15,431.79	11,076.43	4,227.35	41,813.03
4	Others	10,426.47	0.00	10,498.25	9,731.16	30,655.88
	TOTAL	5,023,656.59	4,853,616.95	4,463,297.86	4,693,344.20	19,033,915.60

Source: NBS Website



TRADE BY MODE OF TRANSPORT IMPORT - 2018						
S/N	MODE	Q4	Q3	Q2	Q1	TOTAL
1	Maritime	3,295,107.2	3,959,727.81	2,019,818.66	2,360,172.63	11,634,826.30
2	Road	18,858.7	13,668.58	12,324.54	16,204.10	61,055.92
3	Air	268,296.1	198,924.16	74,546.70	141,535.67	683,302.63
4	Mail	3.7	0.00	0.00	290.99	294.69
5	Rail	19.2	0.00	0.00	8.05	27.25
6	Multimodal		2.41	0.00	0.00	0.00
7	and Waterwa	11.3	2.46	0.00	26.07	39.83
8	Others	0.2	23.29	0.00	19.63	43.12
	TOTAL	3,582,296.4	4,172,348.71	2,106,689.90	2,518,257.14	12,379,589.74

Table 17: Trade by Mode of Transport (Import)

Source: NBS Website

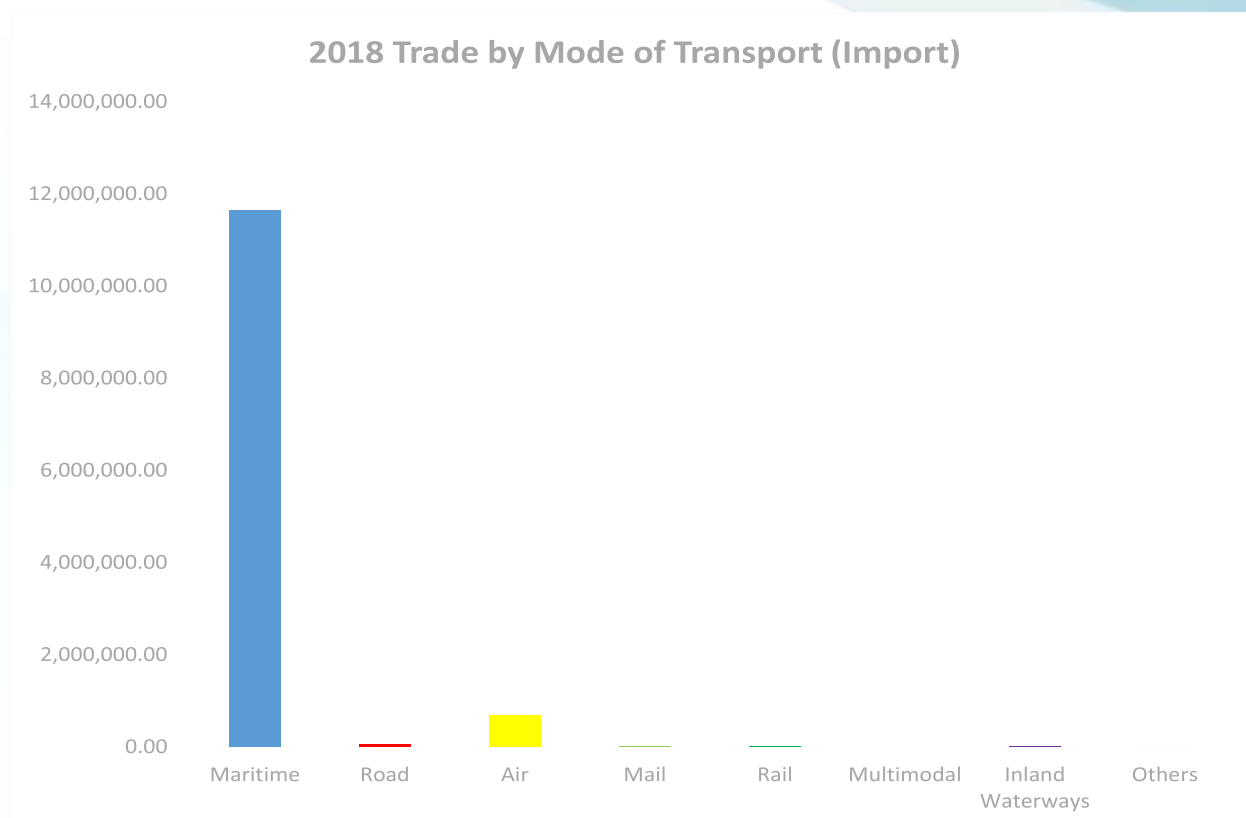


Fig 37: Trade by Mode of Transport (Import)

5.3.5 Trade by Ports of Operations (Exports)

Table18: Trade by Port of Operations (Export)

TRADE BY PORTS OF OPERATIONS (N'MILLION) EXPORT 2018							
S/N	CODES	PORTS	Q4	Q3	Q2	Q1	TOTAL
1	01AP	APAPA PORT	4,861,887.8	4,737,205.45	4,298,569.84	4,181,552.50	18,079,215.59
2	05PN	PORT HARCOURT 3	67,397.2	31,224.71	44,522.13	14,315.30	157,459.34
3	01TC	TIN CAN ISLAND	57,903.7	43,332.60	73,016.69	53,359.70	227,612.69
4	04AB	ABUJA AIRPORT	0.0	8,440.76	7,429.50	0.00	15,870.26
5	05OG	OGUN STATE	0.0	3,161.92	2,708.21	0.00	5,870.13
6	01LP	LILYPOND PORT	6,481.2	0.00	0.00	0.00	6,481.20
7	01MM	MUHAMMED MURTALA INT'L	5,583.8	5,569.16	0.00	5,003.90	16,156.86
8	01SM	SEME BOARDER POST	3,618.9	3,840.39	4,241.54	3,231.30	14,932.13
9	04SO	SOKOTO AREA COMMAND	3,243.2	3,022.42	2,908.61	0.00	9,174.23
10	04KE	KEBBI AREA COMMAND	3,065.6	3,147.67	4,062.38	2,250.80	12,526.45
11	06WR	WARRI PORT	2,118.8	6,694.08	4,603.07	10,699.50	24,115.45
12	02KN	KANO AIRPORT	1,726.2	0.00	0.00	0.00	1,726.20
	TOTAL		5,013,026.4	4,845,639.16	4,442,061.97	4,270,413.00	18,571,140.53

Source: NBS Website

Trade by Ports of operations (Exports)

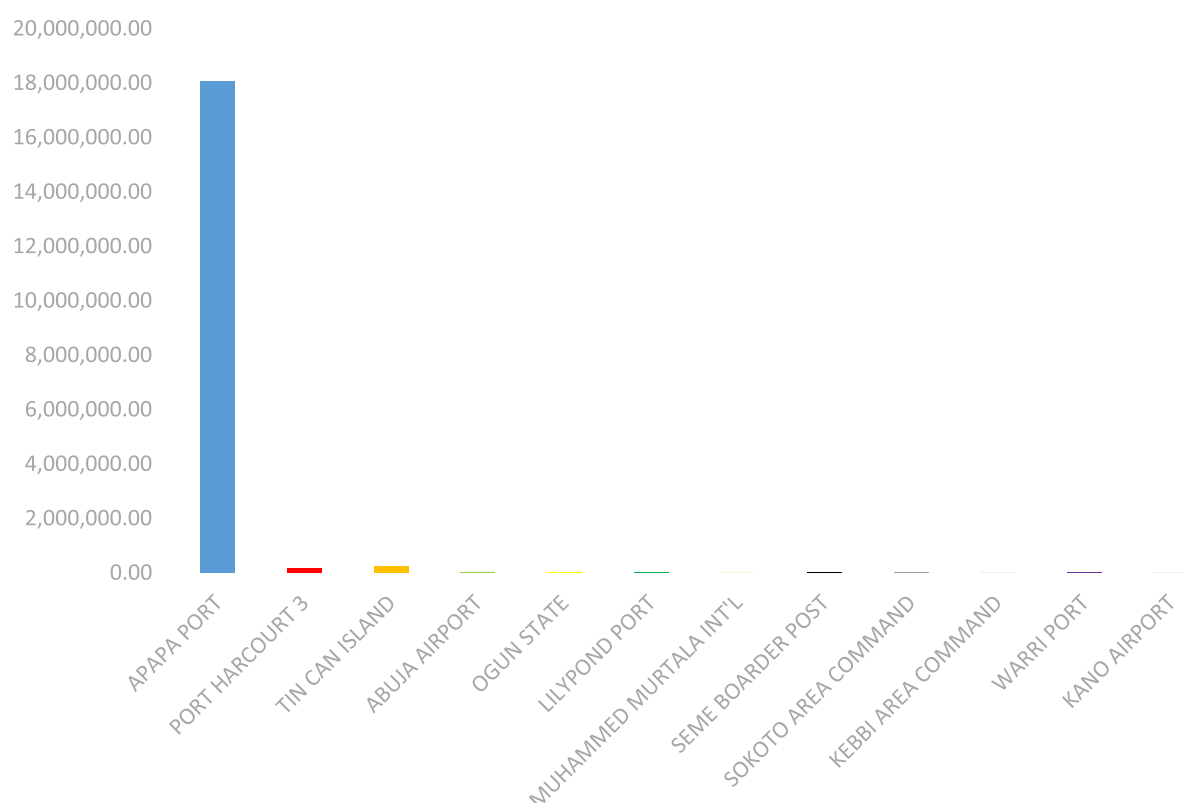


Fig 38: Trade by Port of Operations (Export)

Trade by Ports of Operation (Imports)

Table 19: Trade by Port of Operation (import)

TRADE BY PORTS OF OPERATIONS (N'MILLION) IMPORT 2018							
S/N	CODES	PORTS	Q4	Q3	Q2	Q1	TOTAL
1	01AP	APAPA PORT	1,696,861.80	2,844,370.52	1,077,971.81	1,440,651.17	7,059,855.30
2	01TC	TIN CAN ISLAND	753,790.30	563,846.73	460,770.51	485,726.47	2,264,134.01
3	05PN	PORT HARCOURT (3)	276,545.80	195,839.46	144,197.20	148,616.87	765,199.33
4	01TG	TIN CAN BONDED WARE/HOUSE	221,340.60	124,273.26	74,347.58	63,021.81	482,983.25
5	01MC	MUHAMMED MURTALA CARGO	172,587.40	164,644.89	78,139.66	103,222.28	518,594.23
6	05PH	PORT HARCOURT (1)	63,514.80	44,392.00	52,059.64	37,939.56	197,906.00
7	01PA	KIRIKIRI KIGHTER TERMINAL CMD	0.00	41,142.73	0.00	0.00	41,142.73
8	06WR	WARRI PORT	62,931.50	30,569.87	24,473.87	24,250.63	142,225.87
9	01LP	LILYPOND PORT	62,909.00	32,154.71	25,176.70	44,607.29	164,847.70
10	05OG	OGUN STATE	0.00	0.00	27,824.63	28,912.75	56,737.38
11	02KN	KANO AIRPORT	54,840.80	29,780.29	34,379.52	37,233.47	156,234.08
12	05PM	PORT HARCOURT (2)	50,254.00	41,142.73	0.00	0.00	91,396.73
	TOTAL		3,415,576.00	4,112,157.19	1,999,341.12	2,414,182.30	11,941,256.61

Source: NBS Website

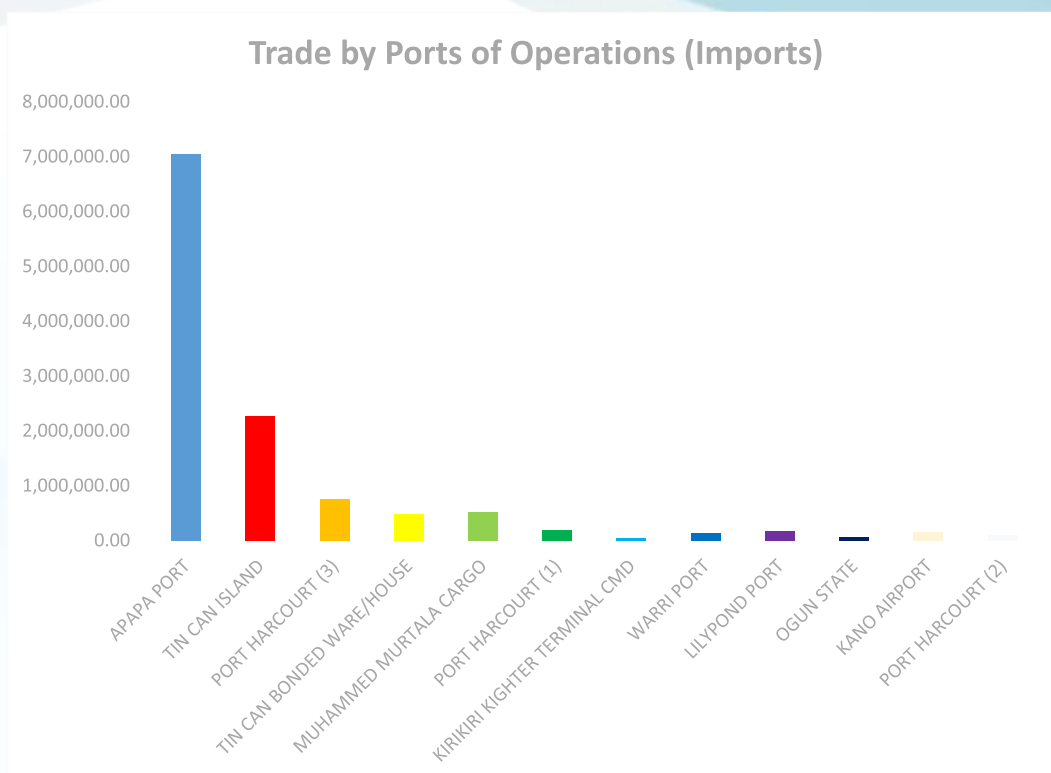


Fig 39: Trade by Port of Operation (import)

5.4 Kaduna Inland Dry Port (Cargo Handled)

The Kaduna Inland Dry Port (KIDP) was commissioned on 4th of January 2018. The Nigerian Shippers' Council (NSC) commenced its full office services within the port in May 2018 as the regulator and supervisor of the Kaduna Inland Dry Port. The operation of the port is in line with International global standards of the United Nations Conference on Trade and Development (UNCTAD).

Container throughput recorded high traffic immediately after the commissioning. The traffic reduced during the second quarter, which may be due to low economic activities in the country, late passage of the 2018 budget, Apapa gridlock. It equally reduced towards the fourth quarter due to an increased sense of insecurity.

Within the period, the KIDP container traffic statistics show that the Federal Government policy on export diversification from oil to the non-oil sector, especially on agricultural and mineral exports is yielding positive result.

Exporters have taken advantage of the inland port to ship their products directly from the Kaduna Inland Dry Port to various countries. Products such as Ginger, Charcoal and Cow horn among others were exported through the port. This development opens trade windows for landlocked countries bordering Nigeria who are interested in using the port as a transit point.

5.4.1 Operational Activities in KIDP - Container Traffic

In the period under review, the KIDP recorded monthly imports of over 150 container throughputs. This was a positive development in the dry port performance ratings considering it is a new port, while the export under the same period recorded low performance.

5.4 Types of Cargo in KIDP

Import – This mostly comprised of household equipment and vehicles.

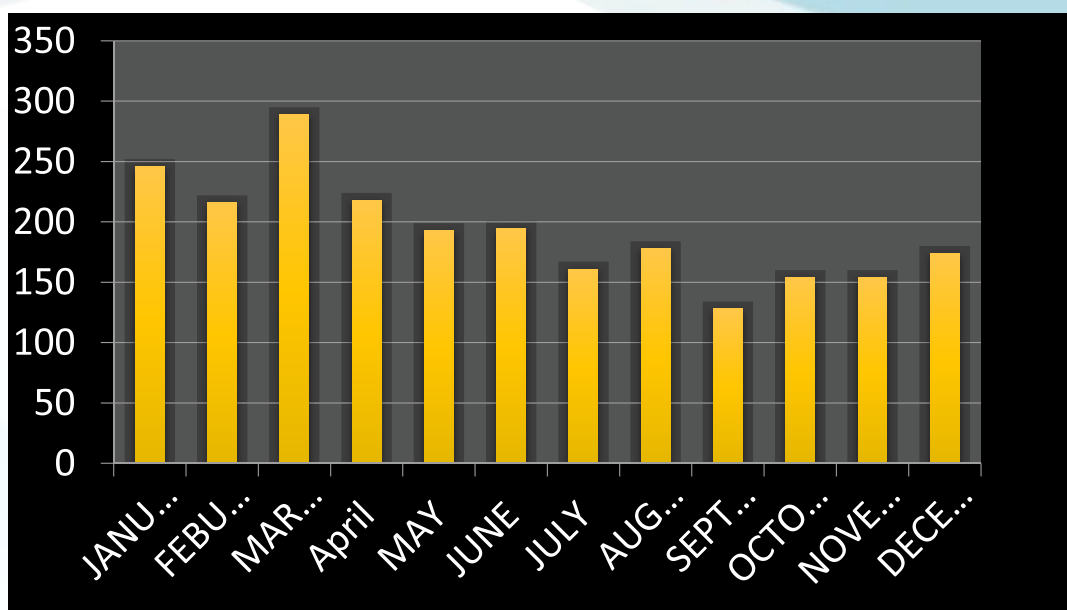
Export – Twelve containers of ginger were exported to Rotterdam and one container each of cow horn and charcoal to Vietnam.

	THROUGHPUT		
MONTH	SIZE TEUS	2018	TOTAL
JANUARY	40 20	* 94X2=188 + 60	248
FEBRUARY	40 20	103X2 40	226
MARCH	40 20	113X2 69	289
APRIL	40 20	74X2 64	218
MAY	40 20	73X2 49	193
JUNE	40 20	65X2 65X2	195
JULY	40 20	47X2 27	161
AUGUST	40 20	63X2 52	178
SEPTEMBER	40 20	45X2 38	128
OCTOBER	40 20	59X2 36	154
NOVEMBER	40 20	50X2 54	154
DECEMBER	40 20	72X2 30	174
TOTAL			2,318

Table 20: Container Throughput at KIDP in 2018

5.4.1 Import Performance Rating

The Kaduna Inland Dry Port in 2018 recorded total imports of two thousand, three hundred and eighteen (2,318) Containers (20TEUs equivalent) with an average of 150 containers per month. Due to the Apapa gridlock, operational challenges and insecurity, the container traffic began to drop from the second quarter of the year.



Container Traffic from January to December 2018

Fig 40: Container Traffic from January to December 2018

5.4.2. Export Performance Rating

The KIDP recorded export of twelve (12) containers; ten (10) of ginger, one of cow-horn and one of charcoal. The containers of ginger were shipped to Rotterdam, and those of the cow-horn and charcoal were shipped to Vietnam.

The export performance rating within the period was abysmal. The poor performance was due to ineffective railway system, inadequate export product clusters, problems of packaging and operational challenges.

Export Container Traffic from January - November 2018

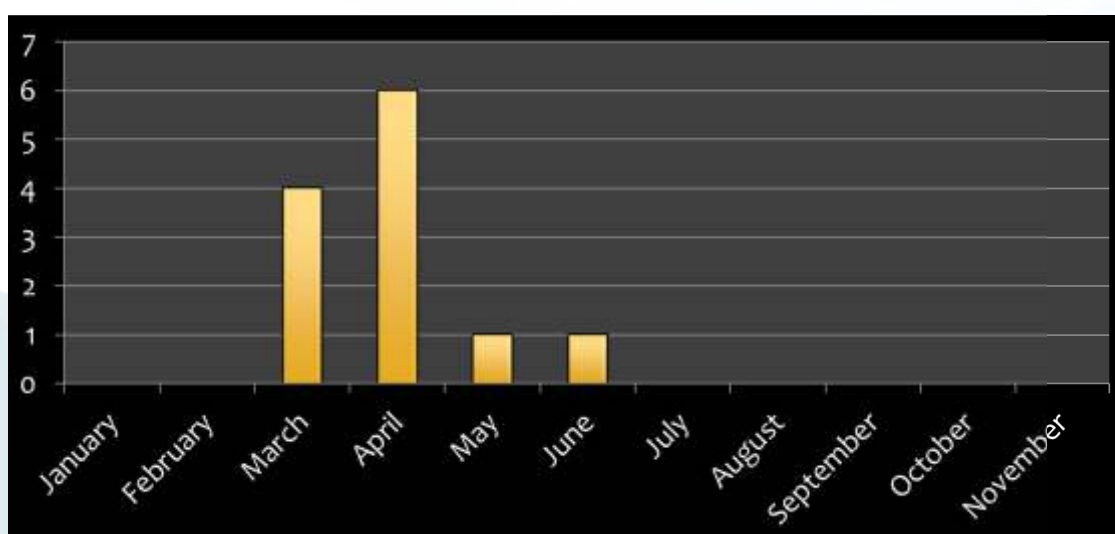


Fig 41: Export Traffic Performance from January to November 2018

5.4.3. Government agencies activities towards successful operation of the Kaduna Inland Dry Port

- **Central Bank of Nigeria** – The Central Bank of Nigeria approved and enlisted Kaduna Inland Dry Port amongst the recognized ports in Nigeria, where importers can access Form ‘M’ on E-platform for documentation and procedure for importing raw materials and finished goods into the Country.
- **Nigeria Customs Service** – The Nigeria Customs Service has commenced full operational activities in the Dry Port and had assigned an operational code – KD 02. Furthermore, the NCS had trained Stakeholders, Customs Agents, and Terminal Operators on Nigeria Integrated Customs Information System (NICIS) II as new customs documentation process.

The NCS had allocated users’ access code to respective stakeholders operating at the Kaduna Inland Dry Port.

- **NDLEA, SON, NAFDAC, and DSS** – These agencies have offices in the port, performing their operational duties with Shippers Council regulating and supervising their inspection and clearance duties.
- **NEXIM Bank** –The NEXIM bank has been in collaboration with NSC on investment opportunities in the cargo gantry equipment, stacking and scanners facilities and using the port as Sealink shipping line hub base. Sealink and Kaduna Inland Dry Port were at the stage of signing a Memorandum of Understanding (M.O.U.) to support the project.
- **Kaduna State Government**– The Kaduna State Government had been very supportive towards the success of the project by providing necessary amenities and construction of concretized roads for trucks access to the Port.

5.4.4. Challenges, Observations, Suggestions, and Recommendations

- **Kaduna Inland Dry Port – Through Bill of Lading**

The shipping companies are reluctant in issuing Through Bill of Lading to shippers coming to Kaduna Inland Dry Port which is very crucial to the success of the Dry Port. There is a need to address the issue. Also, it is essential for the terminal operators to allocate Loading Bay at the seaports strictly for dry ports cargo activities.

- **Pre-Shipment Agent at the Port-** As directed by the government, Messrs Carmine Assayer, the pre-inspection agent was to be in charge of inspection in the northern region to facilitate export documentation, but up till now, the agents are not on the ground. Lack of presence of the agent necessitated examination to be conducted at the Lagos port thus undermining the dry port as port of origin and destination. The Council has written to the Federal Ministry of Finance on the matter.

- **Rail (Lack of locomotives and wagons)** – The KIDP needs dedicated locomotives and wagons for effective delivery of cargoes, and this is receiving the attention of the Nigerian Railway Corporation (NRC).

Considering the low export traffic recorded and government's export diversification drive, there is an urgent need for government to establish a high-level Import/Export Cluster Product Standing Committee. Membership of this committee should be drawn from key agencies such as the NSC, CBN, NEXIM, NEPC, Federal Ministry of Agriculture and other industry experts.

5.5. Terminals and their Operations

5.5.1 Jetties in Lagos

Table 21: Jetties in Lagos

S/N	NAME OF JETTY	LOCATION	TYPE OF CARGO (OPRS)	REMARK
1	Petroleum Wharf Apapa (PWA)	7, Alapata Rd off Dockyard Apapa	Refined Petroleum product	NPA (Active)
2	New Oil Jetty (NOJ)	–DO–	–DO–	NPA (Active)
3	Bulk Oil Plant (BOP)	–DO–	–DO–	NPA (Active)
4	Fishery Wharf(WAZIRI JETTY)	–DO–	–DO–	NPA (Active)
5	Ijora Coal Wharf Jetty	Ijora CoalWharf	–DO–	NPA/NRC (Active)
6	Lister Jetty	19, Creek Rd Apapa	–DO–	Private (Active)
7	Nido Gas Oil (NGB)	21, Creek Rd Apapa	Gas	Private (Not Active)
8	Nispan Jetty (Folawiyo Energy)	27, Creek Rd Apapa	Refined Petroleum product	Private (Active)
9	Atlas Cove Jetty (ACJ)	Deep-Sea Berth	–DO–	NPA/NNPC (Active)
10	NPA/NNPC (Active)	Mid-Stream (OPRS)	–DO–	STS Operations NPA/NNPC (Active)
11	Commodore Pool	Mid-Stream (OPRS)	Dry Bulk	NPA (Active)

12	Obelawo Jetty	17, Creek Rd Apapa	Fisheries	Private (Not Active)
13	Ibru Jetty	35/39,Creek RdApapa	Fisheries	Private (Not Active)
14	Adsejere Jetty	35/39,Creek Rd. Apapa	Fisheries	Private (Not Active)
15	Standard Flour Mills (SFM)	17, Creek Rd Apapa	Bulk Wheat/Bagged Rice	Private (Active)

Source: Nigerian Ports

5.5.2. Tank Farms

S/No	Name	Address	Location	Product
1	Bulk Oil Terminal Ltd	20, Ola Wharf Road Apapa	LPC	Refined Petroleum Product
2	Real Oil Mills	386/394, Ikorodu Road Ojota	LPC	
3	NIMADCO Oil Mills Ltd	30, Boundillion Ltd Ikoyi Lagos	LPC	
4	Grand Petroleum &	116, Ogudu Ojota Road	LPC	
	Chemical Depot (NOSAK Ltd)	Ogudu G.R.A Lagos		

Table 22: Tank Farms in Lagos

	CORRIDOR	30 TON	20'	40'
1.	LAGOS – ENVIRONS (50 KM RADIUS)	100,000:00	110,000:00	130,000:00
2.	LAGOS – AZARE – POTISKUM - DAMATURU	630,000:00	690,000:00	830,000:00
3.	LAGOS – BAUCHI - GOMBE	610,000:00	670,000:00	800,000:00
4.	LAGOS – KAFANCHAN – JOS - MANGU	500,000:00	550,000:00	660,000:00
5.	LAGOS – BIU - MAIDUGURI	670,000:00	740,000:00	880,000:00
6.	LAGOS – OYO – OGBOMOSHO – ILORIN	300,000:00	330,000:00	390,000:00
7.	LAGOS – WUKARI - JALINGO - YOLA –MUBI	740,000:00	810,000:00	900,000:00
8.	LAGOS – MOKWA – MINNA	390,000:00	430,000:00	520,000:00
9.	LAGOS – AWKA – ENUGU	360,000:00	390,000:00	420,000:00
10.	LAGOS – MAKURDI – GBOKO – ZAKIBIAM	460,000:00	500,000:00	550,000:00
11.	LAGOS – PORTHARCOURT – YENEGOA	440,000:00	480,000:00	530,000:00
12.	LAGOS – KATSINA – CHARANCHI – JIBIYA	480,000:00	530,000:00	640,000:00
13.	LAGOS – CALABAR – IKOM	460,000:00	510,000:00	550,000:00
14.	LAGOS – AKWANGA - LAFIA	350,000:00	380,000:00	460,000:00
15.	LAGOS – BENIN CITY – WARRI – SAPELE	380,000:00	420,000:00	460,000:00
16.	LAGOS –ASABA – ONITSHA – NNEWI	310,000:00	340,000:00	410,000:00
17.	LAGOS – DUTSE – HADEJA – KANO	600,000:00	660,000:00	720,000:00
18.	LAGOS – BIRNIN KEBBI – KAMBA – ILLELA	400,000:00	440,000:00	450,000:00
19.	LAGOS – FUNTUA – GUSAU-KARAN NAMODA	460,000:00	490,000:00	560,000:00
20.	LAGOS – LOKOJA – ABUJA	400,000:00	440,000:00	500,000:00
21.	LAGOS – MARARABAN JOS – KADUNA – ZARIA/SAMINAKA	410,000:00	450,000:00	550,000:00
22.	LAGOS – OSOGBO – AKURE	300,000:00	330,000:00	360,000:00
23.	LAGOS – OWERRI – ABA – ISIALA-NGWA	380,000:00	420,000:00	460,000:00
24.	LAGOS – ABAKALIKI – AFIKPO	390,000:00	430,000:00	470,000:00
25.	LAGOS – IBADAN	130,000:00	140,000:00	150,000:00
26.	LAGOS – ABEOKUTA	120,000:00	130,000:00	140,000:00

5.7. ANALYSIS OF CARGO CLAIMS-INSURANCE 2017

5.7.1 CHI INSURANCE PLC

Table 25: Analysis of Chi Insurance Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	22,041,554	100

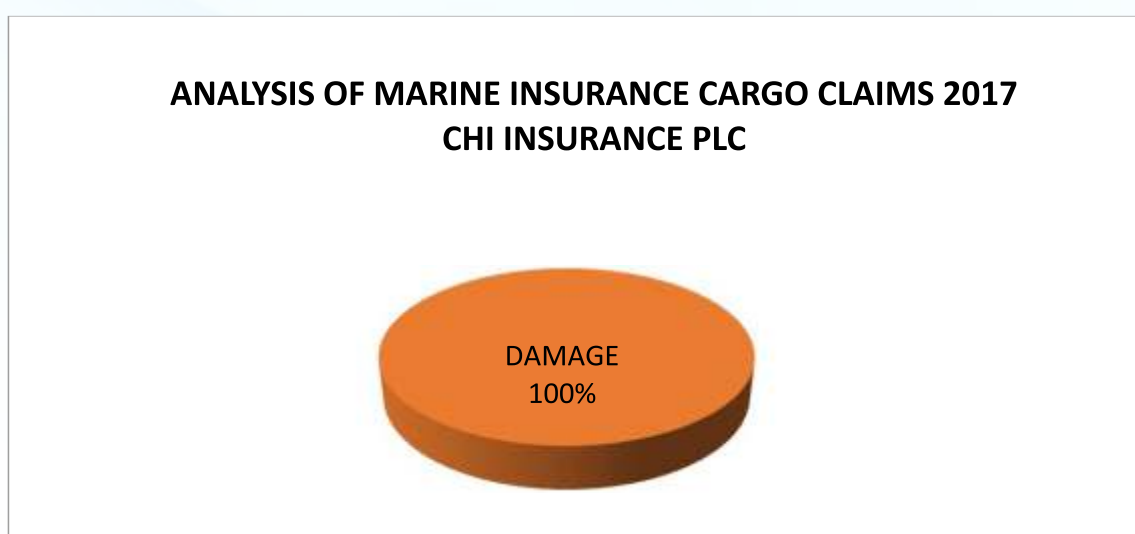


Fig 42: Analysis of Chi Insurance Cargo Claims

5.7.2 CONTINENTAL REINSURANCE PLC

Table 26: Analysis of Continental Reinsurance Plc Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	68,788,513.54	33
2	Vessel Sunk	135,496,167.53	65
3	Barge Sunk	4,235,732.83	2
	TOTAL	208,520,413.9	100

ANALYSIS OF MARINE INSURANCE CARGO CLAIMS CONTINENTAL REINSURANCE PLC 2017

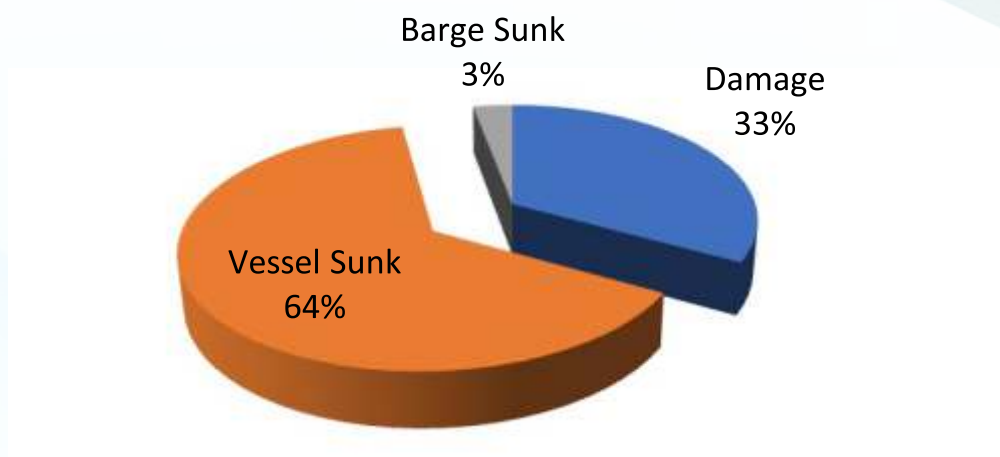


Fig 43: Analysis of Continental Reinsurance Plc Cargo Claims

5.7.3. CUSTODIAN & ALLIED INSURANCE LTD

Table 27: Analysis of Custodian & Allied Insurance Ltd Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Theft	11,079,018.75	44
	Damage	10,439,567.65	41
	Loss	3,684,805.01	15
	TOTAL	25,203,391.41	100

ANALYSIS OF MARINE INSURANCE CARGO CLAIMS CUSTODIAN AND ALLIED INSURANCE LTD 2017



Fig 44: Analysis of Custodian & Allied Insurance Ltd Cargo Claims

5.7.4. GNI PLC

Table 28: Analysis of GNI PLC Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	103,506,326	100

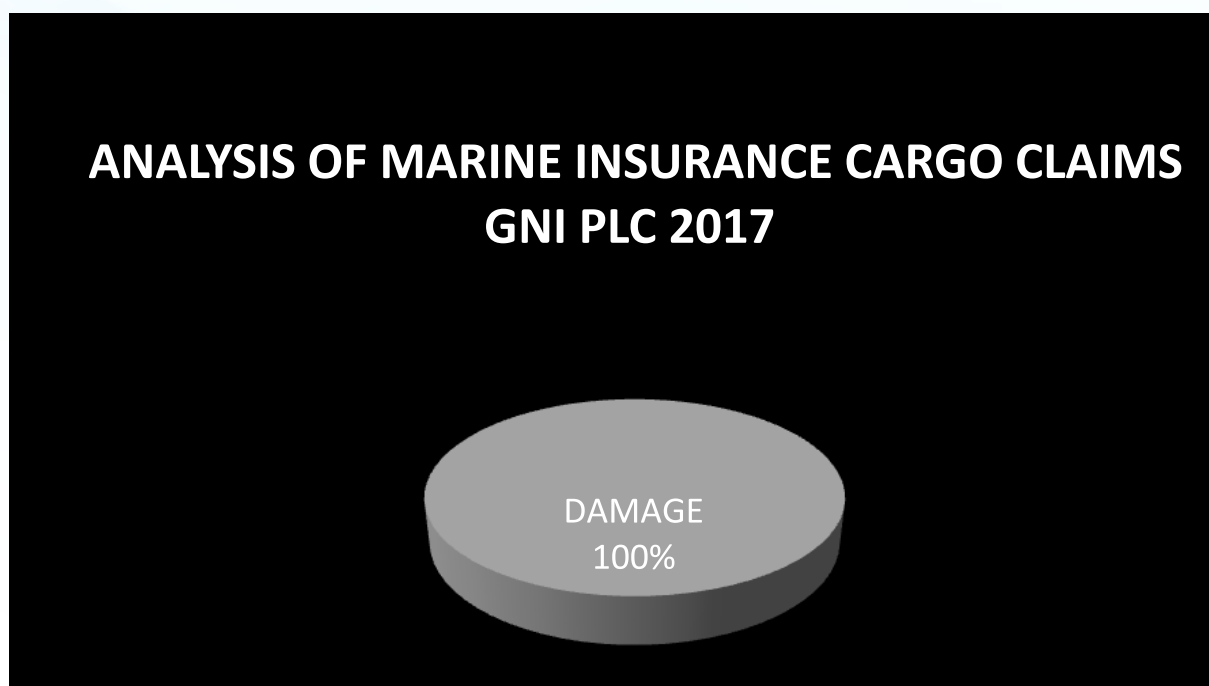


Fig 45: Analysis of GNI PLC Cargo Claims

5.7.5. CORNERSTONE INSURANCE PLC

Table 29: Analysis of Cornerstone Insurance Plc Cargo Claims

S/N	NATURE OF CLAIM	CLAIMS PAID	%
1	Damage	144,131,098.4	100

**ANALYSIS OF MARINE INSURANCE CARGO CLAIMS
NEM INSURANCE PLC
2017**

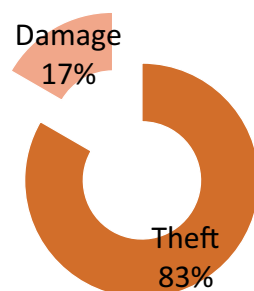


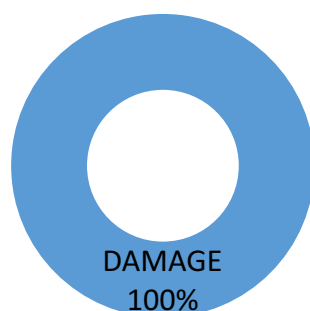
Fig 52: Analysis of NEM Insurance Plc Cargo Claims

5.7.12 OLD MUTUAL GENERAL INSURANCE

Table 36 : Analysis of Old Mutual General Insurance Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	20,608,319.00	100

**ANALYSIS OF MARINE INSURANCE CARGO CLAIMS
OLD MUTUAL INSURANCE 2017**



5.7.13. PRESTIGE ASSURANCE PLC

Table 37 : Analysis of Prestige Assurance Plc Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Theft	16,930,800	24
2	Damage	45,168,722.61	63
3	Milling Goods	8,983,857.96	13
	TOTAL	71,083,380.57	100

ANALYSIS OF MARINE INSURANCE CARGO CLAIMS PRESTIGE ASSURANCE 2017

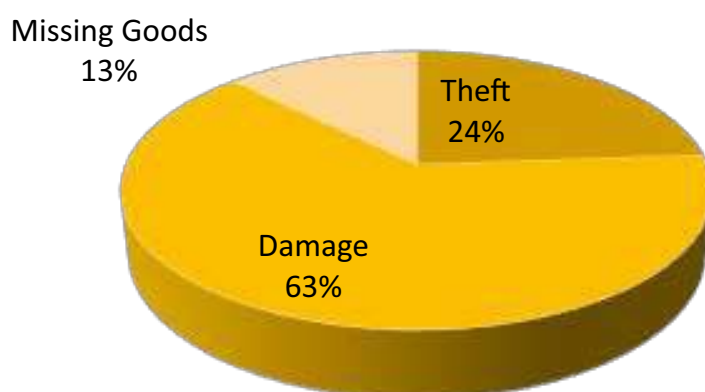


Fig 54: Analysis of Prestige Assurance Plc Cargo Claims

5.7.14 REGENCY ALLIANCE INSURANCE PLC

Table 38 : Analysis of Regency Alliance Insurance Plc Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	7,489,391.00	100

**ANALYSIS OF MARINE INSURANCE CARGO
CLAIMS
REGENCY ALLIANCE INSURANCE PLC
2017**



Fig 55: Analysis of Regency Alliance Insurance Plc Cargo Claims

5.7.15 SA INSURANCE PLC

Table 39 : Analysis of SA Insurance Plc Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	18,833,305.6	100

**ANALYSIS OF MARINE INSURANCE CARGO CLAIMS
SA INSURANCE PLC
2017**



Fig 56: Analysis of SA Insurance Plc Cargo Claims

5.7.16. SUNU ASSURANCE NIGERIA PLC

Table 40 : Analysis of Sunu Assurance Nigeria Plc Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	54,833,924.91	73
2	Boat Sunk	20,402,500.00	27
	TOTAL	75,236,429.91	100

ANALYSIS OF MARINE INSURANCE CARGO CLAIMS SUNU ASSURANCE 2017



Fig 57 : Analysis of Sunu Assurance Nigeria Plc Cargo Claims

5.7.17. VERITAS UNITRUST INSURANCE

Table 41 : Analysis of Veritas Unitrust Insurance Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	6,858,778.00	100

ANALYSIS OF MARINE INSURANCE CARGO CLAIMS VERITAS UNITRUST INSURANCE 2017



Fig 58: Analysis of Veritas Unitrust Insurance Cargo Claims

5.7.18. WAPIC INSURANCE PLC

Table 42 : Analysis of Wapic Insurance Plc Cargo Claims

S/N	NATURE OF CLAIMS	CLAIMS PAID	%
1	Damage	15,511,494.80	100

ANALYSIS OF MARINE INSURANCE CARGO CLAIMS WAPIC INSURANCE PLC 2017



Fig 59: Analysis of Wapic Insurance Plc Cargo Claims

GUIDELINES AND PROCEDURES FOR ACCESSING NSC SERVICES

6.1. Procedure to Register Regulated Service Providers

In conformity with the NSC role as the Economic Regulator of the nation's Ports, every regulated service provider shall register with the Council.

For registration, visit

www.shipperscouncil.gov.ng to download the registration form for regulated service providers. Forms are also available at NSC offices nationwide.

Regulated Service Providers include:

- i. Nigerian Ports Authority (NPA)
- ii. Seaport Terminal Operators
- iii. Shipping Companies and Agencies
- iv. Off Dock Terminal Operators
- v. Cargo Consolidators
- vi. Logistics Service Providers
- vii. Freight Forwarders and Clearing Agents
- viii. Inland Container Depot Operators
- ix. Stevedoring Companies
- x. Council for the regulation of Freight Forwarding in Nigeria and

- xi. Any other Port Service Provider or user.

6.2 Procedure to access information by stakeholders.

The following standard procedure is required for all stakeholders requesting information from the NSC:

- I. Make requests through NSC
E-mail address info@shipperscouncil.gov.ng
or nsc@shipperscouncil.gov.ng

OR

The Executive Secretary/CEO
Nigerian Shippers' Council
4 Otunba Ayodele Soyede lane,
Apapa Lagos.

OR

Visit Nigerian Shippers' Council (NSC)
offices nationwide.

- ii. The request should state the correct address and phone number of the applicant.
- iii. Upon receipt of the application,

the ES/CEO transmits the same to the appropriate Department within 24 hours for processing.

- iv. If the information requested is not within the purview of the NSC, the applicant will be informed or directed to the appropriate organization.

6.3. Procedure for Registration of Users of Shipping Services

- i. The registration form can be downloaded from the NSC website: www.shipperscouncil.gov.ng or collected from NSC offices nationwide.
- ii. The requirements for registration, depending on the type of membership shall include:
 - Certificate of incorporation
 - Certificate of registration of the business name
 - Copy of Bill of Lading for a most recent transaction
 - Copy of Certificate of Registration with Nigerian Export Promotion Council (Exporter)
- iii. Categories of Membership include:
 - Corporate
 - Trade Group/Associations (Commodity Groups, Chambers of Commerce, Recognized Business Groups)
 - Business Names (Own name, Partnerships)
 - Public Agency (Federal/State/Local Government, Organizations, Parastatals, Companies, etc.)
 - Associate (Potential Shippers,

Clearing and Forwarding Companies, Insurance Companies, Banks, Law Firms, etc.)

- iv. Application letter for membership should be addressed to the ES/CEO of NSC with duly filled form and the required documents.
- v. Acknowledgment is sent to the applicant while the application is forwarded to the Consumer Affairs Department of NSC for processing.
- vi. The application will be verified, and confidential visit will be conducted to the office premises of the applicant.
- vii. After the satisfactory confidential visit to the premises and verification of the relevant documents, an approval letter will be issued to the applicant.
- viii. Finally, the certificate of membership will be issued to the applicant.

6.4 Procedure for Complaints Services

Where a Port user or Regulated Service Provider has any complaint or claim relating to loss, damage, quality of services or infringement of rights at the Ports, the following procedure shall be applicable:

- 6.4.1.** Complaints shall be sent to NSC electronically through an e-mail: **complaints@shipperscouncil.gov.ng**
Whatsapp: +234818 888 8895
Telephone: 0818 888 8895, 0703 584 6468

Or

In writing addressed to:

The Executive Secretary/CEO
Nigerian Shippers' Council,
4, OtunbaAyodeleSoyode Lane,
Apapa, Lagos

- ii. The ES/CEO will forward the complaint to the Complaints Unit for processing.
- iii. After the review of the claim, the complainant will be given an acknowledgment within 24 hours.
- i. Investigate complaint within 48 hours and commence immediate action towards resolving the complaint.
- ii. The outcome will be communicated to the complainant within seven (7) days after receipt of the complaint.

6.4.2. Complaint through the Port Service Support Portal (PSSP)

- i. The Complainant should send the request through the Port Service Support Portal (www.pssp.ng)
- ii. The Complainant will receive acknowledgment for submitting complaints
- iii. Notification of the complaint will be sent to the relevant Department within the NSC.
- iv. The concerned Department of the NSC will forward the complaint to the appropriate agency to resolve the issue.

6.5 Procedure/guidelines for Claims concerning Loss or Damages to Cargo

Obligations expected from the Complainant

- i. Complaints should be forwarded through the portal (PSSP) or in writing
- ii. ComplaintsDesk Officers of Organizations in the industry must be accessible when needed
- iii. Complainants must not withhold useful information
- iv. Complaints must be made only for legal and genuine business transactions
- v. Information supplied by complainants must be accurate and backed with necessary documentations.

6.6 Procedure for Claims concerning Loss or Damages on Export and Import Cargo:

In line with section 67 of the Insurance Act 2003, importation of goods into Nigeria shall be insured with a Nigerian Registered Insurer. Accordingly, the provisions of any law, contract, or instrument for the importation of goods shall be construed in line with the requirements of the Insurance Act of 2003.

A Claimant for damage or loss of cargo imported into Nigeria should:

- i. Give immediate notice in writing to the Insurance Company
- ii. Insist on a cargo loss Joint-Survey of the goods and take photographs

- of the damaged goods with Shipping Companies, Terminal Operators or Other Providers of Transport Services
- iii. Provide full documents as stated at the back of the Marine Certificate (including Bill of lading front stamped from the Bank)
- iv. Provide complete estimates of loss incurred (after the Joint Survey)
- v. Show salvage amount, if different from total loss amount of cargo
- vi. Make a Claim against any negligent Third Party such as Shippers Agents, Master of the vessel, Terminal Operators, Road Transporters, etc. and hand over copies of such claims to the Insurer.
- vii. Contact Nigerian Shippers' Council at its Head Office or any of the Zonal Coordinating or Area Offices for assistance.

Alternative Dispute Resolution (ADR)

The Council provides Alternative Dispute Resolution to Providers and Users of Shipping Services by playing a mediatory role.

6.7. Procedure for Benchmarking of Tariffs, Rates, and Charges at the Ports

The Nigerian Shippers' Council periodically releases guidelines and notices on Tariffs, Rates, and Charges and sets minimum and maximum levels of applicable tariff at Nigerian ports. Consequently, the Council does the following:

- i. Observe and take into consideration prevailing local and global economic trends affecting the Port Industry and the market
- ii. Request every Regulated Service Provider to file its Operating Tariffs, Rates and Charges
- iii. Publish from time to time all Tariffs, Rates, and Charges levied by the Regulated Service Providers.

6.8. Procedure for Monitoring and Reporting on Matters relating to Costs, Standards, and Quality of Services

The NSC, by written notice, shall direct Regulated Service Providers to:

- i. Give information on matters relating to their activities within the period and in the manner and form specified in the notice
- ii. Provide to the NSC any document within the period and in the method and form specified.

6.9. Procedure for Monitoring and Enforcement

The NSC shall in writing, authorize any of its Officials or appoint External Inspectors to exercise on its behalf the powers of Monitoring and Enforcement as follows: -

- i. To investigate the activities of a Regulated Service Provider, a Non-Regulated Service Provider and any Port User about compliance in line with existing guidelines, regulations, and laws
- ii. Enter the premises of any

affected Regulated Service Provider to:

- Inspect and make copies of extracts from books, records, documents or other information storage system;
- Demand the production of and inspect the relevant license, permit, certificate or authority;
- Shall obtain a warrant before the entry into premises of any affected person who is not a Regulated Service Provider or User of Port Services.

6.10. Procedure for Confirmation of Reasonableness of Freight Rates and Charter Fees

As a pre-condition for the purchase of Foreign Exchange from the Central Bank of Nigeria (CBN) to pay for Freight rates or Charter party fees, the CBN has directed that the “reasonableness” of such applications must be confirmed by the Nigerian Shippers' Council. Therefore, any application to the NSC shall be in line with the following procedures:

- I. Individual/Companies cannot apply directly to the NSC. Such request must be made to the commercial bank with which the applicant maintains accounts. The commercial bank shall, in turn, apply to the NSC on behalf of their clients
- ii. Such applications shall clearly state:
 - The name of the

individual/company on whose behalf the application is being made

- The purpose of the application, i.e. for confirmation of freight rates or charter party fees
- The amount on the invoice given to the applicant by the receiver of the fee
- In the case of applications for the confirmation of freight rates, the applicant shall attach a copy of the contract of affreightment (or Form M), the invoice for such payment and a copy of CBN's directive for confirmation.
- In the case of applications for confirmation of charter party fees, the applicant in addition to the invoice shall attach the Charter Party Agreement (CPA), a photograph and brochure of the vessel in question.
- Provide to the NSC any document within the period and in the manner and form specified
- The area of operation and the precise location of such vessel as at the time of the application must also be clearly stated.
- Applicants should note that the NSC will undertake a Post Audit Visit (PAV) to ascertain the veracity of the information supplied by the applicants, including the determination of the existence of the vessel on Nigerian waters. This will be at

the expense of the applicant.

iii. Applicants are advised to ensure that their applications reach the NSC within 48 hours before the due date for the payment of the fees. The NSC on its part will ensure that such applications are handled within 48 hours of receipt.

iv. Applicants who are regular users of foreign exchange for the payment of freight rates are further advised to make themselves conversant with the World Scale prices for the freightage of their cargo in reaching agreements for the amount of freight as this will be used in the confirmation of their rates

v. For the confirmation of Charter Party fees, applicants should note that confirmation of such fees will be based on the Construction Industry Research and Information Association (CIRIA) rates for

dredging equipment, while the following universal criteria for arriving at charter party fees will be applied for other categories of vessels:

- Duration of Charter
- The type of products (for Tanker Vessels)
- Areas/Ports of Operations
- Port of Registration and flag flown
- The time of charter and the choices available to the charterer at the time of chartering from time to time as may be necessary, all tariffs, rates and charges levied by the Regulated Service Providers.

For further enquiries or additional information on confirmation of reasonableness of freight rates and charter fees, please contact Nigerian Shippers' Council or the Trade and Exchange Department of the Central Bank of Nigeria.

CHAPTER SEVEN

ACHIEVEMENTS WITHIN THE PERIOD UNDER REVIEW

The NSC recorded the following developmental strides during the period under review.

i. Establishment of Inland Dry Port:

The development of Inland Dry Ports across the country was an initiative of the Nigerian Shippers' Council. The Inland Dry Ports (IDPs) are being promoted and facilitated on the basis of Build Own Operate and Transfer (BOOT) under the Public-Private Partnership agreement. **Fig. 60:** His Excellency President Muhammadu Buhari (GCFR) flanked by Rt. Hon. Rotimi Ameachi, Minister of Transportation (3rd rt) and Mallam Nasir el Rufai, Kaduna State Governor (3rd It.) as the President commissions Kaduna IDP

These IDPs are currently at different levels of completion with the Jos IDP nearing end. However, the Kaduna Inland Dry Port was commissioned by His



Fig. 60: His Excellency President Muhammadu Buhari (GCFR) flanked by Rt. Hon. Rotimi Ameachi, Minister of Transportation (3rd rt) and Mallam Nasir el Rufai, Kaduna State Governor (3rd It.) as the President commissions Kaduna IDP

Excellency, President Muhammadu Buhari (GCFR) on 4th January 2018. In effect, the Kaduna Dry Port is the first Inland Dry Port in Nigeria.

ii **Development of Truck Transit Parks (TTPs)**

The Council facilitated the development of “Truck Transit Parks” (TTPs) on the road transport mode in Nigeria. A Truck Transit Park is a public rest area located off a highway, designed to provide temporary rest location for truck drivers.

The facilities in a TTP include Gas Station, Motel, Restaurant, Mechanic Workshop, Fire Station, Police Post, Automated Cargo Tracking System, Banks, etc.

In November 2017, the Federal Ministry of Transportation in collaboration with the Nigerian Shippers' Council held a breakfast meeting with potential investors to showcase the investment opportunities inherent in IDP and TTP development.



Fig. 61: *FMOT/NSC Breakfast Meeting to attract investors for Dry Ports and Truck Transit Parks Financing.*

iii **Ports Service Support Portal and Standard Operating Procedure (PSSP/SOP)**

The Ports Service Support Portal is designed to serve as a complaints management portal for the maritime industry.

The PSSP provides a platform for facilitating the automation and streamlining of Stakeholders/Port Users complaints management process. The portal is web-based and allows stakeholders to submit and track the status of complaints and provides analysis of complaints.

Effective control and integrity of the system are ensured through registration of the complaining stakeholder and upload of supporting documents. Escalation management is through Short Message Service (SMS) and email integration.

The harmonized Standard Operating Procedure (SOP) on the other hand is a guide to Personnel of Government

Agencies, Terminal Operators, Shipping Companies, Freight Forwarders, Road Hauliers, Stevedores, Marine Surveyors, other operators in the Ports and Users of Services in the Nigerian Ports and the General Public on the provision and the use of ports services. It improves the integrity plan of the ports and enhances the transparency of processes.

It is to be noted that the PSSP/SOP was designed not only to help in the effective resolution of complaints arising from day-to-day commercial transactions within the industry but to be a useful regulatory tool. The Portal in 2018 was upgraded to enable it provide credible statistical information for decision making.



Fig. 62: His Excellency, the Vice President, Professor Yemi Osinbajo (rt.) with Rt. Hon. Rotimi Amaechi, Minister of Transportation at the PSSP/SOP Launch June 2016

The plan dubbed the Ports Economic Regulatory Central Command System (PERCOMS) contained four (4) critical ICT initiatives/solution elements, which are at different stages of deployment and use. These comprised of Advanced Cargo Declaration System (ACD) or International Cargo Tracking Note (ICTN), Ports Service Support Portal, Ports Operation Analytic Tool (Unveil) and a Trade Database Portal. The objectives of PERCOMS include:

- Real-time data collection
- Data-driven governance
- Reduced inefficiencies
- Increased maritime stakeholders cooperation
- Visibility and transparency

The Council has favourably reviewed the feasibility study report and is currently tackling the bottlenecks to its implementation.

iv. Border Information Centres (BIC)

The BIC is a project carried out in conjunction with United States Agency for International Development (USAID) and West Africa Trade Hub (WATH) to give information to cross-border traders to effectively carry out seamless trade. The project was also a means of formalizing the traditional informal cross border trade and blocking of associated revenue leakages.

v. Ease of Doing Business

Handling and Resolution of Complaints: During the period under review, the

Council received and treated 470 complaints. The Council's interventions led to compensations, refunds, discounts, waivers, and payments to the various complainants in varying amounts through amicable resolutions of complaints between parties.

Reduction of charges: The Council achieved a reduction in some arbitrary port charges. Some of the examples were: Shipping Line Agency Charge (SLAC), container cleaning charge, and documentation fees.

Increased Demurrage/Storage Free Days: The Council's interventions led to an increase in demurrage and storage free days in line with the sub-regional standard. Initially, demurrage and storage free days were 3 days each but increased to 5 days.

Reduction of Customs Roadblocks: As a result of Council's participation at periodic stakeholders' fora (Road Transport Operators on the assessment of the implementation of ECOWAS Conventions and Process of Formalization of Trade and Transits activities), Customs related issues like multiple roadblocks were reduced.

Port Access Roads Traffic: The Council collaborated with relevant agencies (Federal Road Safety Corps - FRSC, Lagos State Traffic

Management Authority - LASTMA, etc.) to manage traffic on the Lagos ports access road.

Establishment of a regime for returning and accepting empty containers at the holding bays has improved container operations: The expected outcomes of accepting containers at the holding bay area were:

- a. Reduction of traffic gridlock along the port access road.
- b. Increase the efficiency of ports services.
- c. Reduction in cost of doing business by reducing turnaround time.

vi. Publication of tariffs and rates:

Seaport terminal operators' tariffs and rates, as specified in Concession Agreements, are published to instill healthy competition.

NSC was a member of the Presidential Enabling Business Environment Council (PEBEC) constituted by the Presidency to improve on the ease of doing business. The contributions the Council made towards this goal include:

- Harmonization of tariff headings of all regulated service providers;
- Standardization and benchmarking of services in the port sector;
- Provision of guidelines for tariff

setting (Price Cap – minimum & maximum tariff margins);

- Provision of a sustainable framework for future adjustment of tariffs;
- Publication of approved tariffs of all regulated service providers on the website of the NSC and all the regulated service providers;

vii. Benchmarking of Freight Rates:

To guard against under-declaration of freight rates and stem incidences of capital flight, the Council in collaboration with critical stakeholders (NIMASA, Shipping Companies, CBN, etc.) reviewed benchmark freight rates applicable in the industry.

viii. Enlightenment and Sensitization Programmes:

During the period, the Council conducted several enlightenment programs for stakeholders on contemporary issues and developments in international trade. These enlightenment programs cover insurance, financial matters, shipping procedures, and documentation, application of nomenclature, port, and terminal operations, international trade laws and conventions, adjudication of maritime cases, etc. This improved the knowledge and understanding of stakeholders and enabled them to conduct their businesses profitably with a positive impact on the nation's shipping and trade practices.

CHAPTER EIGHT

STAFF DEVELOPMENT



Details of training carried out in 2018 are as follows:

8.2. GENERAL TRAINING

I. Training on Port Economic Regulation and Operations: Efficiency and Sustainable Growth for Profitability

64 staff participated in this training program in 2018. The objective was to equip staff with the fundamentals of port economic regulations.

II. Operation of Service Provider in the Nigerian Port System

A total of 24 staff were trained. The purpose was to assist participants in understanding the processes of service providers in the port.

III. Dry Port Operation and Management

The number of participants in attendance were five (5). It aimed at creating awareness on the use of dry ports and its operational management in the country.

IV. Institutional Strategic Planning

The Council has a Strategic Planning Development contract with Frandek

8.1. HUMAN RESOURCE MANAGEMENT

The implementation of learning and development programs are usually tailored to the Vision, Mission, and Objectives of the Council. The training activities include Workshops, Seminars, Conferences, and specific trainings that cover the functions of Departments, Independent Units, and Outstations.

The goals were to invest in staff development and maintain a highly-skilled, efficient, effective and productive workforce.

International Consulting limited. This contract had a training component aimed at strengthening performance management activities in the Council. In 2018 all officers on GL 06-17 participated in the training program.

8.3. Local Training Programmes

The local training programs for staff in the year under review covered several subject matters as follows:

- Data gathering and collection.
- Procurement Management in Transport and Logistics.
- Cyber Crime and security management.
- Workshop on wet Cargo.
- Benchmarking, standardization and target setting at the ports.
- Transportation logistics and supply chain management.
- 4G Leadership capacity building package.
- A.B.C of shipping.
- Organizational leadership competency for improved performance.
- Data collection and analysis.
- Research methodology and use of software for statistical analysis.
- Feasibility studies and investment analysis.
- Course on labour management relation.
- Management of secretarial functions.
- Management of specialized procedure in orthopedic.
- Pension management.
- Finance management and report on International Public Sector Accounting Standard (IPSAS) and International Financial Reporting Standard (IFRS).
- UNCTAD port training programme. (Module 5).
- Strategic media and public relations.
- Audit Query, Responses, and Resolutions.
- Commercial



The International training programs for staff are listed as follows:

- Training on Port Regulation in a landlord port model: 30 officers were involved in this course and were scheduled in two (2) batches. It was held at APEC-ANTWERP Belgium
- Course on Next Generation: five (5) officers participated in this program held in the United Kingdom.
- Training program for Confidential Secretaries, Personal Assistants and Protocol Officers: five (5) officers were in attendance in the U.S.A.
- Best-Practices: finance management and reporting on IPSAS and IFRS: three (3) Officers were in attendance in Dubai, UAE.
- Tailor-made training program on dry port operation and management: seven (7) officers were in attendance, and it was organized by East Coast Maritime Academy in India.

8.5. IN-HOUSE PROGRAMMES.

Induction /orientation training program for nine (9) new staff (7 drivers and 2 dispatch riders).

Workshop on Maritime Operational Effectiveness and Service Delivery:

A total of 61 staff participated in the program in two (2) batches. It was aimed at exposing participants to the essential knowledge of delivering services effectively in ports between neighboring countries and beyond.

During the period under review, a total of two hundred and sixty (260) staff were trained locally and internationally.

8.6. SUMMARY OF 2018 STAFF TRAINING

1. Total No of strength as at January 2018	- 332
2. Number of training programs in 2018	- 55
Breakdown is as follows:	
a) International	- 5
b) Local	- 48
c) In- House	- 2
3. Number of participants in 2018 training programmes	- 260
a) International	- 48
b) Local	- 122
c) In – House	- 90

8.7. STAFF STRENGTH

The Council had a staff strength of three hundred and thirty-three (333) in 2018. This was made up of:

Male= 212

Female = 121

8.8. PERFORMANCE MANAGEMENT SYSTEM REPORT

8.8.1 PERFORMANCE MANAGEMENT SYSTEM

The Performance management system is a process of appraising employee performance during a specified period under review. Employee performance appraisal cycle could be annual, quarterly, monthly, or weekly. It is one of the essential tools for achieving organizational goals. It can significantly lead to organizational development and influence employee growth.

The new employees' Performance Management System (PMS) of the Council is an automated scientific, evidence-based, structured appraisal system used to measure departmental / employee performance. The individual PMS is an improvement on the Annual Performance Evaluation Report (APER). The implementation of a new appraisal system (PMS), is tied to the Council's strategic plan for enhanced productivity.

The PMS circle has four (4) phases (Performance Planning, Quarterly Review, Performance Appraisal and Recognition, Reward, and Improvement). Staff activities and duties are clearly defined, with planned targets, and Key Performance Indicators (KPIs) agreed upon by an employee and his immediate supervisor at the beginning of the year during the planning stage.

It is a talent management and succession planning tool that is meant to position the Council for enhanced effectiveness and efficiency.

8.8.2 THE STRUCTURE OF THE PERFORMANCE MANAGEMENT SYSTEM

The staff performance assessment system is structured on the Balanced Scorecard. It is a strategic performance management tool that enables organization and individuals to define critical priorities with designed indicators for measuring as well as monitoring performance. It is based on four (4) perspectives of the performance management, that is, Service Delivery, Financial Stewardship, Operational and Internal processes, and Employee Learning and Development. Each staff develops his or her Key Performance Indicators from their schedule of duties by which they are assessed. It also manages the abilities of staff in line with the Council's core values broken down into clusters of competencies.

8.8.3 PERFORMANCE MANAGEMENT POLICY AND MANUAL

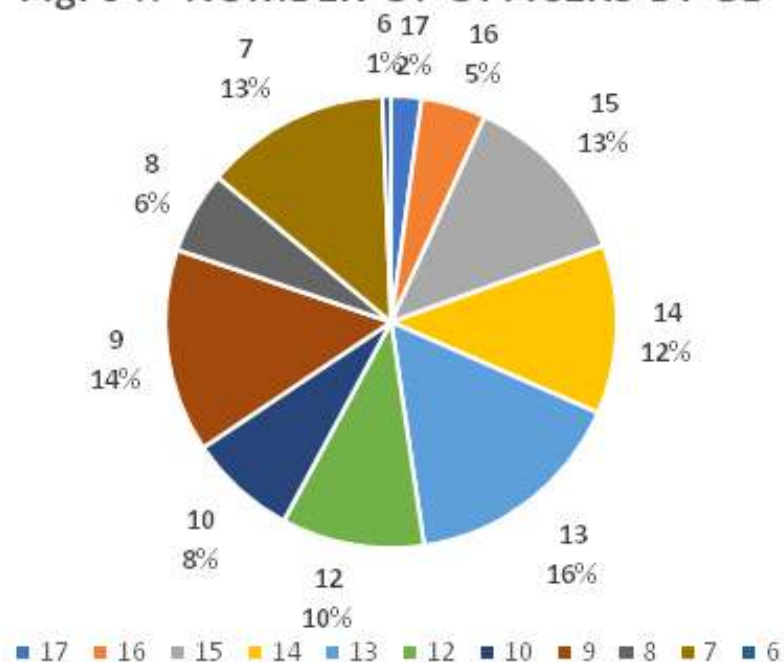
The Human Resource Department sensitized all Officers on the PMS policy and distributed the policy manual as well as frequently asked questions booklets on the PMS. These were to serve as a guide for supervisors and employees.

8.8.4 DEVELOPMENT/REVIEW OF KEY PERFORMANCE INDICATORS (KPIs)

Staff developed new KPIs and, in some cases, reviewed already developed individual Key Performance Indicators (KPIs) in line with departmental goals and objectives as well as the assigned schedule of duties. The KPIs were expected to be specific, measurable, attainable, relevant, and timely. The essence was to entrench evidence-based assessment for officers.

S/N	GRADE LEVEL	NUMBER OF OFFICERS
1.	17	7
2.	16	15
3.	15	41
4.	14	39
5.	13	52
6.	12	33
7	10	25
8.	09	47
9.	08	19
10.	07	43
11.	06	2

Fig. 64: NUMBER OF OFFICERS BY GL



8.8.5 PERFORMANCE MANAGEMENT ASSESSMENT IMPLEMENTATION

The PMS was first implemented in 2018 in the Council on a semi-automated version, and it was used to assess all Officers on GL. 06 – GL. 17. The assessment exercise was carried out by supervisors quarterly. The Performance Management section of Learning and Development created login passwords for each department, supervisor, and staff to enable the supervisors to gain access into the PMS to appraise the officers under them.

Table 44: Employment and Wastages In 2018

S/N	EVENT	GENDER	CATEGORY	REMARKS
1	Employment	Male = 9	Management staff = 0	Employment of drivers.
			Senior staff = 0	
		Female = 0	Junior staff = 9	
2	Retirement	Male = 11	Management staff = 8	
			Senior staff = 4	
		Female = 1	Junior staff = 0	
3	Resignation	Male = 0	Management staff = 0	
			Senior staff = 1	
		Female = 1	Junior staff = 0	
	Death	Male = 1	Management staff = 1	
			Senior staff = 1	
		Female = 1	Junior staff = 0	

8.9. SERVICOM REPORT

As an Agency of the Federal Government, the Nigerian Shippers' Council boasts of a SERVICOM Unit which by its mandate coordinates, operationalizes, and sustains the Federal Government's service delivery initiative in the Council.

The overall intent of this is to raise a more productive, professional, and motivated workforce. The Unit, therefore, strives continuously to achieve this through the following activities:

- 1.0 Service Charter Implementation Monitoring & Evaluation
- 2.0 Sensitization and Quarterly Focus Programmes
- 3.0 Impact Assessment of the Council's Service Delivery to Customers
- 4.0 Complaints Handling and Redress Mechanism
- 5.0 Customer Satisfaction Surveys
- 6.0 SERVICOM Awards
- 7.0 Strategic Service Improvement Activities

8.9.1 Service Charter Implementation, Monitoring & Evaluation:

Service Charter Implementation and monitoring entail measuring the performance of Departments/Divisions and Independent Units against their set standards. The primary purpose of having a charter is to define the service experience that a customer will have with an organization, (in this case the Council, through its departments/divisions/units), and the responsibilities of both the agency and the customer. The key standards of service describe this experience.

Four Departments/Units were monitored and evaluated in the year under review, namely: Inland Transport Services Department, Complaints Unit, Public Relations Unit, and the Medical Services Unit. Where service failures were identified, adjustments and service improvement were recommended, and implementation monitored.

8.9.2. Sensitization and Quarterly Focus Programmes:

The Unit carried out three major sensitization and focus programs in 2018 namely: sensitization of security personnel, complaints week and professionalism week.

8.9.3. Impact Assessment of the Council's Service Delivery to Customers

The Unit carried out impact assessment exercises in the year under review, via one-on-one interviews and administration of questionnaires. The essence of the exercise was to provide a means by which the Council could assess the effectiveness of its services, and judge the significance of changes brought about by these services.

Below is a table showing the outcome of customer satisfaction survey carried out in 2018:

S/NO	NAME OF COMPANY VISITED	CUSTOMER'S COMPLAINTS /COMMENTS	CUSTOMER'S SUGGESTION FOR NSC SERVICE IMPROVEMENT	SERVICOM OFFICERS/UNIT COMMENTS	IMPACT OF NSC ON BUSINESS
1.	Akinwomoju Raymond (Tyra World Ventures):	Encountered problems resulting from container deposit overcharge	A customer suggested more awareness on councils' activities - Mr. R. Akinwomoju	The intervention of the council led to the resolution of the complaint.	100%
2.	Dickson Yakubu & Associates: A Law Firm located in Apapa, which acted as solicitor to a shipper. We met and spoke with Mr. Yakubu.	All complaints he brought to the Council were satisfactorily handled.	"It is our humble suggestion that the NSC be the Chief Regulator in the shipping and maritime sector in Nigeria" – Barr. Dickson Yakubu	He was so impressed at the way and manner the officers of the Council carry out their duty.	100%

3.	Sea Mayor Maritime Ltd. Warehouse Road, Apapa.	The excessive charge of \$8,000 by NPA for berthing	Quite impressed with the way NSC handled issues brought to its attention and was surprised that NSC could act expeditiously in matters like this, being a government agency.	The customer was impressed with the Council's services.	80%
4.	Ocean Block Ltd Date of Visit: 23/11/2018	The stakeholder queried the power of NPA to regulate stevedoring activities.	The stakeholder was impressed with its services and advised that the Council should not relent in its effort to transmute to NTC.	Following the role of NSC as a port economic regulator, service delivery to stakeholders has dramatically improved.	100%
5.	WALIN WAZIRI INVESTMENT LTD , a freight forwarding company in Apapa, Lagos.	The Council had excellently treated 3 cases that he brought to its attention. He is very proud to be associated with the Council and is impressed with its staff who are very professional, knowledgeable and display so much integrity in the cause of doing their job.	NSC should keep up the good work and spirit	Very pleased with the council staff display knowledge of the work even over lawyers during tripartite meetings	100%
6.	Inland Containers Nig Ltd (ICNL), Apapa. Wemet with the Chief Operations Officer, Mr Biodun Lawal, the Operations Manager – Ms Abigail Odetunde and the Head of Audit – Olalekan Adekoya	The Council had invited them to various meetings after which they have not seen any result or solutions to problems	Need for more visibility of NSC in the maritime sector.	Need to see efforts by the Council in dealing with the excesses of shippers	40%
7.	Bollore Transport & Logistics Ltd, Apapa - a former Agent to COSCO Shipping, and subsidiary of Alrairie. It is located in Apapa. There, we met with Mrs. Aluku Fidelia, the Customer Service Manager.	According to Bollore Transport, the Council is biased towards Shippers.	There is a need for NSC to be a fair umpire for all stakeholders in the industry.	The stakeholder was enlightened on the regulatory role of the Council to all stakeholders in the industry The stakeholder appreciated the professionalism of the Council's Complaints Unit.	60%

8.9.2. SERVICOM Awards

Employee reward and recognition system is part of the Council's overall strategy to promote ethical company values and help employees feel invested, motivated and happy to come to work each day. Recognition programs of the **SERVICOM** Unit have proven to enhance morale and build employee loyalty. The Unit with its mandate to ensure effective and efficient service delivery

is passionate to see that the Council's goals as a regulatory agency are achieved in a timely, professional, and service-oriented manner.

In 2018, various recognition programmes/tools introduced in previous years were strengthened. Some of these include:

- The Golden Star Award
- Punctuality Award (Individuals and Staff Bus Users)
- The employee of the Year Award
- Department/Unit of the Year Award



Fig. 65: SERVICOM Award 2018

8.9.5.Strategic Service Improvement Activities

The Unit from time to time introduces some activities to improve service delivery processes and procedures in the Council. Strategic implementations come directly through the Unit, or resolutions taken at SERVICOM Committee quarterly meetings. The Unit also uses available opportunities to initiate collaboration with other Units/Departments to ensure effectiveness and simplification of service delivery processes.

CHALLENGES



The Nigerian Shippers' Council has faced some challenges which for a long time have hindered it from effectively carrying out its functions. Some of these include:

9.1 Legal Framework.

There is a need for an effective and updated legal framework to enhance the Council's current regulatory mandate and other responsibilities. Currently, the Council relies on the Nigerian Shippers' Council (Port Economic) Regulation, Order 2015 for its Port Economic Regulatory functions. For effectiveness, this regulation needs to be backed-up with an Act of Parliament.

9.2 Financial Constraints.

The Council's increasing programs and initiatives are rendering its source of income grossly inadequate. Its role in ensuring greater ease of doing business in the port requires the implementation of various initiatives that will only be effective if there are more funds. Also, effective implementation of its Dry Ports and Truck Transit Parks initiatives depend on the availability of adequate funds.

GLOSSARY

ACD – Advance Cargo Declaration
ADR – Alternative Dispute Resolution
AfCFTA – African Continental Free Trade Agreement
ASF – Air Freight Stakeholders Forum
CIRIA – Construction Industry Research and Information Association
CRFFN – Council for the Regulation of Freight Forwarding in Nigeria
FOU – Federal Operations Unit
GSF – Global Shippers' Forum
ICD – Inland Container Depot
ICTN – International Cargo Tracking Note
IDP – Inland Dry Port
FIATA – International Federation of Freight Forwarders Association
IMO – International Maritime Organization
MOWCA – Maritime Organisation of West and Central Africa
NAFITHS – National Freight Information Transport Hub System
NTFC – National Trade Facilitation Committee.
NEPC – Nigeria Export Promotion Council
NICIS – Nigeria Integrated Customs Information System
NIMASA – Nigeria Maritime Administration and Safety Agency
NPA – Nigerian Ports Authority
NNJC – Nigeria-Niger Joint Commission for Cooperation
PERCOMS – Port Economic Regulatory Central Command System
PSSP – Port Service Support Portal
PMAWCA – Ports Management Association for West and Central Africa
PAV – Post Audit Visit
PEBEC – Presidential Enabling Business Environment Council
PPP – Public-Private Partnership
SOP – Standard Operating Procedures
TUGAR – Technical Unit on Governance and Anti-Corruption Reforms
KIDP – Kaduna Inland Dry Port
TFA – Trade Facilitation Agreement
TTP – Truck Transit Park
UASC – Union of African Shippers' Council
UNCTAD – United Nations Conference on Trade and Development
USAID – United States Agency for International Development
VGM – Verified Gross Mass
WATH – West Africa Trade Hub
WTO – World Trade Organization



