

The Role of Effective Ports Management in Facilitating International Trade in Nigeria

ORJI, O. GOODHOPE

MBA, BSc, (Hons), Mapcon, FICA, FRHD, Dip.Theo., Department of Marketing,
Rivers State Polytechnic, Bori, Nigeria.

Abstract

This study is centered on The Role of Effective Ports Management in Facilitating International trade in Nigeria. The specific purpose of the paper is to examine the role played by various agencies involved in Ports management in Nigeria, and how far such functions have helped in facilitating International trade; which is recognized as a major pivot on which economic development revolves. Essentially, no nation can achieve economic development in isolation, hence the need for cross boarder trade transactions. The ports in Nigeria are the avenues through which imports and exports take place. This study made use of survey research design, with a sample size of 286, out of a population of 1000 made up of various stakeholders in ports management and usage. It relied on Chi-Square statistical test to determine relationship between the role of effective ports management and successful international trade transaction. Among others, it was found that there is a direct relationship between adequate port reception facilities, ports decongestion, less traffic, secure and safe ports (which form the nucleus of good management) and successful international trade. The study therefore, agrees that effective and efficient ports management in Nigeria is a strong panacea in oiling the wheel of international trade. It therefore recommends that concerted efforts should be made by government and other relevant agencies to ensure efficient and effectives management of ports in Nigeria to enhance uninterrupted international trade.

Keywords: Ports, Ports Management, International Trade, Trade Transactions, Reception Facilities, Decongestion, Traffic.

Introduction

The bane of economic governance is the mismanagement of scarce resources of nations. Such mismanagement results in abject underdevelopment and promotion of vices in the society. Consequently, it behooves governments of nations in the world to set machineries in motion to ensure that various agencies and arms of government whose activities are beneficial to economic development are properly managed for over all profitability of the citizenry.

Wharfs and sea ports activities all over the world contribute immensely to economic development and emancipation. Therefore, effective management of wharfs, especially in Nigeria will yield growth in the economy and society at large. It does however appear that operatives and managers of wharfs in Nigeria require more encouragement and boost to ensure the realization of the purpose for establishment of wharfs in the country. In the circumstances therefore, this study on the role of *effective ports management in facilitating international trade in Nigeria* represents an effort by the author to guide, both managers and users of wharfs in Nigeria on how best to employ strategic efforts aimed at ports management to enhance efficacious international trade and commerce.

Background Of The Study

International trade is trade between/among two or more countries. It is concerned with imports and exports of goods and services. It is mainly carried out via sea ports and airports. Over 80% of international trade activities are carried out via sea ports. International trade plays a vital role in international marketing. Whereas, international trade concentrates more on import and export, international marketing according to Ceteora et al (1979) is the performance of business activities that direct the flow of goods and services to customers or users in more than one nation. While Ifezue (1992) holds the opinion that international marketing is the performance of one or more of the business tasks or activities (market intelligence, product development, pricing, distribution and promotion) across national boundaries. It is deducible from the above that international marketing is the practice of marketing concept and strategies beyond the practitioners' countries.

Ports are highly significant in facilitating international trade. They play critical roles or interface between marine and land or air and land-based transportation. They are part of the international supply chain network. (Pomeroy, 1994).

Effective ports management is crucial in successful international trade practice. This is because it ensures clean, safe and secure ports operations and provides effective and efficient ports services and reception facilities.

Effective ports management reduces traffic, ports congestion, promotes international relationships and facilitates international trade by providing conducive and efficient ports and ports services.

Statement Of The Problem

Effective ports management facilitates international trade because it reduces some of the traffic bottle-necks and huddles that usually cause delays and discourage international traders from venturing into foreign markets.

However, it is observed in a country like Nigeria, that there is need to enlighten managers of ports to ensure effective ports management. Nigerian ports, especially the sea ports are not effectively managed, and as a result the ports are constantly congested. A typical case is the sea ports in Lagos.

Besides ports' congestions, there appear that are no effective security apparatus in the ports to curb the increasing and alarming rate of insecurity in the ports. This is an ineffective port management situation.

Above all, the port reception facilities are poorly managed and speedily deteriorate due to ineffective port management. There is increasing uproar from international traders calling for Nigerian ports to be effectively managed in order to put a stop to the menace currently faced by international traders and other users of the facilities.

Purpose Of The Study

The purpose of this study is to ascertain the nitigrities of effective port management and role of the wharfs in facilitating international trade in Nigeria. The study is also aimed at ascertaining and disclosing how effective management of ports' facilitates can accelerate international trade activities.

Significance Of The Study

This study will be a tool in the hands of port managers to achieve effective port management objectives in Nigeria. This is owing to the fact that the study will disclose what is meant by effective port management, how to achieve it in the Nigerian context and how it facilitates international trade in Nigeria and Globally.

Research Questions

- a) What is effective port management?
- b) How does effective port management facilitate international trade?
- c) What relationship exists between effective ports management and international trade activities?
- d) How can the Nigerian ports be effectively managed?

Research Hypotheses

The hypotheses below are developed and will be tested to ascertain the role of effective ports management in facilitating international trade in Nigeria.

Ho:1 There is no significant relationship between effective ports management and adequate, efficient and effective port-reception facilities.

Ho:2 There is no significant relationship between effective ports management and traffic reduction/decongestion of ports in Nigerian.

Ho:3 There is no significant relationship between adequate ports reception facilities, less cargo traffic and successful international trade practice.

Scope Of The Study

The study lays emphasis on the concept of effective ports management, the scope of port administration, Jetties and terminals in Nigeria. Functions of the organs in port management and administration and the role of effective port management in facilitating international trade, especially the sea ports in Nigeria.

Limitations Of The Study

This study is constrained mainly dearth by scanty data in the area under investigation.

Definition Of Terms

The following are some of the key words in the study.

Port An entry point or gateway meant for reception of imports and exports of goods. A transit area.

Port Reception facilities - Equipment and machines used to load and offload cargos into and out of ships or vessels.

Habour The path that leads to the port from the ocean, through which a vessel navigates.

Port system - A system consisting of subsystems which inter relate and complement the services and operations of the port.

Sea Port - A notable point along a given shoreline, where the mode of transport changes from land to water borne and vice versa (Folarin, 2000) in Ndikom, 2008.

Air Port -A notable point where the mode of transport changes from land to air and vice versa (Ndikom, 2006).

Cargo -Goods, persons or materials meant for transportation.

Review Of Related Literature

Due to dearth of literature in the area of study, the researcher concentrates on real theoretical foundations. Thus review of literature is based on concept of ports, ports system, port operators, the Nigeria ports authority and effective ports management and international trade.

Overview of international trade and its relevance in Economic development.

International trade is trade which crosses national boundaries and involves the use of foreign currencies (Gbosi, 1990). It involves the exchange of goods and services among countries.

International trade plays significant role in a nation's economic development and growth. It creates employment opportunities, generates revenue for the society at large, and promotes international relationships and exchange of ideas and technologies.

International trade makes it possible for goods that are not produced but needed in a country, to be made available.

In addition, international trade contributes to a nation's GDP, as it boosts the GDP of a nation.

The Concept Of Port

The word port is a latin word "Portus" meaning gateway or entry point (Badejo, 2000). A port connects one country to another. It is a transit area. Port is basically classified into two namely; sea ports and airports. However, the focus of this study is the sea ports.

Sea Ports

The sea ports are ports or transit areas along the oceans, sea or waterfront where ships or vessels berth to offload or load cargos.

In Nigeria there are basically six(6) sea ports namely Lagos port, Tin can port, Calabar port, Delta port, Port Harcourt Port and Onne Port. These ports are controlled and managed by the Nigerian Ports Authority (NPA).

The Lagos port is located at Apapa in Lagos, while the Tin can Island port at Kirikiri axis, designed to serve Lagos and the western part of Nigeria.

The Calabar port is located at Calabar in Cross Rivers State, 55 nautical miles up the Calabar river.

The Delta ports are located in Warri, Delta state of Nigeria. The Port Harcourt port is located at Harbour Road, Port-Harcourt, while the Onne port is located at Onne, all in Rivers state, South-South Nigeria.

Ports are significant in international trade especially the sea ports. They constitute the bulk of marine transport system. Most imports and exports of goods, are done through marine transport due to its peculiarities.

The Ports System

The ports system consists of sub-systems namely;

- a) The navigational aid sub-system
- b) The quay handling and transfer sub-system
- c) The storage and delivery sub-system and
- d) Port co-ordination (personnel) sub-system.

The navigational aid sub system consists of equipment that enables vessel/ship and water crafts to access port services. It enables safe arrival and exist of vessels or ships from the port. The navigational aid sub system equipment includes the harbor, the bouys, the lighthouse, the communication tower, the pilot and tugboats. Without this equipment, the port cannot be accessed.

Quay handling and transfer subsystem is a subsystem of the port that consists of components that enable loading and offloading of cargo from and into ships. The components include handling gears, such as portal cranes, gantry cranes, saddle cranes, forklifts etc.

Storage and delivery subsystem: aids the storage of goods in the port temporarily as well as ensuring successful delivery of cargo from and to the port. The storage and delivery subsystem consists of transit sheets and warehouses, trucks, road networks and wagons.

The coordination subsystem deals with personnel managing the port. The port coordination subsystem is very vital in the port system because it oversees all other sub systems. However, the port system can only be complete when these subsystems are effectively and efficiently managed and functional (Badejo, 1995).

Port Operators And Users

There are various users and operators of ports. Below are some of the operators and users of ports as disclosed by Ndikom, (2006).

a) Government Agencies

These are parastatals owned by government. They include the Nigerian Ports Authority which is the sole administrator of ports; Nigerian Maritime Administration and Safety Agency (NIMASA) charged with the responsibility to ensure safe and clean marine environment; and ensures that practices are in line with international standards.

The Nigerian Customs, charged with the responsibilities of collecting customs duties and levies on all imports and exports; the Nigerian immigration, the National Drug Law Enforcement Agency (NDLEA) charged with the responsibility to curb drug abuse and use of illicit drugs as well as the exportation and importation of hard drugs; the marine police unit of the Nigerian police force, port Health; a unit from the Health services, and MARPOL charged with the responsibilities of waste disposal from vessels at berth.

b) Terminal Operators

These are companies that own and operate terminals and jetties in the ports which are concessioned to them. For example Intels, Dangote, Bua cement, Brawal oil services, etc in Onne ports, Rivers State.

Other companies that own and operate Jetties in the ports are the ICOs (International Oil companies) such as total, Exxon mobile, Agip, Chevron among others.

c) Stevedores Companies

Stevedore companies are companies that supply dock workers and in charge of other welfare activities (Badejo, 2000). Dock workers are labourers or workers that work on vessels at berth; their duties include loading and offloading of cargo, recording of cargo on ships or taking cargo inventories.

d) Importers and Exporters

These are key operatives in the port system. They are the nucleus of international trade. Without their services no international trade can come into play.

Importers and exporters are companies or individuals that engage in export and import trade (international trade).

e) Warehouse Operators

These are companies in the port that provide warehousing services either within the port premises or close to the port premises for clients to store cargo.

f) Haulage Companies

Haulage companies are companies in the port that provide transport and logistic service. They are into transportation of cargo in and out of ports to designated destinations.

g) Chandlers

Chandlers are specialized agents that supply food items to vessels.

h) Freight forwarding, clearing and forwarding agents.

These are specialized companies that does clearing and forwarding functions.

i) Maintenance Companies

These are companies that does ship repairs or maintenances. Examples of such companies include Niger Dock in Lagos snake Island, West African ship yard at Onne etc.

The Nigerian Ports Authority (NPA)

The Nigerian Ports Authority is an administrative body that manages sea ports in Nigeria. She carries out her operations in affiliation with the Ministry of transport and the Nigerian shippers' council.

The mission of NPA is to deliver efficient port services in a safe, secure and customer-friendly environment. Its administrative and corporate headquarters is located at 26/28 Marina, Lagos. The daily management and Administration of the organization is under the supervision of its managing director, assisted by executive directors who are in turn assisted by general managers and assistant managers.

Statutory duties of NPA

The statutory duties and functions of NPA are as follows:

1. Develop, own and operate ports and harbours.
2. Provide safe and navigable channels
3. Offer cargo handling and storage services
4. Maintain port facilities and equipment.
5. Ensure safety and security at the ports
6. Develop and own properties
7. Plan and develop port operational infrastructures
8. Monitor the day to day operations and enforcement of relevant sections of respective agreements.
9. Enact port regulations and bye-laws as well as monitor and enforce them.
10. Lease and concession port infrastructures.
11. Set bench mark for tariff structure
12. Oversea marine incidents and pollution.

History of NPA

Ports operations and development in Nigeria began in the middle of 19th century. Effort towards the provision of facilities for ocean-going vessels started in 1900.

Construction of the Lagos breakwater capital dredging started in 1906. A year later, the Lagos harbor was opened to shipping.

The various ports controlled by NPA include Onne port, Lagos ports, Calabar port, Port Harcourt port and Delta port.

The Onne Port Complex

The Onne port complex as a landlord port has been a model for port reforms in Nigeria. It started in 1982 as Federal Lighter Terminal (FLT).

It is situated along Bonny Estate on Ogu creek in Rivers State. The land area of Onne port is about 2,500 hectares.

There are two (2) major terminal facilities in Onne port complex namely Federal lighter terminal and Federal Ocean Terminal (FOT)

Additionally, the jurisdiction of the port covers operations at NLNG Jetty at Bonny, NAFCON jetty and midstream discharge at Bonny 9.

Major Problems Associated With The Nigerian Ports System

According to Igbokwe, (2001) the following are major problems of the Nigerian ports system.

1. ***Malfunctioning port system*** – Nigerian ports system is static and malfunctioning. There arises ports congestion and disruption of the production activities in the economy. At a time over 450 ships waited for up to 180days to berth when the internationally accepted period is 10days. In other words, vessels wait longer than usual to berth, especially in the Lagos ports due to inadequate space to unload cargo and stack containers.
2. Failure by the government or Ports Authority to use present data to plan for the future of the ports in the face of the growing economy.
3. ***Uneven tariff*** - This is another problem associated with the Nigeria ports system. There is the issue of uneven tariff system. The cost of clearing container or imported cargos are not the same in all the ports. That of Lagos is less than any other ports and it has made importers to patronize Lagos ports more than Port Harcourt, Calabar or any other ports in Nigeria.
4. ***Poor Maintenance Culture***: The Nigerian ports systems experience poor maintenance culture. The administrators as well as operators of port infrastructures, and equipment lack maintenance culture. They are of the perception that these infrastructure and equipment are owned by government. In view of that, they do not handle them with care the way they ought to do in private setups. This habit has led to making most infrastructure and equipment to be obsolete.
5. ***Inconsistency of government policies in relation to ports activities or services***. Government enact certain policies to checkmate port activities. These policies are most at times not consistent. They are often changed or removed as government changes and this hampers the effectiveness and efficiency of ports systems.

Functions Of Ports System

The various functions of ports systems otherwise called port activities include cargo handling, harbouring of crafts (vessels/ships), health risk assessment, pilotage (bringing of vessels from the high sea to the quay side to berth), allocating of anchorages, clearing and forwarding, billing of cargo, warehousing, maintenance of berths, supply of pilotage tug boats, provision of security services, maintenance of the channel to be navigatable, collection and disposal of sewage and cabbages (wastes).

Achieving Effective Ports Management

Managing ports effectively is an enormous task. Effective ports management entails ensuring and maintaining conducive ports systems for port users/operators. It involves ensuring that shipping operations are not interrupted.

Effective ports management entails effective and efficient management of port facilities and services. For ports management to be considered effective ports should be free from various problems associated with the system.

To achieve effective port management the following steps should prevail (Ndikom, 2004).

- (a) There should be effective planning of port activities.

- (b) Develop good port policies and communicate them to the target market.
- (c) Managers managing ports should have managerial skills or techniques.
- (d) Priorities should be set in conformity with set standards and policies.
- (e) Ensure speedy decision making process by forming a study plan for the ports system.
- (f) Obtain added resources and manage them. Ports managers or commissioners have limitations. They should recognize such limits and work with other commissioners to obtain new ideas of managing the ports system effectively. When such resources are obtained, the commissioner (port manager or administrator) should communicate with them or maintain good communication. These added resources are human beings with expert knowledge or experiences which the port commissioner or manager lacks.
- (g) Delegation of responsibilities: Managers of ports should learn to delegate responsibilities and respect delegated authority. This will lead to effective port management.
- (h) Adequate preparation: Preparation is required of every ports manager. The management of ports system should prepare adequately and at all time to handle port activities and challenges. Some homeworks should be done on the ports management.
 - (i) Follow through: Another strategy or step in achieving effective port management is following through. Port managers should not only initiate an action but also follow through to ensure that it is accomplished.

Effective Ports Management & International Trade

Effective ports management facilitates international trade. International trade cannot thrive when delays occur in ports system; when ports are congested; where the channels are not navigatable; where cargo handling facilities are absent; inadequate or obsolete; where there are poor security systems; where safety standard or level is zero, where haulage services are inefficient; where there are not enough container stack spaces or poor tariff system and inconsistent port policies, rules and regulations.

Effective ports administration facilitate international trade by ensuring that there are adequate ports reception facilities and infrastructure.

Again, effective ports management facilitate international trade by developing sound policies, rules and regulations for port operations.

Effective ports management facilitates international trade by ensuring that the channels are navigatable through removal of wrecks and dredging of the canal (Ogundana, 1997).

In addition, effective ports management facilitate international trade by ensuring that ports are decongested and functional tugs are available for pilotage and the berths are in good condition for ships to berth.

Conclusively, effective ports management facilities international trade by ensuring that the waiting time for vessels to berth does not exceed the internationally approved waiting time of 10 days, the ports are safe and secured.

Research Methodology

The research design of this study is the survey research design due to the peculiar nature of the study. Data were gathered from various ports' users and operators and analysed statistically. The population of the study was one thousand (1000) who are stakeholders. A sample of two hundred and eighty six (286) was drawn from the population using Cochran Probability sampling technique. The formula is given as

$$n = \frac{Z^2 pq}{e^2}$$

Where n is the sample size, p is the frequency of occurrence of the population, q is the compliment of p and expressed as $(1 - p)$, e is the level of significance for tolerable error usually 5% and Z is the level of confidence expressed in the population and it is usually given as 1.96.

The two hundred and eighty-six (286) is made up of 50 respondents from shipping companies, 80 respondents from NPA and other government agencies in the port, 100 respondents from importing and exporting companies, while 56 respondents from Stevedoring companies and their employees (dockworkers).

Data was collected from primary and secondary sources and were analysed using statistical tools such as tables, SPSS and Chi-square.

The research instrument is the mail questionnaire.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

INTRODUCTION

This section is designed to tabulate, analyse and interpret data obtained in the course of the study.

Date Presentation, Analysis & Interpretation.

Table A: Composition of sample

Respondents	Total	%
Shipping Companies/agents	50	17%
Government Agencies in port	80	28%
Importers and Exporters	100	35%
Stevedores & dockworkers	56	20%
Total	286	100

Source: Survey data, 2013

Table B: Questionnaire administration

Respondents	No. Dist.	No. Retrieved	% of Ret
Shipping companies/Agents	50	30	17
Government Agencies in Ports	80	50	28
Importers & Exporters (Companies)	100	70	38
Stevedores and dockworkers	56	30	17
Total	286	180	100%

Source: survey date, 2013

Table C: Research Question 1: Do you think that there is significant relationship between effective ports management and provision of adequate, efficient and effective port reception facilities?

Respondents	Total	%
Yes	150	83%
No	-	-
No Idea	30	17%
Total	180	100

Source: Survey data, 2013

From the above table, 83% of respondents indicated 'yes' while 17% indicated 'No idea'.

Table D: Research Question 2: In your opinion, do you think there is a significant relationship between effective port management and port decongestion?

Respondents	Total	%
Yes	170	94%
No	-	-
No Idea	10	6%
Total	180	100

Source: Survey data, 2013

From the above, 94% of the respondents affirmed that there is significant relationship between effective port management and ports decongestion, while 10 respondents representing 6% indicated 'no idea'.

Table E: Research Question 3: Do you think there is any significant relationship between adequate port reception facilities, less cargo traffic etc. and successful international trade practices.

Respondents	Total	%
Agree	165	92%
Disagree	-	-
Neutral	15	8%
Total	180	100

Source: Survey data, 2013

From the table above, 92% of the respondents agree that there is a significant relationship between effective port management which leads to provision of adequate port reception facilities, decongestion of ports etc. and successful international trade practice, while 8% of the respondents remained.

TESTING OF HYPOTHESIS

Ho: There is no significant relationship between effective port management and provision of adequate, efficient and effective port reception facilities.

Hi: There is significant relationship between effective port management and provision of adequate, efficient and effective port reception facilities.

$$\alpha = 5\% = 0.05$$

$$C.V = 7.82$$

$$DF = 3$$

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

$$\text{Result} = \chi^2_{cal} > \chi^2_{tab} = 30.33 > 7.82$$

Decision: Reject Ho and accept Hi

Conclusion: There is significant relationship between effective port management and provision of adequate, efficient and effective port reception facilities.

Ho: 2: There is no significant relationship between effective port management and reduction of cargo traffic in ports and ports decongestion in Nigeria.

$$\alpha = 0.05$$

$$D.F. = 3$$

$$C.V. = 7.82$$

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

$$\chi^2 = 11.44$$

Observation: χ^2 cal (11.44) > χ^2 tab (7.82)

Decision = Reject H_0 and accept H_1 .

Conclusion = There is significant relationship between the two variables. Effective port management leads to reduction of port cargo traffic or decongestion of ports in Nigeria.

H_0 : 3. There is no significant relationship between adequate port reception facilities, ports decongestion and successful international trade practice.

H_1 : There is significant relationship between adequate port reception facilities, ports decongestion etc. and successful international trade practice.

$$\alpha = 5\% = 0.05$$

$$D.F. = 3$$

$$C.V. = 7.82$$

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

$$\chi^2 = 14.78$$

Observation = χ^2 cal (11.44) > χ^2 tab (7.82)

Decision = Reject H_0 and accept H_1 .

Conclusion = Effective ports management facilitates international trade since it provides adequate port reception facilities, decongest ports among others.

FINDINGS

From the analysis, it is discovered that effective port management facilitates international trade.

First and foremost, the study shows that the success of international trade is a function of how effective ports are managed. This is also a reflection of how efficient and effective port services are and by extension how auxiliary or supporting functions such as, navigational channels, container stacking space, distribution network, Cargo handling equipment, safety security and administrative matters are administrated.

Analysis of the first research question disclosed that there is significant relationship between effective ports management and provision of adequate, efficient and effective ports reception facilities. This implies that effective ports management facilitates international trade since effective ports administration leads to provision of adequate port reception facilities, which are readily available to render services to international trade vessels.

Again, it was still discovered from the study that effective ports management is significantly related with port decongestion. When ports are effectively managed, the issue of ports congestion will be rectified and there will be free flow of cargo traffic in the ports and in turn facilitates international trade in the domestic waiting time to berth, discharge and subsequently sale.

Finally, from the tested hypothesis, functional ports reception facilities, less traffic, secure and safe ports, facilitate and encourage international trade. There will be no smooth international trade activities if ports are not

effectively managed. Inefficiencies in management of port is characterized by inefficiencies in ports reception facilities, dense cargo and vessel traffic, poor security system, poor haulage services, among others. These characteristics do not facilitate international trade. But with effective port management, these inefficiencies are eliminated and international trade activities are galvanized.

SUMMARY

The relevance of international trade in social economic development and growth of a nation is paramount. The bulk of international trade is carried out by sea, thereby bringing to focus the significance of sea ports in international trade. Without an effectively managed sea ports, the success of international trade is low. This is because international vessels cannot access the ports to offload or load cargo nor be secured if the ports are not functional or the berths and anchorages are not in good condition. Ultimately, effective ports management leads to secure and safe ports system, provides adequate port reception facilities and stacking space, prompt vessels' sailing services, effective and efficient billing and clearing and forwarding services.

CONCLUSION

Effective ports management is a panacea for successful international trade practices. It is a key to successful international trade. Ports management facilitates global trade. This is because it makes available the necessary platform upon which international trade can be carried out. Equipment and materials imported for capacity development and industrial use come through the wharf. In the event of mismanagement of the ports, there will be supply and delay problems, which will further constitute challenges to international operations

RECOMMENDATIONS

The significance of effective ports management in facilitating international trade is glaring. Therefore, the study recommends that government should fund and sustain the Nigerian Ports Authority to enable it effectively manage all the ports in country.

Government should build more ports in the coastal areas to decongest the existing posts and make them more productive.

Finally, stakeholders in the shipping industry should collaborate with NPA and other government agencies in the ports to achieve effective port management system.

Considering the vital central role played by ports in international trade and economic development of nations, it is further recommended that the private and public should get into partnership for the building of ports to achieve set national economic goals.

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