

Seaports Administration in Nigeria: A Study of Apapa Port Complex

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Abstract

The administration of the seaports in Nigeria rests solely on the Nigeria Ports Authority (NPA). This means that, the Port Authority plays an important role in the economic and trade development of Nigeria. Nigeria Ports Authority operates under the supervision of the Federal Ministry of Transport with the responsibility of providing specific ports and harbour services for the country's maritime industry. Presently, Nigerian Ports Authority controls eight (8) major ports excluding oil terminals with a cargo handling capacity of about 35 million tons per annum. However, this paper examined Nigeria ports authority in the effective and efficient port administration in Nigeria, using Apapa port complex as a case study. The paper also examined the role of port worker in achieving the Federal Government objectives in the establishment of sea ports in Nigeria. The paper equally looked at the developmental process of sea ports in Nigeria, as well as the reasons/need for the establishment of sea ports in Nigeria. The paper by extension looked at the setbacks faced by the Nigeria seaports in general and Apapa port in particular since its establishment. The general system theory was used as our theoretical framework of analysis. Based on the poor conditions and inadequate state of equipment at the port, the paper suggests that the Apapa port management in particular and the management of other sea ports in general should facilitate the procurement and maintenance of the functional equipment in the ports to enhance speedy cargo handling. In addition, more warehouses/storage facilities should be built to accommodate incoming and outgoing goods and services therein, among others.

Keywords; Ports Authority, Administration, Seaports Administration.

Introduction

The development of seaports in Nigeria started in the mid 19th century, which later led to the opening up of the Lagos Lagoon, resulting in the opening of seaports at Apapa and Port-Harcourt. This eventually led to the establishment of the Nigerian Ports Authority in 1955, by the Ports Act of 1954, to maintain the ports as well as load and discharge cargo. The Nigerian Ports Authority commenced operation on the 1st of April 1992. On the 15th of June 1992, the Nigeria Port Plc was incorporated. In October 1996, the organization was reverted to its former name “Nigerian Ports Authority” (NPA) in consideration of its full government ownership and its commercial status. Presently, Nigerian Ports Authority, as government owned organization under the supervision of the Federal Ministry of Transport, has the responsibility of providing specific ports and harbour services for the country’s maritime industry. Among these are :- provision and operation of cargo handling and quays facilities, pilotage and towage services, supply of water and fuel to vessels at anchorage or mooring buoys, repairs and maintenance of vessels, dredging and contract dredging of water ways, etc. This is in pursuance of the Federal Government’s efforts to ensure efficiency of Nigerian Ports Authority. Thus, the operations of Nigerian Ports Authority became fully commercialized in May,1992. As remarked by Pyre and Briggs in Eze (2004), “For any steady economic development, there must be adequate, efficient and effective operated seaports. As a result, some responsibilities and duties were allotted to Nigerian Ports Authority as an autonomous entity. Among these duties and functions include the provision of specific ports and harbour services for the country’s maritime industry as well to see that machines and equipment there in are functioning very well. Other functions assigned to Nigeria Ports Authority are:-

- (a) Provision and operation of cargo handling and quays facilities for effective and efficient service delivery,
- (b) Pilotage and towage services,
- © Provision of adequate and sufficient warehousing facilities
- (d) Supply of water and fuel to vessels at anchorage or mooring buoys as at when due,
- (e) Repairs and maintenance of vessels for effective and efficient performances
- (f) Dredging and contract dredging of water ways for easy flow of water to avoid flooding in and around the complex, among others.

Theoretical perspective

The purpose of a theory is to explain, analyze, and possibly predict future trend of events and outcomes. A theory is a generalized explanation of the relationship that exists in a phenomenon with the primary purpose of

explaining and predicting the phenomena. To understand the role of Nigeria Ports Authority in the sea ports administration in Nigeria, we employed general system theory as our theoretical framework of analysis for this work. As remarked by David Easton who propounded the general system theory, system theory serves as the lens through which the activities of an organization is understood and explained. Accordingly, systems theory sees an organization as a unified purposeful entity composed of interrelated parts, rather than dealing separately with various parts of the organization. The theory gives managers a way of looking at an organization as a whole and part of the external environment. The theory makes the manager to understand the activity of any part as it affects the activity of every other parts or segments. Going by the general system theory, the job of a manager in an organization is to ensure that all parts of the organization are co-ordinated internally so that the organization's goal can be achieved. Above all, general system theory stresses the central point that the management of an organization cannot respond only to what administrative laws demand but must place what administrative laws dictate into perspective with other environmental pressures. In this regard, general system theory examines Nigerian Ports Authority with a view to determining how the sea ports administration in Nigeria is done. It should explain how the management and administrative agencies of the Nigeria Ports Authority interact with their environment. The theory makes possible the examination of formal administrative law prescription in the context of actual behavior in real organizations, such as Nigerian sea ports and other agencies. General system theory believes that if an agency like Nigeria Ports Authority has real power in its environment like in the administration of sea ports in Nigeria, it must have the ability to force the Federal Government policies on the seaport administration. Hence, if the Nigeria Ports Authority, for example, makes a policy decision, yet not authoritatively binding, it would presumably perish since the policies would not be obeyed.

Applications of the theory

In relating this general system theory to this work, the theory sees Nigeria sea ports as a unified and purposeful entity composed of interrelated parts, rather than dealing separately with various parts of the organization. The theory gives the management of Nigeria Ports Authority a way of looking at the Nigeria sea ports as a whole and Apapa port complex as part of the external environment. The theory makes Nigeria Ports Authority management to understand the activity of every segment of the Nigeria sea ports as it affects the activity of every other part of the seaports in Nigeria, as well as the duty of the Nigeria Ports Authority management in the administration of sea ports in Nigeria. It will also ensure that all parts of the

organization, (sea ports in Nigeria), are well co-ordinate so that the Federal Government objective in the sea ports administration in Nigeria is realize/achieve. The theory equally makes possible the examination of formal administrative law prescription in the Nigeria seaports and other agencies. The theory helps to explain how agencies of the sea ports in Nigeria struggle to survive in a hostile environment like the Apapa port complex in particular and other ports complex in general in carrying out their assigned duties. David Easton who developed the systems model stresses that the survival of a system or a system's persistence actually depends on how effective and efficient the focal actors like the Nigeria Ports Authority managers or the administrative agencies of the Nigeria seaports can carry out their duties. Easton believes that if an agency like Nigeria Ports Authority has real power in its environment to force the Federal Government policies on the sea port administration in Nigeria, definitely the Federal Government objective must surely be realized. However, is it important to note that system theory emphasizes on team work within the environment while striving to survive.

Conceptual clarifications

Administration

Administration is a process common to all group effort. Administration can be defined as the activities of groups cooperating to accomplish common goals. The art of administration is the direction, coordination, and control of many persons to achieve some purposes or objective. Administration is found in all human activities except those capable of being executed by one person.

Ports Authority

Nigerian Ports Authority is a government agency that gives directives in response to the stimuli in the international arena and also acts as a feedback stream into the policy chamber of government. Nigerian Ports Authority is a government owned organization which is under the supervision of the Federal Ministry of Transport. It has the responsibility of providing specific ports and harbor services for the country's maritime industry as well as the provision and operation of cargo handling and quays facilities, pilotage and towage services, supply of water and fuel to vessels at anchorage or mooring buoys, repairs and maintenance of vessels and dredging and contract dredging of water ways,

Seaports Administration

Seaports administration as the name goes has to do with the management of seaports by a body legally recognized by the Federal

Government to take the responsibility of providing specific ports and harbour services for the country's maritime industry. This is to enable the Federal Government to achieve its objective or goals for the establishment of seaports in Nigeria. The body responsible for the seaports administration in Nigeria is the Nigeria Ports Authority, (NPA)

REASONS FOR THE ESTABLISHMENT OF NIGERIA PORTS AUTHORITY

The very essence of Nigeria Ports Authority, like their counterparts in other countries, is to ensure the realization of the Federal Government's objectives on international trade practices. To that effect this body is responsible for the:

- Provision of specific ports and harbor services for the country's maritime industry,
- To facilitate the country's trade needs in the exportation and importation of goods and services,
- To cater for the Maritime trade in the sub-region for goal actualization,
- To increase the handling capacity of the Seaports to meet the international standard. And
- To improve efficiency in international trade practices, etc.

According to the Nigeria Port Handbook (1995:35):

To facilitate the maritime industry as the main channel of International trade practices; Seaports were established as Public Enterprises during the pre-independence era. Which later gave rise to the establishment of Nigerian Ports Authority in 1955 by the Port Authority Act of 1954 as an autonomous Public Corporation to manage the Nigerian Seaports

By this Act, the Nigeria Ports Authority became the government agency responsible for the maritime industry with the statutory function to provide well mapped areas for administration buildings and plants maintenance and to make available adequate storage warehousing, good roads/rails link with the hinter land. Other functions assigned to this body include, provision of protected berths, cargo handling equipment, among others. Presently, administration of the seaports in Nigeria, rests solely on the Nigerian Ports Authority, a government owned organization under the supervision of the Federal Ministry of Transport (FMT) with the statutory function of providing specific ports and harbor services, such as-;

- facilitating the country's trade needs,
- Carter for the marine time trades in sub-region,
- to increase the handling capacity of the Seaports,

- to improve efficiency in International Trade Practices,
- to ensure healthy competition and other ancillary services,
- to facilitate/enhance the expansion of International Trade and Tourism,
- to ensure that economic decisions are left to market forces Subject to general competitive principles with the aim to maximize consumers choice, needs, satisfaction and job creation.
- to improve on the development of an efficient and productive Nigerian Maritime Industry capable of competing in International market.

In a related observation Ani (1998:41) identified some of the Apapa port services in line with the reasons for the establishment of the Nigeria Ports Authority. These include:

- maintaining and having control over marine time services within a large public sector,
- Incorporating economic activities ranging from banking, insurance, manufacturing, marketing, transport and marine time services, etc.

CONTRIBUTIONS OF THE NIGERIA SEAPORTS TO THE ECONOMIC AND TRADE DEVELOPMENT OF NIGERIA IN THE 21ST CENTURY

The maritime sector according to Nigeria Ports News (1995) plays an active role in shaping the economy of the nation. This is because over 80% by volume and monetary value of exports and imports of goods pass through the seaports. Port in Brief (1999:1) noted that :

Nigeria seaports, like their counterparts in other parts of the world, has since their establishment accounted for over 99.27% by volume and 95% by value of the total import and exports of the country's foreign trade.

Here, the then managing director of the Nigeria Ports Authority, Engineer Wali Ahmed, in his speech during a recent awareness workshop on the **“Total Quality Management”** organized by International Centre for Management, Research and Training (CIMRAT) for principal managers, stated his preparedness to provide a favourable environment for the installation of Total Quality Management (TQM) in the authority so as to cope with the challenges of the next millennium (Port in brief, 1999). In agreement with this idea, the then Chairman of the Centre for Management, Research and Training (CIMRAT) Mr. Augustine Ahiauzu, in his remark, commended the management of Nigeria Ports Authority for the noble and timely acceptance of the concept of Total Quality Management (TQM) which he said would make the Nigeria Ports Authority a model of what an efficiently managed organization should be and an example for other Nigeria

public enterprises. In a related observation, Kwanashio (1992: 315) observed that:

By 1985 the Federal Government alone had invested over #23 billion (Naira) in the establishment of public enterprises, such as the Nigerian Ports Authority, This has been used as investment of furthering economic development, thereby ensuring; Balanced growth, promoting spatial equilibrium and facilitating capital accumulation within the economy.

Commenting on the contribution of Nigeria seaports to the economic development of Nigeria, the Managing Director of Nigeria Ports Authority, Hadiza Bala Usman, asserted in Guardian newspaper of February 07, 2018 that the Nigeria Ports Authority management has just declared the sum of #299.56 billion as a generated revenue for 2017 fiscal year, highest compared to the last five years. The Apapa Ports complex and other seaports in general make available warehouses and ensure prompt evacuation of cargoes from the seaports to the hinterland. In addition, the managing director stated that thirty three, (33), ships laden with petroleum product, food items and other goods are expected to arrive at Apapa port and Tin-Can Island port in Lagos from January 29 to February 2018 as a way of boosting the economy of this country Nigeria. There are also service agencies who join hands with NPA (Port News,1999) to ensure that government national interest is protected. Among these include:

- The shipping companies,
- The importers and exporters,
- The clearing and forwarding licensing agencies, among others

These agencies play major roles in the administration of seaports and economic development of Nigeria. For instance, the shipping companies haul goods across the world, while the importers and exporters own or hire ships that move the goods to the required countries and ports. The forwarding and clearing agents ensure that dues and fees relevant to goods being exported are paid and necessary documents comprehensively signed and dispatched to the importer.

SETBACKS FACED BY THE PORTS AUTHORITY TOWARDS ACHIEVING ITS OBJECTIVES

Despite the existence of these policies, the Nigeria Ports Authority is yet to meet up with the global best practices on port administration. Meanwhile, the Apapa Ports Authority has eighteen (18) Departments with Boards of Directors. This comprises a Chairman, the Managing Directors, and organizational Secretary. In recognition to these roles played by these bodies, various Nigerian Governments took some measures to streamline the

maritime activities in accordance with the international trade practices. It was on this ground that then Head of State, General Sani Abacha, in his 1996 budget speech, rolled out the features of 1996 ports reforms and policies which came at the peak of public outcry over the deplorable corrupt practices of security agencies in Apapa Port complex and Nigeria seaports in general, thereby resulting in declining revenue which manifested in low import and export, trade ratio and deficit balance of payment. Seaports administration in Nigeria has always been a serious challenge to ports management. In Nigeria, it is observed that, the seaports have not been able to cope with the challenges necessary for the realization of the Federal Government objectives in its establishment despite the huge capital and financial investments by the Federal Government, particularly in acquisition of equipment and training of personnel. This has led to different ports reforms and policies that have been put in place. This is as a result of the problems in the administrative procedures in Apapa Port complex. In addition, Sarah (2000: 7) pointed out:

Some of the problems hindering the ports from achieving its national goal among these include; Time management, Multiple security arrangement/duplication of function of security agencies within the ports, Poor maintenance of equipment in the port, leading to low availability rate of equipment, lack of co-ordination among the departments/security agencies within the port complex, Unnecessary bottleneck in the administrative procedure leading to corruption and acceptance of gratification before services are rendered to customers/ports user,

Other things observed are inadequate evaluation procedures of the actual input of staff in the implementation of ports reforms which aimed at enhancing National position in International trade practices, Resistance to changes/innovation in the installation of modern equipment, such as information communication technology, (ICT) in their dealings, Delay in attending to port users/customers by Apapa port staff, Insufficient storage/warehousing facilities, Arbitrary imposition of dues/fees by the port management, Ignorance of the working of the port rules and regulations by some port users, etc.

In a related observation, Ezenwa (1997:26) opined that:

Nothing could be more critical to the maritime industry than the delay shippers encountered at the ports, faced with the administrative bottlenecks, coupled with the fact that facilities at the ports were lying idle, thereby

resulting to economic waste. In spite of these policies and reforms, Nigeria ports system is yet to achieve/realize its goals/objectives of establishing the organization. Thus, there has been ports congestion and disruption of the production activities of the economy due to lack of storage/warehousing facilities in Apapa Port complex.

Corroborating this view, Ogunbiyi (2001:24) observed that:

This had grounded the Nigerian economy to a halt due to the delay the vessels carrying imported raw materials and equipment for manufacturers and government parastatals encounter, which lead to none clearing of discharged cargo, due to lack of space for empty containers, there by resulting to inflation and scarcity of imported consumer goods.

According to Ogunbiyi, this was as a result of unnecessary delays over time port charges and increase in prices of goods. Ogunbiyi (2001:24) remarked that:

The situation at the Nigeria seaports and Apapa port in particular is such that, cargo handling equipment/plants are old, malfunctioning, inadequate and obsolete, thereby slowing down cargo discharging, stacking and clearing operation, thus resulting to low output, longer turn-around time, inefficiency, damage of goods, loss of cargo, high port charges and demurrage. Thereby giving room for corruption at the expense of Shippers, port operators and cargo receivers.

These factors make Nigerian ports unfriendly and unattractive to some liners, shipping companies as well as importers who prefer taking their cargo to neighboring countries' seaports like Cotonou and Lome. Meanwhile, the present situation is such that rail-routes to and from the ports are not being used. Besides, the roads to and from the port are traffic congested, causing unnecessary delays in the evacuation of discharged cargo from the port's environment, thus posing a serious threat to the realization of the Federal Government objectives in the establishment of the seaports. Commenting on the effect of the reforms and policies, Ilodibe (1996:6) said that "The reform and its attendant guidelines were no more blessing to the shippers because they brought unnecessary difficulties to the Apapa Port Administration." Corroborating this view, Ezenwa (1996:26) lamented that:

Nothing could be more critical to maritime industry than the delays shippers encounter at the Apapa ports complex... coupled with the administrative bottlenecks, with the fact that, facilities at the ports were lying idle, thereby resulting to economic waste.

Meanwhile, the 1996 ports reforms and policies through a concerted policy measure of 1997 reforms could not help matters at the Apapa Ports complex. The Pre-shipment Inspection Agencies were found wanting, Customs officials frustrate the efforts of Professional Import Duty Administration (PIDA), the turning around time of ships increased, delays in the discharge and loading of ships increased, facilities and equipments at the Apapa ports complex became underutilized, and government continued to lose revenue. Lamenting over the deplorable administrative system in Apapa Port complex due to the activities of the multiple-security agencies at the port, Bello (2001) in his paper titled “The Operation of the Toll Gate” report that: “There is problem of numerous government security agencies operating at the Apapa port complex” where different security agencies were brought into the port to take adhoc measures. Different regulations were made to impede ports administration in the name of ensuring security/safety of goods. According to Bello (2001), “there are up to 32 government security agencies in Apapa port complex”, including:-

- National Drug Law Enforcement Agency (NDLEA),
- Federal Environmental Protection Agency (FEPA),
- Standard Organization of Nigeria (SON),
- National Agency for Food and Drug Administration and Control (NAFDAC),
- Nigerian Customs Service (NCS), among others.

All these cause avoidable delays in the clearing of goods and rendering of services. In line with this view, Haynes et al (1997) lamented over the delays in cargo handling and clearing/forwarding of goods and services in Apapa port complex caused by the administrative bottlenecks, coupled with the activities of the multiple security agencies therein, which resulted in ugly and awful experiences the importers and exporters encounter at the Apapa port complex. Besides, the divided responsibilities of the Apapa port staff in conjunction with the activities of the multiple security agencies therein, had created an ugly scenario at the port complex. In agreement with this view, Port News (1999), pointed out some of the approved government security agencies at the Nigeria seaports in general and Apapa port complex in particular which include Nigerian Customs Service, The ports police, for provision of security at the Apapa ports Complex, Nigerian Immigration Services, Authorized Destination Inspection Agents, Licensed Customs Agents, for the clearing of goods at Apapa Port complex. Presently, we have

the following agencies and corporate bodies under the above mentioned group:

- The Customs and Excise department,
- The immigrations department,
- The Navy,
- The Nigerian National Petroleum Corporation [NNPC],
- The National Fertilizer Company of Nigeria [NAFCON],
- The National Drug Law Enforcement Agency [NDLEA],
- The Police,
- The State Security Service,
- The Nigerian Standard Organization [SON],
- The National Maritime Authority [NMA], among others.

This multiplicity of the security agencies led to administrative bottlenecks at the port coupled with the cumbersome documentation and delivery procedure in the ports administration. Besides, the notorious customs long room which has been in operation for a decade has now been shortened and renamed Customs Processing Centre, thereby resulting in the absence of reliable up to date data and the elongated documentary and delivery procedures which includes the involvement of numerous persons, a situation that always causes avoidable delays in cargo discharges, delivery and receipt. As observed, delays are also caused by late arrival of documents, faulty documents and outdated documentation requirements. Associated with these problems are the sharp practices and high levels of extortions by government security agencies at the ports complex. More annoying is that, despite the presence of the various security agencies in and around the ports complex, the so called *Wharf Rats* always vandalize people's containers and do away with the valuables which include, spare parts of imported vehicles, machines and equipment among others, that were waiting for clearing. According to Port News (1999), there are people without any business in the port complex. They always move in and around the port premises engaging themselves in one form of sharp and criminal act or the other within the ports complex.

Therefore, port users often complain bitterly about the activities of the multiple security agencies in port complex which hamper the Port Authority in its port administration.

EFFORTS MADE SO FAR TO REMEDY THE SITUATION

Looking at the effect of the setbacks in the effective administration of sea port in Nigeria, Ani (1998:41) noted that:

The Federal Government in response to this issue, introduced the import duty reforms which aimed at ensuring that, the Federal Government does not

continue to lose revenue that would have accrued from the seaports. As a result, some policies and reforms were introduced,

According to Ani some of these reforms and policies included:

- Introduction of 24 hours operation in all the Nigerian Seaports against the 16 hours former operation time.
- Clearance of goods within 48 hours. This means that, within 48 hours the custom officials operating in the ports should ensure that, they settled with the clearing agents so that the goods will be cleared off within 24 hours.
- Computerization of the operation of the Customs Services. This goes with the documentation of all the activities/functions of the custom officials operating in the port for accessibility and verification.
- Installation of Hyper Scan X-Ray Scanning System in Apapa Port and Tin-Can Island ports. This is a machine designed for detecting as well as ascertaining whether what is in the bill of lading is exactly what is in the container.
- Abolition of the Pre-shipment Inspection Agency. This is a body charged with the responsibility of examining the goods made for shipment to overseas before the shipment can be done. This is to know whether the goods are in line with the government types of goods for shipment.
- The withdrawal of the functions of the Professional Imports Duty Administration (PIDA) and Liberalization of the importation of goods, among others.

These policies and reforms were aimed at ensuring and improving ship traffic and reducing administrative bottlenecks in the Ports complex. In agreement with this view, National Orientation Agency (1998:21) further remarked that: The 1996 ports reforms/policies were meant to address some problems at Nigeria seaports as well as to specifically streamline the activities/operations of the various security agencies operating at the ports, as this affect the Ports Authority in carrying out their duties. These are to ensure that Federal Government realized its actual revenue from tariff and duties from the Apapa port and other seaports in the country. Moreover, the reforms and policies as observed by NOA, (1998) were aimed at ensuring that, import and export cargos were cleared and forwarded respectively on time. To achieve this mission, the Nigerian Customs Service, one of the security agencies at the Apapa ports complex, lost part of its statutory revenue collection functions to private accounting firm called Professional Import Duty Administration (PIDA). The reforms/policies further introduced the Pre-shipment Examination System to regulate the activities and operations

of the various security agencies in the nation's seaports. Reacting on the reforms, Enebeli (1997: 22) observed that:

The reforms were in line with Nigerian ports Authority's determination to ensure that the movements to the final destinations of imported and exported commodities are facilitated to avoid unnecessary delays.

Corroborating this view, Okoye (1997:20) in his paper titled "The Need to reorganize the marketing and traffic department of Apapa ports complex"

Lauded the contents of the reforms/policies and called for their implementations to the letters. As okoye observed, these policies/reforms were characterized by confusions at the implementation stage with negative effects on the Apapa port administration.

Suggesting ways of reducing, if not completely the administrative bottlenecks at the ports complex, Bello (2001), recommended that the number of security agencies at the ports complex should be reduced to only those required for effective ship and cargo handling operations in the ports complex. Therefore,

- The Federal Government should reduce the number of these security agencies/operatives, streamline and organize their activities and place them under one central control unit.
- All the port personnel and port users should be trained to be conversant with documents used in international trade practices because of the complicated nature of the exercise.
- The port management should intensify efforts on the job training for their subordinate staff at all levels in order to improve and sustain the efficiency and effectiveness in the services they render to port users
- , the Nigerian Ports Authority in general and Apapa port complex in particular should improve on the working condition of port staff.
- The port management should computerize its activities and provide better working conditions and environment for its workers,

Conclusion

The administration of the seaports in Nigeria rests solely on the Nigeria Ports Authority (NPA). This means that, the Port Authority plays important role in the sea port administration in Nigeria. Nigeria Ports Authority operates under the supervision of the Federal Ministry of Transport with the responsibility of providing specific ports and harbor services for the country's Maritime Industry. Presently, Nigerian Ports Authority controls eight (8) major ports excluding oil terminals with a cargo

handling capacity of about 35 million tons per annum. However, General Systems Theory or model is employed to analyze this work as well as to clarify and to put in place the actual role played by the Nigeria Ports Authority in the management/administration of sea ports in Nigeria. Meanwhile, the paper examined, ‘the role of Nigeria Ports Authority in the sea ports administration in Nigeria using Apapa port complex as a case study. The paper by extension, looked into the development of sea ports in Nigeria, the reasons/need for the establishment of sea ports in Nigeria, the contributions of seaports to the economic and trade development in Nigeria, as well as the setbacks faced by the Nigeria seaports in general and Apapa port complex in particular since its establishment towards realizing its targeted goals in the 21st century.

Recommendations

In order to enhance the realization/implementation of government reforms/policies at the ports, more ports should be established in order to decongest existing ones, thereby improving efficiency.

Going by the poor conditions and inadequate state of equipment at the Apapa port in particular and other seaports in general, Nigerian Ports Authority should facilitate the procurement and maintenance of functional existing equipment to enhance speedy cargo handling. Here, the study suggests that; Dock workers should adopt better work habit and ethics in order to help port users to understand the intricate services of Nigeria Ports Authority, officials of the Nigeria Ports Authority should always organize seminar/workshops with a view to updating the knowledge of port users. In order to improve on the operations of the Apapa port complex, more Warehouses/storage facilities should be built to accommodate incoming and outgoing goods. Again, fund should be made available for the construction of more warehouses/storage facilities, where this is not possible; the Apapa port complex should be authorized to plug back part of its huge profits into port development, as well as construction of more warehouses/storage facilities.

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