

1. OVERVIEW OF STEWARDSHIP

a) Highlights of Achievements

This administration has made up a number of remarkable achievements since its inception in July 2012.

We continued the aggressive pursuit of excellence through automation of the Authority's operational processes, partnering with the private sector for channel maintenance and infrastructure development (greenfield and brownfield), initiating and sustaining a growing interaction with sister agencies and stakeholders on building a port community system. We are currently working on building a viable and motivated human resource, through training and retraining, recruitment, redeployment, promotion and building a succession scheme. Through our robust internal automation initiatives, we have reduced revenue leakages to the barest minimum, and contributed in no small measure by strict adherence to Federal Government's directives on TSA and Zero Based Budgeting and growth in Government revenue earnings. To this end, we have been ranked first in compliance with the fiscal responsibility act, by the Honourable Minister of Finance.

The giant strides taken by this administration in no small measure enhanced the Authority's operational efficiency for the overall good of the industry and the Nigerian economy, a few of which are:

i) **Automation of port services through implementation of the following:**

- Command, Control, Communication and Intelligence Unit. This project, which is completed and is to be commissioned by the Honourable Minister of Transportation on Friday, 22nd July 2016..
- Pay-Direct e-payment process: The application is on Interswitch platform and It allows for instant payment confirmation and improved vessel turnaround time, by drastically reducing payment confirmation time from 5 days to a matter of minutes.
- Automation of Ship Entry Notice Process (e-SEN) –

- Integration with other stakeholders

Port and cargo operations require collaboration between agencies operating in the sector through sharing information and data. The Authority has recorded remarkable success in the areas of:

- ✓ Integration with Nigerian Customs Services for Manifest downloads
- ✓ Seamless integration between Oracle Financial and the RIMS application

This has resulted in greater efficiency in port operations

- Oracle HR:

- Oracle Financials:

- Oracle Hyperion Budgeting

- Revenue Invoicing Management Systems (RIMS)

- It enables efficient and prompt collection of revenue
- Allow online real-time update of payment in NPA accounting books.
- Reduce revenue leakage.
- Integrated with Customs Systems for Manifest data download.

- Virtual Private Network (VPN)

The platform enables connectivity and operations of Oracle Financials and Oracle HR in all NPA operational locations. With the deployment of the platform, all port locations are now connected via the VPN and has the following benefits:

- Ensures a private and protected communication among all locations.
- Increased security.
- Faster access to restricted resources.

IPCIS

It is also important to note that the Authority is rigorously studying the Integrated Port Community and Information system (IPCIS) study for implementation. This is a grant given to the Authority by the United States Trade and Development Agency (USTDA). This will serve as a platform that would block all revenue leakages in the organisation and would bring about integration of all our IT platform and the Port Community as a whole.

ii) Dredging, maintenance of aids to navigations and port infrastructure Development

During the period under focus, the Authority continued the programme of dredging its channels, maintenance of aids to navigation and general improvement of port infrastructure in keeping with both its obligations under the concession agreement and the Ports Act. As a result of the aggressive dredging programmes of the Management, Lagos Ports Complex and Onne Ports Complex are able to receive the WAFMAX vessels, being the largest vessel that call at West African ports.

iii) Programme of tug acquisition

Management commenced a programme of acquiring new boats necessary for discharging its responsibilities. This involves the acquisition of two tugs boats annually for the last three years. The capacity of the tugs was also increased from the current 40 tons bollard pull power to 60 tons.

(d) Appropriate allocation of the responsibility for providing stevedoring services in the port industry

Management implemented the labour aspect of the reforms by handing over responsibility for stevedoring services to terminal operators and in the process made savings of not less than N2b annually in payments to stevedores by the Authority. Management hitherto paid for such services from its revenues.

The execution of the above programmes, among others contained herein after has resulted in the following achievements by the Management under the given period:

- I. Improved operational efficiency of the ports and increase in cargo throughput;
- II. Improved turn-round time of vessels;
- III. Improved Dwell-Time of cargo in ports;
- IV. Improved provision and maintenance of port terminal infrastructure;
- V. Deepening of port channels and berth draughts has enabled the reception of bigger vessel in our ports (WAFMAX)
- VI. Improved wreck removal operations and installation of navigational systems;
- VII. Improved towage and pilotage services to ships.
- VIII. Improved vehicle and human traffic management in ports;
- IX. Availability of 24-hour operations in port;
- X. The Authority has trained 8315 officers and staff while 501 employees were promoted in the year 2015
- XI. Higher level of human capacity development through robust training programmes.

b) **Port Industry Outlook**

- **Growing ship sizes:** The global trend in shipping is in the growing size vessels being built to take advantage of the economies of scale, and the attendant challenges of

providing efficient reception facilities. NPA's response to this challenge has been to deepen our channels, to the extent that the WAFMAX container vessels (4000 – 6000 TEUs capacity) now call at Lagos and Onne ports. Another measure has been to upgrade our berthing facilities such as tug boats from the previous 40 to 60 ton bollard pull. We should be planning to procure upwards of 80-ton bollard pull tugs.

- With the expected growth of oil exploration and refining, especially in the Lagos area, the consideration of bunkering services and service boat traffic and efficient control of our harbour and port limits is a necessity.
- The revamping of existing, and the development of new ship repair facilities is also worthy of consideration.
- The dwindling of fortunes has further underscored the fact that Nigeria must grow its non-oil sector and boost agricultural exports in order to survive. To this end, the Nigerian port industry, being a vital part of the value chain must reverse its import-biased inclination and develop its services to accommodate export products and services.