

Bello Koko: Deepening Operational Efficiency to Boost Marine & Blue Economy



Bello Koko:
Renforcer l'efficacité opérationnelle
afin de stimuler la chaîne maritime
et l'économie bleue

Tinubu Tasks African Leaders on Roles Of Blue Economy In AfCFTA



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Tin Can Island Port
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Rivers Port, Port-Harcourt
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Calabar Port Complex, Calabar
New Calabar Port Complex
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Cross-River State
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calabarinfo@nigerianports.org

Onne Port Complex, Onne
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Delta Ports, Warri
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A very happy 2024 to you all! It is with great delight that I welcome you to a year that promises to be exciting, and full of beautiful accomplishments especially for us in the maritime industry with the creation last year and now the unfolding of the activities of the Ministry of Marine and Blue Economy under the leadership of His Excellency Adegboyega Oyetola.

It is also most pleasing to contribute my little part to the NPT as acting Editor-in-Chief having served as the pioneer Editor and Deputy Editor-in-Chief of this very informative PR tool in previous years.

We ushered in 2024 after signing a performance bond with our CEO in the concluding part of 2023 and the NPT happens to be one of those deliverables that we must serve you our esteemed readers.

In this edition, we bring you some updates on the Authority's commitment to the newly-created Ministry of Marine and Blue Economy and highlights of NPA's many milestones towards ensuring its success at the ports.

You will also be reading some items on the very commendable and unprecedented revenue generation and contributions to the Consolidated Revenue Fund (CRF) by the Mohammed Bello Koko led Management.

"About Nigeria" brings you sights and sounds from Jigawa State of Nigeria, showcasing their rich cultural heritage and historical monuments.

Also, the Federal Government recently appointed two New Executive Directors for the NPA. We introduce them to you in this edition, featuring also the recently appointed Port Managers for the Tincan Island Port in Lagos, the Onne Port Complex and the Rivers Port, Port Harcourt.

Reflexions of the year 2023 are presented to you as Retrospect. Your regulars, Cuisine, Fashion etc are included for your reading pleasure.

Welcome to 2024.



Sarah K. Ballah (Mrs)
Ag. EDITOR-IN-CHIEF

OUR TEAM

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Chijoke Ukadike (Rivers Port)
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Message du poste de pilotage

Une bonne année 2024 à vous tous. C'est avec un grand plaisir que je vous souhaite la bienvenue à cette année qui se vaudra intéressante et pleine de beaucoup de belles réalisations surtout pour nous qui sommes dans la chaîne maritime avec la création l'an passé et les activités révélatrices du ministère de la marine et de l'économie bleue sous la direction de Son Excellence Monsieur Adegboyega Oyetola.

Nous avons également le plus grand plaisir de contribuer notre petite quote-part au bulletin d'information de l'Autorité portuaire en tant que rédacteur en chef par intérim ayant été dans le passé le Rédacteur et l'Adjoint au Rédacteur en Chef de cet outil très informateur de relations publiques.

Nous avons débuté l'année 2024 après avoir signé une garantie de bonne performance avec notre directeur général dans la dernière partie de 2023 et le bulletin d'information "NPT" par coïncidence est l'un des livrables que nous devons mettre à la disposition de nos chers lecteurs.

Dans la présente édition, nous vous apportons quelque mise à jour sur la préoccupation du ministère qui vient d'être créé voire le Ministère de la Marine et de l'Economie Bleue aussi bien que les points forts de beaucoup d'entre les réalisations de la NPA visant à assurer son succès dans les Ports.

Vous lirez aussi certaines choses concernant les efforts fort louables et sans précédents de la génération et des contributions au Fonds de Revenu Consolidé par l'équipe de gestion dirigée par Monsieur Mohammed Bello Koko.

L'article portant sur "Autour du Nigeria" vous permettra d'avoir des informations intéressantes concernant l'Etat de Jigawa, faisant état de leur patrimoine culturel et des monuments historiques.

Aussi le Gouvernement fédéral a-t-il nommé tout récemment deux nouveaux directeurs exécutifs pour l'Autorité portuaire. Nous allons vous les présenter dans la présente édition qui traitera également des directeurs portuaires pour le port de Tin Can Island à Lagos, le Complexe portuaire d'Onne et le Port du Rivers, Port Harcourt dans l'Etat du Rivers.

Les reflets de l'exercice 2023 sont présentés comme des rétrospections. Vos articles réguliers sur la cuisine, la mode, etc. ont été inclus pour votre confort de lecture.

Bienvenue à 2024.




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VISION
To be the Maritime Logistics Hub for Sustainable Port Services in Africa

MISSION
To Deliver Efficient Port Services in a Safe, Secure and Customer-friendly Environment

CORE ESSENCE
A National Brand Asset Anchored on Service Excellence

CORE VALUE
■ Security ■ Efficiency ■ Customer Satisfaction ■ Integrity
■ Safety ■ Collaboration ■ Innovation

FROM THE DESK OF THE CEO

Dear Colleagues,

On behalf of the management team, I welcome you all to the year 2024 and to say that it's been an honor thus far to lead such a competent team. Your dedication and commitment to standard work ethics and professionalism brought us great results in 2023, notably the generation of unprecedented revenue and increased contribution to the Consolidated Revenue Fund (CRF) to the Federal Government.

For the first time, our revenue generation peaked at the highest in the history of the Authority at the close of business on December 31st. This is especially noteworthy because we have increased our collection and surpassed our annual target. We also made the largest-ever contribution to the CRF in a single fiscal year during the same period. The increase in staff salaries in the year was a reflection of the above and our resolve to continue to do more for the workforce.

Following the coming of a new administration in May 2023, we have seen a restructured, focused and dedicated Ministry of Marine & Blue Economy and a couple of policy changes which include fuel subsidy removal and the floating of the currency. These policies impact port operations in more than one way and the Authority will support and join hands with the Hon. Minister, His Excellency Adegboyega Oyetola and the Ministry to achieve its mandate for the overall benefit of the Maritime industry.

Firstly, our 2024 revenue target has been reviewed upward to over N572.8 billion, and we signed a new Performance Bond with the Minister of Marine and Blue Economy, dovetailing from an earlier signed Bond between the Ministers and the President of the FGN. The aim is to achieve a set of deliverable which the respective Executive Directors and Heads of Divisions will cascade to you shortly. Therefore, all hands must be on deck to achieve these new objectives.

As a precursor to achieving these goals, we are sourcing low-cost funds to fully modernize our existing ports to accommodate modern cargo handling equipment, reduce vessel turn-around time, improve the berth occupancy factor, and increase competitiveness as almost every KPI in the Performance Bond we signed is hinged on port performance and improving port

competitiveness index.

Our effort to fully automate port operations is now coming to fruition. In the first quarter of 2024, we will complete the launch of an upgraded version of the Revenue Invoice Management System, RIMS 2.0, to address the shortfalls of the earlier version. The Port Community System which is supported by the International Maritime Organization will also go live this year to streamline port operations, improve data exchange and Port efficiency.

The effort to deploy VTS and harbour automation that are necessary to ensure security and safe navigation has reached advanced stage and will be deployed this year. Also in our bid to be scientific in our approach to port development, the National Ports Master plan will come into effect by June this year to guide our investment and expansion plans.

On our part, as Management, we will continue to provide you with all the necessary work tools to accomplish these set objectives. The importance of a conducive work space matters a great deal to staff productivity, and this is why we have enhanced the working environment at port locations and the Headquarters to foster growth and development. The other office locations will be fully rehabilitated this year.

For an extended period, the Authority has taken pride in its highly skilled workforce. In order to maintain this trajectory, we have given staff training, promotions, and other staff-related matters top priority in the 2024 budgetary provisions. Also, working with the Staff Union, we will be procuring more staff buses across all ports with additional routes to commute staff to work to ease the high cost of transportation.

Together, we must achieve and surpass expectations this year. We will also reward hard work while taking zero tolerance for under and non-performance. I implore you to give it your all this year and beyond as there is so much that we can accomplish collectively.

Congratulations on a successful 2023. I thank you for a job well done.

May the upcoming year bring many opportunities (work and personal) for growth and prosperity.

God bless us all
Happy new year



Mohammed Bello Koko
MD, NPA

MESSAGE DU BUREAU DU DIRECTEUR GENERAL

Chers collègues,

Au nom de l'équipe de gestion, je souhaite à vous tous une heureuse année 2024 et vous l'avoue que c'est un grand honneur pour moi d'avoir été à la tête d'une équipe si compétente. Votre dévouement et votre engagement vis à vis de l'éthique professionnelle normale aussi bien que du professionnalisme nous ont rapporté un grand résultat en 2023, voire la génération des revenus sans précédent et la contribution accrue au fond de revenus consolidé de l'état fédéral.

Pour la première fois, nos efforts de génération de revenus ont connu de plus grands essors dans l'histoire de l'Autorité portuaire à la clôture des activités le 31 décembre. Cette réalisation est d'autant remarquable du fait que nous avons accru nos collectes et dépassé notre cible annuelle. Nous avons également réussi à apporter la plus grande contribution au fonds de revenus consolidé dans une seule année fiscale sur la même période. L'augmentation au niveau du salaire du personnel au cours de l'année décollée est aussi un reflet de la brillante performance décrite en haut et un témoignage de notre détermination de faire un peu plus en faveur du personnel.

Suite à l'avènement d'une nouvelle administration en mai 2023, nous avons assisté à un ministère de la Marine et de l'Economie Bleue bien structure, focalisé et dédié et à un cocktail de changement politique dont l'enlèvement de la subvention sur le prix du pétrole et le maintien d'une monnaie flottante. Ces politiques ont des effets sur les opérations portuaires dans beaucoup de manières et l'Autorité est prêt à accompagner le Ministre, Son Excellence Monsieur Adegboyega Oyetola et le à réaliser son mandat pour la bonne marche de l'industrie maritime.

D'abord, le revenu attendu de nous en 2024 a été révisé à la hausse à plus de 572,8 milliards de naira et nous avons signé une nouvelle garantie de bonne exécution, émanant de la garantie précédemment signée avec le Ministre de la Marine et de l'Economie Bleue et le Président de la République. Le but est de réaliser une série d'objectifs dont les différents directeurs exécutifs et chefs de divisions vont bientôt vous donner les détails. Toutes les énergies vont alors devoir être mobilisées pour atteindre ces nouveaux objectifs.

En guise d'étape préalable à la réalisation de ces objectifs, nous sommes en train de rechercher des fonds à coûts bas pour moderniser entièrement les actuels ports afin de leur permettre de disposer des équipements de manutention modernes, réduire les délais de rotation des navires, réduire les délais de rotation des navires, améliorer le facteur d'occupation des postes à quai, et accroître la compétitivité puisque tous les indicateurs de performance dans la garantie de performance que nous avons signée sont basés sur la performance portuaire et l'amélioration de l'indice de performance portuaire parlant compétitivité.

Notre effort vis à vis de la pleine automatisation des

opérations portuaires est actuellement en train de porter des fruits. Lors du premier trimestre de 2024, nous allons réaliser le lancement d'une version mise à jour du système de Gestion des Factures fiscales, RIMS 2.0, pour aborder les inadéquations remarquées dans la version précédente. Le Système de la Communauté portuaire qui est appuyé par l'Organisation maritime internationale va aussi aider à harmoniser les opérations portuaires, améliorer l'échange des données aussi bien que l'efficacité portuaire.

L'effort visant à déployer le VTS et l'automatisation portuaire qui s'avèrent nécessaires pour assurer la sécurité et la sûreté maritime a déjà connu un niveau avancé d'exécution et la technologie sera déployée cette année. Aussi dans nos tentatives d'être scientifique dans notre approche au développement portuaire, le plan cadre national pour les ports entrera en vigueur en juin de cette année pour orienter nos plans d'investissement et d'expansion.

Pour notre part en tant que direction, nous continuerons à mettre à disposition tous les outils nécessaires à l'accomplissement des objectifs fixés. L'importance d'une espace de travail favorable compte beaucoup pour la productivité du personnel et c'est pourquoi nous avons amélioré l'environnement du travail dans les sites portuaires et au siège pour promouvoir le développement. Les autres bureaux seront réhabilités cette année.

Pendant une période prolongée, l'Autorité s'est félicitée de s'être dotée d'un effectif du personnel hautement compétent. Dans le but de maintenir cette trajectoire, nous avons accordé une grande priorité à la formation du personnel, à la promotion du personnel et à toutes les questions relatives au bien-être du personnel dans les prévisions budgétaires de l'exercice de 2024. Dans le même ordre d'idées, nous collaborons avec le syndicat des travailleurs et procurerons pour le bénéfice du personnel des bus partout dans les ports pour transporter le personnel afin de réduire le coût élevé du transport.

Ensemble nous nous devons la tâche de réaliser et dépasser nos attentes pour cette année. Nous allons également récompenser l'assiduité tout en déplorant la médiocrité. Je vous prie de bien vouloir donner de votre mieux cette année et dans les années à venir car il y a beaucoup de chose que nous pouvons réaliser lorsque nous travaillons ensemble.

Félicitations pour les réalisations enregistrées au cours de l'année 2023. Je vous remercie pour un travail bien fait.

Puisse l'exercice à venir nous rapporter beaucoup d'opportunités (parlant travail et personnel) pour plus de croissance et de prospérité.

Que Dieu vous bénisse tous.

Bonne et heureuse année !

Bello Koko:

Deepening Operational Efficiency to Boost Marine & Blue Economy

In this report, the Acting Editor-in-Chief, SARAH BALLAH, writes on how the Nigerian Ports Authority (NPA), under Mohammed Bello-Koko, has been placed on a sound footing to boost the marine and blue economy ministry, guarantee job creation, promote efficient port services, expand economic growth, and enthrone competitiveness. All these are aimed at ensuring Nigeria becomes the hub of maritime activities in the West and Central Africa sub-region.

There is no doubt that the management of the Nigerian Ports Authority (NPA) has laid a solid foundation and groundwork for the take-off of the marine and blue economy agenda of the President Ahmed Bola Tinubu led administration. This is evident by the promotion of operational efficiency and excellent service delivery at all seaports, to unleash the nation's marine and blue economy potential for job creation, economic recovery and growth.

Commending President Bola Ahmed Tinubu for the creation of the Ministry of Marine and Blue Economy and the appointment of a substantive Minister, in the person of His Excellency Adegboyega Oyetola to head the dedicated Ministry, NPA's Managing Director, Mohammed Bello Koko said:



“The creation of the Ministry of Marine and Blue Economy is a visionary move by Mr. President, and indicative of his readiness to optimise the multi-dimensional opportunities for wealth creation and national prosperity inherent in our rich maritime endowments. Away from the academic definitions, Marine and Blue economy simply refers to the entire gamut of opportunities for economic growth and other values derivable from the resources of the ocean. So we must commend Mr. President for rallying Nigeria in this sustainable direction.”

(Details on page 18)

Stakeholders said operational efficiency is essential for the Ministry of Marine and Blue Economy through the management of NPA to achieve its goals, stay competitive, and thrive in the fast-paced port business

environment.

Stakeholders emphasised that the Ministry of Marine and Blue Economy needs to prioritise operational efficiency in the NPA. This is crucial to enable the Agency attain its goals, remain competitive, and thrive in the dynamic port business environment.

Certainly, the more efficiently your port runs under a dedicated Ministry, the more effectively you can utilise resources, improve productivity, reduce costs, enhance importers and exporters’ satisfaction and ultimately achieve profitability and long-term success, which is the posture of the

Bello Koko led administration in NPA.

This explains why the management of the NPA has invested and is investing more in port infrastructure and equipment to drive the blue economy agenda of the Federal Government, make the ports competitive through the deployment of a three-pronged strategy of People, Technology and Infrastructure/equipment to turn the fortune of the country around and boost efficiency at every point of the port service value chain.

Nigerian seaports are the most important gateways to the nation’s economy. This is based on the fact that about 90 percent of import and export trade is transported by sea. That is why many are saying that the seaports are the second largest source of revenue for the government after the oil and gas sector.

No doubt, NPA’s operational efficiency and excellent performance are pivotal to President Bola Ahmed Tinubu’s vision of harnessing the nation’s marine and blue economy potential for job creation, economic recovery and growth.

According to stakeholders and operators in the maritime industry, Bello-Koko has moved beyond mere promises to add value and ensure efficient service delivery to customers. X-raying the port industry, stakeholders who spoke with the NPT in separate interviews, were unanimous that a new paradigm shift in public resource management is governing the affairs of the NPA in terms of port facilities, revenue generation and operational efficiency.

What Is Operational Efficiency?

Operational efficiency refers to the ability of the management of any port (including the NPA) to optimise its internal processes, resources, and systems to achieve maximum productivity and output while minimising costs. It involves streamlining workflows, eliminating bottlenecks, and making effective use of available



resources to deliver goods or services in the most efficient and effective way possible.

Findings revealed that the NPA has achieved a lot under the management team led by Mohammed Bello-Koko. This is based on the fact that organisational efficiency always takes into account a number of aspects relating to an agency's business operations. Specifically, as it relates to the NPA stakeholders say these include - process optimisation, resource management, people operations, workforce productivity, supply chain management, technology, and overall performance.

According to a maritime analyst and banker; Mr Gbolahan Aladejobi : "Apart from identifying the pivotal role that the maritime industry and the port play in the actualisation of the fundamental objectives of the Economic Recovery and Growth Plan (ERGP), Bello-Koko knows that not less than 85 per cent of the nation's external trade passes through the seaports, hence his decision to promote initiatives that will boost port efficiency and trade facilitation to satisfy customers and generate adequate revenue for the government".

Why Is Measuring Operational Efficiency So Important To The NPA?

A maritime lawyer; Mr Muhammed Oluwaseyi, said: "Measuring operational efficiency is essential to the current management of NPA, for several reasons. Firstly, it allows the apex maritime agency (NPA) to identify areas of improvement and optimise its operations. For example, NPA's management might detect that a specific team has an overly high workload that is affecting its productivity. However, by restructuring the workforce and redistributing tasks, the management can make sure that work is shared more fairly among team members. This, in turn, could help the teams work more efficiently, reduce bottlenecks, lower costs, and increase productivity; which the efficient port service Bello Koko is championing in NPA is all about

"Also, measuring operational efficiency provides NPA with valuable insights into its performance and helps it



Minister of Marine & Blue Economy, Adegboya Oyetola (Middle), ND NPA (3rd left) with marine pilot of NPA during a recent visit to the ports

make data-driven decisions. It will help it to compare its output against competitors and industry benchmarks and set long-term benchmarks for improvement. Also, tracking key efficiency metrics makes it easier for the NPA to identify trends, patterns, and potential bottlenecks early on. That way, it is possible for Bello-Koko to implement corrective measures and avoid potential issues before they become a problem for his agency.

"Therefore, Bello Koko has taught us and the terminal operators that keeping track of your operational efficiency helps promote a culture of continuous improvement within your organisation. It encourages your workforce to focus on identifying and implementing process enhancements, fostering innovation, and increasing the competitiveness of your port and terminal.

"It is as a result of this that it is possible for the current Management of the NPA to easily adapt to changing market conditions, improve customer satisfaction, and achieve sustainable growth which we are witnessing in NPA." Oluwaseyi added that,



of the channels.

“Towage service determines the efficiency of any port as it ensures expeditious passage of vessels in channels and safety in berthing them. Therefore, we have no doubt that NPA is now more determined to ensure the continuous improvement of the state of equipment at the ports, ensuring the effective management of channel depths as well as constant upgrading of port infrastructure to meet the demands of their customers.”

Human Factors Influencing Operational Efficiency At The Port

Findings show that the knowledge, skills motivation, and engagement of employees play a crucial role in the new lease of operational efficiency at the NPA to boost activities and revenue at the Marine and Blue Economy Ministry.

A former President of the Association of Nigerian Licensed Customs Agents (ANLCA), Prince Olayiwola Shittu said, hiring and retaining talented individuals, providing training and development opportunities, fostering a positive work culture, and promoting effective communication and teamwork by the Bello Koko led administration in NPA has

contributed to improved operational performance the country is currently witnessing in NPA.

Shittu also pointed out that organisational structures, clear roles and responsibilities given to NPA officials, efficient decision-making processes, streamlined workflows, and focus on process improvement are the platforms NPA is using to promote operational efficiency.

According to him: “A well-designed and coordinated organisation ensure that resources are allocated effectively, tasks are executed smoothly, and

operational goals are aligned with overall strategic objectives.

Shittu also pointed to how the adoption and utilisation of appropriate technologies can greatly enhance operational efficiency.

“The automation, digital tools, data analytics, and integrated systems introduced by the management of NPA has enabled the agency to streamline its

We have no doubt that NPA is now more determined to ensure the continuous improvement of the state of equipment at the ports

“since his appointment as Acting Managing Director in 2021, Bello-Koko has been ensuring that vessel owners, terminal operators, port users and other stakeholders are enjoying better service delivery from the NPA.

Oluwaseyi and other stakeholders who spoke with the NPT agreed that, since he came into office, Bello-Koko has deployed a three-pronged strategy of People, Technology/Infrastructure and Equipment to boost port efficiency and make the port the logistics hub in the sub-region.

He said, “The Nigerian Ports Authority (NPA), which serves as both the landlord and technical regulator after the ports were concessioned, has through its regulatory functions under Bello-Koko not only ensured that terminal operators deploy the necessary infrastructure and equipment needed to deliver efficient services to port users and ensure ease of doing business, but also has gone further in keeping its part of the concession agreement, which includes investment in marine side infrastructure such as tugboats and dredging



Tug boat in operation

processes, improve data management, faster communication, and real-time monitoring,” he said.

Investigation conducted by the NPT revealed that embracing technology by the management has helped the NPA to optimise resource allocation, reduce human error, and facilitate data-driven decision-making.

“Before you can improve operational efficiency, you first need to know where you stand. In other words, you need to identify the current state of your organisation’s operations. This involves conducting a comprehensive assessment of various aspects of your business. This will usually include your internal processes, workflows, resource allocation strategies, performance metrics, and employee engagement levels. To gain a clear understanding of your organisation’s strengths and weaknesses the way Bello Koko and his team have done in recent times, you will identify areas for improvement

and develop targeted strategies to enhance overall efficiency that is necessary for optimal revenue generation.

What Bello Koko Said:

Within the first half of 2023, the Bello Koko-led transformation, re-engineering and repositioning of the NPA triggered fundamental changes at the NPA and will automatically promote the marine and blue economy of the country.

Speaking on the need to revamp most of the country’s existing port infrastructure, most of which were built over 50 years ago, Bello-Koko said: “I want to bequeath a legacy of rehabilitated port infrastructure with the right marine equipment and that is what we are already working on. Discussions have started in terms of the design; we have not got

the full designs for Tin Can Island Port.”

“The design is going to be on how it will be reconstructed, what will be the likely cost of the reconstruction and we will do the same for the Apapa Port. We would not mind if it is what would require us to provide the guarantee for the funds, but discussions are ongoing.

“We are urging Bua Sugar Refinery to reconstruct the collapsed berths at the Rivers Ports and the company has submitted the external drawing and we are vetting it. If we are able to achieve all these, we would have achieved a lot. We are pursuing massive rehabilitation of port infrastructure and under it, we have the construction of deep seaports in the country; it is an all-encompassing programme.

“We have also done a lot to improve salaries, emoluments and other welfare issues and we are still doing more. Prior to this time, the last time salaries were reviewed in NPA was in 2004 and so we are working towards more improvements in welfare of the workers. All these are my legacies I want to bequeath to the industry and I want you to hold me responsible for that.”

Speaking with journalists in Lagos, Bello Koko disclosed that NPA generated a total revenue of N191.43 billion from its operations during the first half of 2023. Within the same period, it remitted N55.712 billion to the Consolidated Revenue Fund (CRF) of the Federation.

These disclosures were contained in a half-year 2023 performance report released by the NPA Managing Director.

According to him: “Viewed within the context of current global economic upheavals which have affected trade volumes in all climes, our current growth trajectory is encouraging and gives us confidence to project a revenue growth of over 500 billion with concomitant increase in remittance to CRF by end-of-year 2023, given that shipping activities peak around the second half of the year. Also, our 2024 revenue target has been revised upward to over N572.8 billion and we signed a new performance with the Hon. Minister of Marine and Blue Economy.

“The smart policy thrust of the new administration which is already throwing up new vistas of growth further lends credence to the feasibility of our projections and gives fillip to our organizational initiatives.”

He added that, “the operationalisation of Lekki Deep Seaport, expected restoration of the service boat



**Oyetola (right) and Bello Koko (left)*



We have also done a lot to improve salaries, emoluments and other welfare issues and we are still doing more

management contract, digitalisation and intensified tightening of collections mechanisms will boost our confidence of meeting and indeed exceeding the revenue projections.”

“The Authority has completed operations on a total number of 1,851 vessels for the 1st half of 2023 with a combined Gross Registered Tonnage (GRT) of 57,870,083. Cargo throughput for the period under review stood at 33,895,784 metric tonnes, whilst container traffic was 707,985 TEUs (Twenty-foot Equivalent Units).”

“A key indicator of port efficiency which is the average turn-around-time (TAT) of vessels, stood at 5.16 days. This is an improvement and we have put measures in place to surpass it in the second half of 2023.”

Also another maritime lawyer, Feyi Adewale said the appointment of Bello Koko has a number of achievements well tucked in its kitty.

A glance at the list of his achievements, Adewale said, shows clearly that there is a new paradigm of public finance management, which is a common streak that runs through the entire gamut of the Authority.

Also, credible reports from stakeholders indicate a consistency in operational excellence and a commitment by the management to sustain processes that aid it in the achievement of the

same.

He stated that, “the NPA management, on Bello-Koko’s watch, has been surefooted in moving beyond rhetoric to value addition and delivery. The positive sentiments and strong narratives about the verifiable milestones are attributable to Bello-Koko’s pedigree as a shrewd finance sector player. His hands-on public sector experience as Executive Director Finance and Administration at the NPA was the substructure of the leadership and management superstructure that is writ large in administration of the NPA.”

The maritime lawyer pointed out that “as soon as he assumed the leadership reins, Bello-Koko brought his gravitas to bear on the management team, providing guidance on how to leverage every available resource to leapfrog the Authority’s revenue to unprecedented levels.

“For instance, the people strategic approach was a prompt response to the human resource imperative. The Authority has secured the necessary approvals for the increase in salary of its employees which had stagnated for over 15 years. The combination of improved operational performance of the ports, tightening of collection mechanisms, plugging of income leakages and debt recovery resulted in unprecedented revenue generation and remittances to the Consolidated Revenue Fund (CRF) of the Federation, with revenues steadily growing from N317bn in 2020, N333.5bn in 2021, to N361bn in 2022; and remittances progressively soaring from N80bn in 2020 to N93.4bn by financial year end 2022. It is also no longer news that the Authority surpassed these levels in 2023 based on the sum of about N90bn already contributed into the CRF for January to August 2023 and the over N500 billion by the end of the year 2023 which is rooted in the prompt response to the human capital needs”, he affirmed.

Report From Bureau For Public Service Reforms:

Confirming the effectiveness and efficiency of the Authority’s fresh initiatives, the Bureau for Public Service Reforms (BPSR), in its 2023 evaluation of Government agencies, adjudged the NPA as a level 5 “Platinum Level” Organisation due to the provision of an enabling environment for exceptionally high quality of work in all essential areas of responsibility, resulting in an overall quality of work that is superior, exceptional, and unique.

The NPA was intentional in deploying its strategic development and growth approaches in primary and prioritised areas of focus. Consider this: to stem capital flight in the face of dwindling foreign exchange earnings, the Authority reconstructed dockyard training school, expanded the bridge simulator at the Port Training Institute and equipped it to international certification standards, thus



**Operational facility in Lekki Port*

making it unnecessary to send employees for training overseas, thereby saving the country FOREX that would have been expended on foreign training.

Industrial harmony in NPA:

Inextricably linked with or intertwined with the component of people or human capital management is the administration’s realization that there is a cost attached to every hour lost to industrial disharmony. This has motivated management’s sustained engagements with the Senior Staff Association of Statutory Corporations & Government Owned Companies (SSASCGOC: TUC), Maritime Workers Union (MWUN:NLC) and other ancillary sector unions, and the motivation has, in a utilitarian fashion, culminated in the industrial harmony being witnessed in the entire NPA. Remarkably, the NPA, also in keeping with International Maritime Conventions (IMO) on Shore Leave for Seafarers, recently reconstructed and equipped the Mission to Seafarers (MTS) facility in Lagos with best-of-its-kind in the region. The MTS is a global index of port rating and national reputation.



The NPA was intentional in deploying its strategic development and growth approaches in primary and prioritised areas of focus.



Manifest and Ship Entry Notice (ESEN), deployed electronic Traffic Management System (e-Call Up), operation of Oracle Financials and Oracle HR and the Authority is on track for the procurement of software for harbour automation as well as implementing an Authority-wide equipping and strengthening of Radio Signal Stations. Adjunct, to assure Domain Awareness Capability to enable the Authority guide and provide safety information to vessels within its channels and ports approaches in line with the Safety of Lives at Sea (SOLAS) convention, the Bello-Koko management partnered with the NLNG Ship Management Ltd (NSML) for the deployment of Vessel Traffic Service which at press time was at its conclusive stage.

Infrastructure Development:

The Maritime lawyer Adewale and other stakeholders told the NPT that the current management of NPA is sharply focused in its pursuit of infrastructure development and equipment procurement. "This is quite understandable because port sustainability is dependent on quality infrastructure and equipment. While awaiting the necessary approvals for the funding of the reconstruction of the aged Tin Can Island Ports Complex and

rehabilitation of challenged aspects of all Port locations, the current Management team had, in the period under review, undertaken commendable steps in this direction in several ways, with the acquisition of first-of-its-kind in Africa marine crafts such as the recently inaugurated two units of Azimuth Stern Drive (ASD) 8213 model 80 Ton Bollard Pull Tugboats to enable the berthing of very large vessels of 300 metres LOA and above; equipping and operationalization of state-of-the-art Control Towers for Lagos and Tin can Island Port Complexes; and, procurement and deployment of Security Patrol Boats (SPBs) across all Port locations leading to enhanced channel security and address incessant attacks of vessels along the channels and at ports' waterfronts, which has resulted in unprecedented cargo traffic in the Eastern Ports, especially Onne Port Complex," the lawyer said.

Findings also revealed that infrastructure at Terminal 'B', Berths seven and eight, Onne Port Complex is being developed through PPP investment by Messrs WACT Nigeria Limited in excess of \$110 million over a period of two years. This has so far achieved 62 per cent completion. Approval was granted to Messrs Ringadars for the construction of a 6,000 metric tonnes Bitumen Tank in Rivers Port Complex to improve the company's bitumen storage capacity, which will ease their operations and have an impact on the infrastructural development of the South-South. The construction is nearly completed.

The NPA has also acquired two brand new 80-tonne

Using Technology To Promote Efficiency:

NPA has also been topnotch on the technology score, having realised and leveraged technology for port efficiency. Its sustained update of port systems automation as well as the ongoing collaboration with the IMO for the development of the Port Community System (PCS) signposts the current Management team's seriousness to advance Nigeria's trade fortunes. The PCS which lays the groundwork for the National Single Window (NSW) - the global benchmark of port efficiency, is a sector-specific automated system that eases information exchange between and among all parties that have activities related to the seaports.

Findings have shown that the NPA has also been at the forefront of measurable actions and steps necessary to operationalise the PCS. Although, the PCS, by its operational dynamics, requires multi-agency actions, which have been time-consuming, the NPA, as Nigeria's foremost trade facilitation platform, has through advocacy and collaborations fast-tracked the process and, as of date, completed the second phase of the consultancy under the technical guidance of the IMO.

Enthronement Of Transparency:

The management of NPA has also enthroned transparency and eliminated opacity through the completion of the automation of port-ship reception and billing payment with the Revenue Invoicing and Management System (RIMS), Deployment of Electronic

Bollard Pull Tugboats, christened M.T MAIKOKO and M.T DA-OPUKURO, constructed by world's renowned shipyard Damen, to complement its existing fleet of tugs. This is with a view to boosting marine, harbours and towage services. The decision of the management, which was then less than six months to acquire these state-of-the-art crafts and the first of its kind in the entire African continent, stemmed from the huge embarrassment in the handling of the Egina integration project, which was carried out at the Lagos Deep Offshore Logistic Zone LADOL, where the country had to hire a tug boat of lesser capacity from one of the African neighbours because Nigeria had none in its fleet.

The vision and future-driven management of NPA's Managing Director, therefore, decided to acquire such tugs with higher capacity, considering then that the Lekki Deep Seaport was about to be commissioned.

Under the current management, NPA is also working with the International Maritime Organisation to evolve a Port Community System, which would integrate other pockets of automated systems in the industry under one umbrella to enhance speed and lower cost. The list is endless.

According to him, "We are currently understudying what has been done in some of the most efficient seaports in the world. Something that we can say, this is it; that is the Community Port System and Harbours automation because we have come to the full realisation that no seaport can achieve efficiency without automating the systems."

No doubt, it is evident that the country is already beginning to enjoy the benefits of these huge investments in port infrastructure renewal. The recent return of the transshipment cargo from some landlocked African countries, which were hitherto lost to Republic of Benin and Togo, is part of the testaments to this. The return of the transshipment cargo follows the improved efficiency, especially in terms navigation, lower turnaround time of vessels, and improved cargo dwell time, among several others.

No wonder, the Federal Government approved \$1.1 billion to enable the NPA to embark on significant upgrade of seaports in the country to boost their competitive advantage. This is in tandem with the desire of the Bello-Koko management to further boost the country's trade competitiveness.

Modern Equipment Acquired For Warri, Calabar, Onne, Others

The Authority also acquired more Harbour Crafts (Tugboats, Pilot Cutters) to eliminate delays associated with berthing and sailing of vessels and improve efficiency at the Ports; procured and installed Navigational aids and Buoys for Warri and Calabar Pilotage Districts, for proper channel marking

and route mapping; completed the Road Network for the integration of Berth 9/10, &11 at Federal Ocean Terminal, Onne Port; procured and installed Marine Fenders Authority-wide, to boost the overall integrity of the quay facilities and serve as a precautionary measure to prevent any form of accident arising from direct vessel impact on the quay wall; completed consultancy services for the shore protection and rehabilitation of the Escravos breakwaters; as well as surveyed and mapped Warri Pilotage District from Fairway Buoy-Warri-Sapele up to Koko Port to the prescribed standards of the United Kingdom Hydrographic Office (UKHO) Charts, which had been left unattended for decades.

The list of the Authority's achievements appears inexhaustive, which speaks to the accountable, committed and shrewd leadership of Bello-Koko in a little over two years in office.

The three-pronged transformational strategy under Bello Koko Management has culminated in the actualization of new ports development, trade facilitation / promotion of export /revenue and employment generation and diversification of revenue sources. Indeed, in a bid to position Nigeria to optimize the comparative advantages that the nation's maritime endowments as a littoral nation confers, the Authority provided the technical guidance and fast-tracked the approval processes responsible for the commencement of operations of Nigeria's first Deep Sea Port- Lekki Deep Sea Port -which doubles as Nigeria's first fully automated port at take-off. The Lekki Deep Sea Port laid the groundwork for the Federal Executive Council (FEC) approval of Badagry Deep Sea Port, Ondo Deep Sea Port, Snake Island and Koko Port in Delta State.



The Federal Government approved \$1.1 billion to enable the NPA embark on significant upgrade of seaports in the country to boost their competitive advantage.

Trade Facilitation Policy Of NPA And Strengthening The Value Of The Naira:

Through Trade Facilitation/Promotion of Export/Revenue & Employment Generation, the Authority, cognizant of the importance of balance of trade in strengthening the value of the Naira, certified and licensed ten (10) Export Processing Terminals (EPTs) in Lagos and Ogun states in the first instance. The EPTS was conceptualized to eliminate all procedural bottlenecks that hitherto made Nigerian exports uncompetitive in the international marketplace. Furthermore, the Authority, in the period under review, also successfully enforced the Stevedoring Regulations, in addition to deepening professionalism and adherence to global best practices in the maritime sector, created jobs and wrested huge revenue from International Oil Companies (IOCs) that were hitherto lost.



Operational activity in Lekki Port

Barge Operations Services:

The Barge Operations services, which, apart from reducing pressure on the roads, have grown into a N2billion yearly generation business both from direct investment and accompanying externalities; licensing of additional truck parks to increase capacity of truck parks servicing the Lagos Ports, to achieve significant reduction in truck turn-around time due to successful implementation of the E-Call Up System; and enforcement of Minimum Safety Standards on trucks, which stipulates that all trucks accessing the Ports are inspected, certified, and issued safety assurance identification. There is a 65% reduction in the number of accidents recorded, arising from improved standards of trucks operating within the Port premises. There is also standardization of operational procedures for different activities such as barging, private jetties, pilotage, vessel berthing/sailing etc.

In the face of scarce resources to bolster the national economy, the NPA management, under Bello-Koko's watch, diversified revenue sources in the context of the reinvigorated capacity optimization drive of the new Ministry of Marine and Blue Economy under the visionary ministerial direction of former Governor of Osun State, Hon Adegboyega Oyetola.

Value To The National Economy:

As part of efforts to surpass the revenue performance, Bello-Koko and his team are already looking beyond sole dependence on revenue from core port operations. They have already put modalities in place to create jobs and add value to the national economy from the following alternative sources of revenue through Public Private Partnerships, to wit: Ports Independent Power Production; Bunkering Stations, Fallow Lands for Logistics/Real Estate, Fresh Water Provision, Ship Repairs and Maintenance, and Tourism and Hospitality, among

others.

Last Line:

Appraised from whichever angle(s), it is clear that the NPA, under Bello-Koko, has been placed on a sound footing to guarantee growth, competitiveness, and future readiness to maximize opportunities inherent in the African Continental Free Trade Area (AfCFTA) Agreement through the hosting of the 43rd Annual Council of the Port Management Association of West and Central Africa (PMAWCA) conference in Lagos, Nigeria.

Although Nigeria's President, Bola Ahmed Tinubu, was not at the event, the message he sent resonated with participants and became a matter for discussion and adoption thereafter.

At this epoch-making event, President Bola Ahmed Tinubu urged African leaders to prioritise the Blue Economy to boost job creation and take Africans out of the economic woods. The President, who was represented by the Minister of Marine and Blue economy, Adegboyega Oyetola, underscored the critical role of the Blue Economy and port development for the prosperity of African nations, He emphasised that the sector holds immense potential for the West and Central Africa, when the governments of the region key into the Blue Economy initiative and ensure that the ports are fully automated.

President Tinubu also urged other African leaders to create the Ministry of Marine and Blue Economy in their various countries and tap the opportunities in it through the platform of the African Continental Free Trade Area (AfCFTA) to boost the economy of the region.



MD NPA Mohammed Bello Koko

Creation of the Ministry of Marine and Blue Economy a visionary move — Bello Koko

Nigeria through its Port Regulatory Agency had a remarkable year 2023. The NPA under the leadership of the Managing Director, Mohammed Bello Koko embarked on new ventures, expanded its operational frontiers, and embraced technological innovations, all while staying true to its core values and mission. His commitment towards enhancing efficient Port operations within the West and Central Africa to meeting International best practices cannot be overemphasised.

Excerpts from an interview conducted with the MD NPA Mohammed Bello Koko by the editorial team of NPT reveal some of his thoughts on the Minister of Marine and Blue Economy.

What is your take on the creation of the Ministry of Marine and Blue Economy?

The creation of the ministry of Marine & Blue Economy is a visionary move by President Bola Ahmed Tinubu which is indicative of his readiness to optimise the multi-dimensional opportunities for wealth creation and national prosperity, inherent in our rich maritime endowments. Away from the academic definitions, Marine and Blue economy simply refers to the entire gamut of opportunities for economic growth and other values derivable from the resources of the ocean. So we must commend Mr President for rallying Nigeria in this sustainable direction.

So far, what is your assessment of the ministry?

Although still nascent, the ministry of Marine & Blue economy under the forward-looking leadership of His Excellency, Adegboyega Oyetola CON has already demonstrated its readiness to fulfil Mr President's mandate for the improvement of lives and livelihood. As you know, the seaports which are the gateways to the national economy constitute critical success factors to the overall government agenda for national economic prosperity. So whether you want to look at it from the point of view of new ports development which the ministry has already delivered upon with the operationalisation of Lekki Deep Seaport, Approvals for Badagry, Ondo, Snake island and Koko port etc or you want to look at it from the prism of reconstruction and development of existing boards, such as the almost concluded 1.1 Billion dollars funding of the construction of Tincan Island Ports and comprehensive rehabilitation of Apapa, Rivers, Onne, Delta and Calabar ports complexes or you want to take cognisance of state-of-the-art infrastructure and equipment renewal such as the acquisition and deployment of first-of-its-kind in Africa 80 tons bollard pool Azimuth Stern Drive (ASD) tugboats, marine crafts, control towers, navigational aids and fenders or you want to assess from the point of view of automation which is the lunch-pin of ports efficiency where the Nigerian Ports Authority has, under the auspices of the ministry reached the final phase of consultancy for the deployment of the Ports Community System (PCS) under the technical guidance of the International Maritime Organisation (IMO) or indeed you want to base your assessment on ports rating where we have recently fulfilled a global index of port rating with the reconstruction and commissioning of a regional best-in-class Mission to Seafarers (MTS) facility in Nigeria. The ministry is in fundamental terms poised to exceed expectations.

How can the Blue Economy contribute to the nations' GDP?

With Gross Domestic Product (GDP) being the total values of goods and services produced in a country less

income from foreign investment, the innovative efforts of the Nigerian Ports Authority at growing exports are pivotal to advancing the GDP of Nigeria. In fact, a country's balance of trade is a crucial determinant of that country's economic well-being. In cognisance of this fact, the NPA has licensed 10 Export Processing Terminals (EPT) in the first instance spread across Lagos & Ogun state. This EPTs which is a one-stop shop for the stuffing, packaging, registration, certification and consolidation of all exports were put in place to eliminate all procedural bottlenecks and attendant delays that hitherto rendered Nigerian exports uncompetitive in the international marketplace. For maximum impact and hinterland connectivity, we have linked these EPTs with Domestic Export Warehouses (DEWs) in partnership with Nigerian Export Promotion Council (NEPC). This initiative is playing a very significant role in the positive increment being recorded in our non-oil export numbers.

When are the ports going to be fully automated?

As I earlier mentioned, automation is the catalyst of port efficiency and the importance of this has never been lost on this management. Hence, our aggressive pursuit of the implementation of the Port Community System (PCS) under the technical guidance of the International Maritime Organisation (IMO). Although the PCS requires multi agency actions to be implemented, the NPA is taking the frontline role as Nigeria's foremost trade facilitation platform because we are convinced that the PCS lays the groundwork for the National Single Window (NSW) which is germane to position Nigeria to maximally optimise the comparative advantages of our huge population and market. So while I cannot put a definite date to it because it does not start and end with Nigerian Ports Authority I can say that we are closer to full automation than we have ever been and we will not rest until it is achieved in no distant time.

Is the Nigerian Ports Authority ready to support the revenue generation drive of the current National Government?

A combination of improved operational performance of the ports, tightening of collection mechanisms, plugging of income leakages and debt recovery resulted in unprecedented revenue generation and remittances to the Consolidated Revenue Fund (CRF) of the federation, with revenues steadily growing from 317Billion Naira in 2020, 333.5 Billion Naira in 2021, to 361Billion Naira in 2022; and remittances progressively soaring from 80Billion Naira in 2020 to 93.4Billion Naira by financial year end 2022, which we are poised to surpass in 2023 based a total remittance thus far in 2023 of the sum 108Billion Naira.

The Management of the Authority remains unwavering in its resolve at continuously blocking all avenues of income leakages, curbing waste, tightening collection mechanisms and improving operational efficiency in a bid to meet and indeed exceed stakeholders' expectations.



Automation is the catalyst of port efficiency and the importance of this has never been lost on this management

Bello Koko:

Renforcer l'efficacité opérationnelle afin de stimuler la chaîne maritime et l'économie bleue

Dans ce rapport, la rédactrice en chef par intérim, SARAH BALLAH, explique la façon dont l'Autorité portuaire du Nigeria (NPA), sous la houlette de Mohammed Bello-Koko, a été placée sur de solides bases afin de stimuler la chaîne maritime et l'économie bleue du Nigeria, garantir la création d'emplois, promouvoir l'efficacité des services portuaires, développer la croissance économique et renforcer la compétitivité. Tout cela a pour objectif de faire en sorte que le Nigeria devienne la plaque tournante des activités maritimes dans la sous-région de l'Afrique de l'Ouest et du Centre.

Il ne fait aucun doute que la direction de l'Autorité portuaire du Nigeria (NPA) a posé de solides bases pour le décollage du programme portant sur les activités maritimes et l'économie bleue de l'administration dirigée par le président Ahmed Bola Tinubu. Cela se traduit par la promotion de l'efficacité opérationnelle ainsi que l'excellence dans les prestations de services dans tous les ports maritimes, afin de libérer le potentiel de l'économie marine et bleue du pays en matière de création d'emplois, de reprise économique et de croissance.

Félicitant le président Bola Ahmed Tinubu pour la création du ministère de la Marine et de l'Économie bleue ainsi que la nomination d'un ministre, en



la personne de Son Excellence Adegboyega Oyetola à la tête de ce ministère, le directeur général de la NPA, Mohammed Bello Koko a déclaré que : « La création du ministère de la Marine et de l'Économie bleue est un geste visionnaire de la part de M. le Président qui témoigne de sa volonté d'optimiser les possibilités multidimensionnelles de création de richesse et de prospérité nationale inhérentes à nos riches ressources maritimes. Loin des définitions académiques, l'économie marine et bleue fait simplement référence à l'ensemble des opportunités de croissance économique et autres valeurs dérivées des ressources de l'océan. Nous devons donc saluer M.

le Président d'avoir engagé le Nigeria dans cette direction viable. (Détails à la page 18).

Les parties prenantes ont laissé entendre que l'efficacité opérationnelle est essentielle pour que le ministère de la Marine et de l'Économie bleue par le biais de la gestion de la NPA puisse atteindre ses objectifs, rester compétitif et prospérer dans un environnement commercial portuaire en perpétuelle évolution.

Les parties prenantes ont notifié que le ministère de la Marine et de l'Économie bleue doit donner priorité

à l'efficacité opérationnelle au sein de la NPA. Cela est crucial pour permettre à l'Agence d'atteindre ses objectifs, rester compétitive et prospérer dans l'environnement commercial dynamique du port.

Certes, plus votre port est géré efficacement sous la tutelle d'un ministère, plus vous pouvez utiliser efficacement les ressources, améliorer la productivité, réduire les coûts, accroître la satisfaction des importateurs et exportateurs et, en fin de compte, générer profit et succès sur long terme, ce qui est la posture de l'administration dirigée par Bello Koko à la NPA.

Cela explique pourquoi la direction de la NPA a investi et continue d'investir dans les infrastructures et équipements portuaires afin de pousser dans le sens de la marche l'agenda de l'économie bleue du gouvernement fédéral, rendre les ports compétitifs grâce au déploiement d'une stratégie en trois volets (personnel, technologie et infrastructure/équipement) pour redresser la situation du pays et accroître l'efficacité à chaque maillon de la chaîne de valeurs des services portuaires.

Les ports maritimes nigériens sont les portes d'entrée les plus importantes de l'économie du pays. En effet, environ 90 % des importations et des exportations se font par la mer. C'est pourquoi nombreux sont ceux qui affirment que les ports maritimes constituent la deuxième source de recettes du gouvernement après les secteurs pétrolier et gazier.

Il ne fait aucun doute que l'efficacité opérationnelle ainsi que l'excellence dans les prestations de la NPA sont essentielles à l'atteinte de la vision du président Bola Ahmed Tinubu qui consiste à exploiter le potentiel de l'économie marine et bleue du pays pour la création d'emplois, la reprise économique et la croissance.

Selon les parties prenantes et les opérateurs du secteur maritime, Bello-Koko a dépassé le stade des simples promesses d'apporter une



valeur ajoutée et garantir l'efficacité des prestations de services aux clients. Scrutant l'industrie portuaire à la loupe, les parties prenantes qui se sont entretenues à tour de rôle avec la NFT ont été unanimes sur le fait qu'il y avait un changement paradigmatique dans la gestion des ressources publiques au sein de la NPA en termes d'installations portuaires, de génération de revenus et d'efficacité opérationnelle.

Qu'est-ce que l'efficacité opérationnelle ?

L'efficacité opérationnelle fait référence à la capacité de la direction de n'importe quel port (y compris celui de la NPA) à optimiser ses processus, ressources et systèmes internes pour atteindre une productivité et un rendement maximaux tout en minimisant les coûts. Cela implique la rationalisation des flux de travail, l'élimination des goulots d'étranglement et l'utilisation efficace des ressources disponibles pour fournir des biens ou services de la manière la plus efficiente et efficace possible.

Les résultats ont révélé que la NPA a enregistré plusieurs accomplissements sous l'égide de l'équipe de gestion dirigée par Mohammed Bello-Koko. Ceci repose sur le fait que l'efficacité organisationnelle prend toujours en compte un certain nombre d'aspects liés aux opérations commerciales d'une agence. Plus précisément, en ce qui concerne les acteurs du NPA, celles-ci incluent l'optimisation des processus, la gestion des ressources, les opérations du personnel, la productivité de la main-d'œuvre, la gestion de la chaîne d'approvisionnement, la technologie et la performance globale.

Selon un analyste du secteur maritime et banquier ; M. Gbolahan Aladejobi : « Au-delà de l'identification du rôle central que jouent l'industrie maritime et le port dans l'actualisation des objectifs fondamentaux du Plan de Relance et de Croissance Économique (ERGP), Bello-Koko sait que pas moins de 85 pour cent des échanges extérieurs du pays passent par les ports maritimes, d'où sa décision de promouvoir des initiatives qui renforceront l'efficacité portuaire et



Minister of Marine & Blue Economy, Adegboya Oyetola (Middle), ND NPA (3-left) with marine pilot of NPA during a recent visit to the ports

faciliteront le commerce afin de satisfaire les clients et générer des revenus adéquats pour le gouvernement ».

Pourquoi la mesure de l'efficacité opérationnelle est-elle si importante pour la NPA ?

Un avocat du droit maritime; M. Muhammed Oluwaseyi a confié : « Mesurer l'efficacité opérationnelle est essentiel à la gestion actuelle de la NPA, pour plusieurs raisons. Premièrement, cela permet à l'agence maritime faitière (NPA) de déceler les domaines d'amélioration et d'optimiser son fonctionnement. Par exemple, la direction de la NPA peut déceler qu'une équipe donnée a une charge de travail trop élevée, ce qui affecte sa productivité. Cependant, en restructurant les effectifs et en redistribuant les tâches, la direction peut s'assurer

que le travail est partagé plus équitablement entre les membres de l'équipe. Cela pourrait aider les équipes à travailler plus efficacement, réduire les goulots d'étranglement, réduire les coûts et accroître la productivité ; ce qui est l'objectif du service portuaire efficace que Bello Koko défend notamment la NPA.

« En outre, la mesure de l'efficacité opérationnelle fournit à la NPA des informations précieuses sur ses performances et l'aide à prendre des décisions fondées sur des données. Cela l'aidera à comparer son rendement à celui de ses concurrents et aux références du secteur et à établir des références en matière d'amélioration à long terme. En outre, le suivi des principales mesures d'efficacité permet à la NPA d'identifier plus facilement les tendances, les modèles et les goulots



des ports, a non seulement, grâce à ses fonctions de réglementation sous Bello-Koko, veillé à ce que les opérateurs de terminaux déploient les infrastructures et l'équipement nécessaires pour fournir des services efficaces aux usagers du port et garantir la facilité à faire des affaires, mais est également allé plus loin en respectant sa part de l'accord de concession, qui comprend un investissement dans les infrastructures maritimes telles que les remorqueurs et le dragage des chenaux.

« Le service de remorquage détermine l'efficacité de tout port car il assure le passage rapide des navires dans les chenaux et la sécurité de leur accostage. Par conséquent, nous sommes convaincus que la NPA est désormais plus déterminée à assurer l'amélioration continue de l'état des équipements dans les ports, en garantissant une gestion efficace de la profondeur des chenaux ainsi qu'une mise à niveau constante des infrastructures portuaires pour répondre aux demandes de leurs clients.

Facteurs humains influençant l'efficacité opérationnelle du port

Les résultats montrent que les connaissances, la quête de compétences et l'implication des employés jouent un rôle crucial dans le nouvel élan d'efficacité opérationnelle de la NPA afin de booster les activités et les recettes du ministère de la Marine et de l'Économie bleue.

Prince Olayiwola Shittu, ancien président du Syndicat des Transitaire et des Consignataires du Nigeria (ANLCA), a déclaré que l'embauche et la rétention d'individus talentueux, l'offre d'opportunités de formation et de développement, l'encouragement d'une culture de travail positive et la promotion d'une communication et d'un travail d'équipe efficaces par l'administration de la NPA dirigée par Bello Koko ont contribué à l'amélioration de la performance opérationnelle dont le

d'étranglement potentiels à un stade précoce. Ainsi, Bello-Koko peut mettre en œuvre des mesures correctives et éviter les problèmes potentiels avant qu'ils ne deviennent un problème pour son agence.

« Par conséquent, Bello Koko nous a appris, ainsi qu'aux opérateurs de terminaux, que le suivi de son efficacité opérationnelle contribue à promouvoir une culture de l'amélioration continue au sein de son organisation. Il encourage votre personnel à se focaliser sur l'identification et la mise en œuvre d'améliorations des procédures, la promotion de l'innovation et l'augmentation de la compétitivité de votre port et de votre terminal.

«C'est grâce à cela qu'il est possible pour la direction actuelle de la NPA de s'adapter facilement aux conditions changeantes du marché, améliorer la satisfaction des clients et parvenir à

une croissance durable à laquelle nous assistons à la NPA.»

Oluwaseyi a ajouté que « depuis sa nomination au poste de directeur général par intérim en 2021, Bello-Koko a veillé à ce que les propriétaires de navires, les opérateurs de terminaux, les usagers du port et les autres acteurs bénéficient de meilleures prestations de services de la part de la NPA. Oluwaseyi et d'autres acteurs qui se sont entretenus avec le TNP ont convenu que, depuis sa prise de fonctions, Bello-Koko a déployé une stratégie en trois volets, à savoir le personnel, la technologie / l'infrastructure et l'équipement, afin d'accroître l'efficacité du port et d'en faire la plaque tournante de la logistique dans la sous-région.

Il a déclaré : « L'Autorité portuaire nigériane (NPA), qui joue à la fois le rôle de propriétaire et de régulateur technique après la mise en concession



Tug boat in operation

pays est actuellement témoin à la NPA.

Shittu a également souligné que les structures organisationnelles, les rôles et responsabilités clairs confiés aux fonctionnaires de la NPA, les procédures décisionnelles efficaces, les flux de travail rationalisés et l'accent mis sur l'amélioration des procédures sont les plateformes que la NPA utilise pour promouvoir l'efficacité opérationnelle.

Selon lui : « Une organisation bien conçue et coordonnée garantit une allocation efficace des ressources, une exécution sans heurts des tâches et un

alignement des objectifs opérationnels sur les objectifs stratégiques globaux. Shittu a également souligné comment l'adoption et l'utilisation de technologies appropriées peuvent grandement améliorer l'efficacité opérationnelle.

« L'automatisation, les outils numériques, l'analyse des données et les systèmes intégrés introduits par la direction de la NPA ont permis à l'agence de rationaliser ses procédures, d'améliorer la gestion des données, une communication plus rapide et un suivi en temps réel

», a-t-il déclaré.

L'enquête menée par le NPT a révélé que l'adoption de la technologie par la direction a aidé la NPA à optimiser l'allocation des ressources, à réduire les erreurs humaines et à faciliter la prise de décisions fondée sur les données.

« Avant de pouvoir améliorer l'efficacité opérationnelle, vous devez d'abord savoir où vous en êtes. En d'autres termes, vous devez identifier l'état de fonctionnement actuel de votre organisation. Cela implique de procéder à une évaluation complète de divers

aspects de votre entreprise. Il s'agit généralement de vos procédures internes, vos flux de travail, vos stratégies d'allocation des ressources, vos mesures de performance et les degrés d'implication des employés. Pour acquérir une compréhension claire des forces et des faiblesses de votre organisation, comme l'ont fait Bello Koko et son équipe ces derniers temps, vous identifierez les domaines à améliorer et développerez des stratégies ciblées pour améliorer l'efficacité globale nécessaire à une génération optimale de revenus.

Propos de Bello Koko :

Au cours du premier semestre de 2023, la transformation, la réingénierie et le repositionnement de la NPA menés par Bello Koko ont déclenché des changements fondamentaux au sein de la NPA et promouvoir automatiquement l'économie marine et bleue du pays.

S'exprimant sur la nécessité de rénover la plupart des infrastructures portuaires existantes dans le pays, dont la plupart ont été construites il y a plus de 50 ans, Bello-Koko a déclaré : « Je veux léguer un héritage d'infrastructures portuaires réhabilitées et doté de l'équipement maritime approprié et c'est ce à quoi nous travaillons déjà. Les discussions ont commencé par rapport à la conception ; nous n'avons pas la maquette complète du port de Tin Can Island.

« La conception portera sur la manière dont il sera reconstruit, quel sera le coût probable de la reconstruction et nous ferons de même pour le port d'Apapa. Cela ne nous dérangerait pas si nous devons fournir une garantie pour les fonds, mais les discussions sont en cours.

« Nous exhortons Bua Sugar Refinery à reconstruire les postes d'amarrage effondrés dans les ports de Rivers et la société a soumis le dessin extérieur que nous sommes en train d'examiner. Si nous parvenons à aller au bout de tous ces



*Oyetola (right) and Bello Koko (left)

projets, ce serait un accomplissement de taille. Nous poursuivons une réhabilitation massive des infrastructures portuaires et, dans ce cadre, il est question de la construction de ports maritimes en eau profonde dans le pays ; c'est un programme global.

« Nous n'avons pas non plus ménagé nos efforts pour améliorer les salaires, les émoluments et autres questions sociales, et nous continuons à le faire. Avant cette date, la dernière fois que les salaires avaient été revus à la NPA, c'était en 2004 et nous nous efforçons donc d'améliorer encore plus le bien-être des travailleurs. C'est tout cela que je veux léguer à l'industrie et je veux que vous m'en teniez responsable ».

S'adressant aux journalistes à Lagos, Bello Koko a révélé que la NPA a généré un chiffre d'affaires total de 191,43 milliards de nairas à partir de ses opérations au cours du premier semestre de 2023. Au cours de la même période, elle a versé 55,712 milliards de nairas au Consolidated Revenue Fund (CRF) de la Fédération.

Ces informations figuraient dans les rapports de performance semestriels de 2023 publiés par le directeur

général de la NPA.

Selon lui : « Dans le contexte des bouleversements économiques mondiaux actuels qui ont affecté les volumes commerciaux sous tous les cieux, notre trajectoire de croissance actuelle est encourageante et nous donne l'assurance nécessaire pour projeter une croissance des recettes dépassant le cap des 500 milliards avec une augmentation concomitante des versements au CRF d'ici fin de l'année 2023, étant donné que les activités de transport maritime culminent vers le second semestre de l'année. Par ailleurs, notre objectif de revenus pour 2024 a été revu à la hausse, à plus de 572,8 milliards de nairas et nous avons signé une nouvelle performance avec l'honorable Ministre de la Marine et de l'Économie bleue.

« L'orientation politique intelligente de la nouvelle administration, qui ouvre déjà de nouvelles perspectives de croissance, donne encore plus de crédit à la faisabilité de nos projections et stimule nos initiatives organisationnelles. »

L'opérationnalisation du port maritime en eau profonde de Lekki, le rétablissement attendu du contrat de gestion des bateaux de service, la numérisation et le renforcement intensifié des mécanismes de recouvrement renforcent notre confiance pour atteindre, voire dépasser les prévisions de recettes.

« L'Autorité a bouclé les opérations sur un total de 1 851 navires pour le 1er semestre de 2023 avec un tonnage brut enregistré (TBE) combiné de 57 870 083. Le débit de fret pour la période considérée s'élevait à 33 895 784 tonnes métriques à 33 895 784 tonnes métriques, tandis que le trafic de conteneurs s'élevait à 707 985 UEV (unités équivalent vingt pieds).

« Un indicateur clé de l'efficacité portuaire, à savoir le temps de rotation moyen (TRM) des navires, est de 5,16 jours. Il s'agit d'une amélioration et nous avons mis en place des mesures pour le dépasser au cours du second semestre de 2023.

Un autre avocat en droit maritime, Feyi Adewale, a également déclaré que la nomination de Bello Koko avait donné lieu à un certain nombre de réalisations.

Un coup d'œil rapide à la liste de ses réalisations, a poursuivi Adewale, montre clairement qu'il existe un nouveau paradigme de gestion des finances publiques, c'est à dire une tendance commune, ce qui est un trait commun au sein de toute l'Autorité.

En outre, des rapports crédibles de parties prenantes indiquent une cohérence dans l'excellence opérationnelle et un engagement de la direction à soutenir les processus qui l'aident à atteindre cet objectif.

Il a affirmé que « le management de la NPA, sous la supervision de Bello-Koko, a su, avec assurance dépasser la rhétorique pour passer à la valeur ajoutée et à l'exécution. Les sentiments positifs et les récits poignants sur les étapes vérifiables sont attribuables au pedigree de Bello-Koko en tant qu'acteur avisé du secteur financier. Son expérience pratique du secteur public en tant que directeur exécutif des finances et de l'administration de la NPA constituait en fait la sous-structure de la superstructure de leadership et de gestion qui est bien visible dans l'administration de la NPA.

L'avocat en droit maritime a relevé que « dès qu'il a pris les rênes de la direction, Bello-Koko a fait bénéficier à l'équipe de gestion de son expérience, en prodiguant des conseils sur la manière de tirer parti de toutes les ressources disponibles afin de faire grimper les recettes de l'Autorité à des niveaux sans précédent.

« Par exemple, l'approche stratégique en matière de ressources humaines était une prompt réponse à l'impératif existant des ressources humaines. L'Autorité a obtenu les autorisations nécessaires pour l'augmentation des salaires de ses employés qui stagnaient depuis plus de 15 ans. En fait, la



*Operational facility
in Lekki Port*

combinaison de l'amélioration des performances opérationnelles des ports, du resserrement des mécanismes de collecte, de l'élimination des fuites de revenus et du recouvrement des dettes a permis de générer des recettes et des transferts de fonds sans précédent dans le Fonds de Revenus Consolidé (CRF) de la Fédération, avec des recettes en croissance constante passant de 317 milliards de nairas en 2020, 333,5 milliards de nairas en 2021, à 361 milliards de nairas en 2022 ; et les transferts de fonds grimpent progressivement, passant de 80 milliards de nairas en 2020 à 93,4 milliards de nairas à la fin de l'exercice financier 2022. Ce n'est plus un scoop que l'Autorité ait dépassé ces niveaux en 2023 si l'on en croit la somme d'environ 90 milliards de nairas déjà versée au CRF de janvier à août 2023 et le montant de plus de 500 milliards de nairas d'ici la fin de l'année 2023, ce qui s'explique par la prompt réponse apportée aux besoins en capital humain », a-t-il affirmé.

Rapport du Bureau des réformes de la fonction publique :

Confirmant l'efficacité et l'efficience des nouvelles initiatives de l'Autorité, le Bureau de Réforme de la Fonction publique (BPSR), dans son évaluation de 2023 des agences gouvernementales, a jugé la NPA comme une organisation de niveau 5 « Niveau Platine » en raison de la mise en place d'un environnement propice à une qualité de travail exceptionnellement élevée dans tous les domaines de responsabilité essentiels, ce qui se traduit par une qualité globale de travail supérieure, exceptionnelle et unique. La NPA a délibérément déployé ses approches stratégiques en



meilleures de la région. Le MTS est un indice mondial de l'évaluation portuaire et de réputation nationale.

Usage de la technologie au profit de l'efficacité :

La NPA se distingue également de la mêlée sur le plan technologique, en mettant la technologie au service de l'efficacité portuaire. La mise à jour continue de l'automatisation des systèmes portuaires ainsi que la collaboration en cours avec l'OMI pour le développement du système communautaire portuaire (PCS) témoignent du sérieux de l'équipe managérielle actuelle pour améliorer les perspectives commerciales au Nigeria. Le PCS, qui jette les bases du guichet national unique (NSW) - la référence mondiale en matière d'efficacité portuaire, est un système automatisé spécifique au secteur qui facilite l'échange d'informations entre et parmi toutes les parties ayant des activités liées aux ports maritimes.

Les résultats ont montré que la NPA se veut une structure avant-gardiste pour ce qui est des actions mesurables et des étapes nécessaires à l'opérationnalisation du PCS. Bien que le PCS, de par sa dynamique opérationnelle, nécessite des actions multi-agences plutôt chronophages, la NPA, en tant que principale plateforme de facilitation des échanges du Nigeria, a, par le truchement de plaidoyers et de collaborations, accéléré le processus et, à ce jour, achevé la deuxième phase de la consultance sous la direction technique de l'OMI.

Règne de la transparence :

La direction de la NPA a également renforcé la transparence et éliminé l'opacité grâce au bouclage de l'automatisation de la réception portuaire des navires et du paiement de la facturation avec le système de facturation et de gestion des recettes (RIMS), le déploiement du manifeste électronique et de l'avis d'entrée des navires (ESEN), au déploiement du système électronique de gestion du trafic (e-Call Up), l'exploitation d'Oracle Financials et d'Oracle HR et l'Autorité est sur la bonne voie dans l'acquisition de logiciels pour l'automatisation du port ainsi que la mise en place d'un équipement au sein de l'Autorité et le renforcement des stations de signalisation radio. En complément, pour assurer la capacité de connaissance du domaine afin de permettre à l'Autorité d'orienter et fournir des informations relatives à la sécurité aux navires dans ses chenaux et ses ports, conformément à la convention SOLAS (Safety of Lives at Sea), le management de Bello-Koko s'est associé à la NLNG Ship Management Ltd (NSML) pour le déploiement d'un service de trafic maritime qui, à l'heure où nous mettons sous presse,

matière de développement et de croissance dans certains domaines essentiels et prioritaires. Prenons l'exemple suivant : pour endiguer la fuite des capitaux dans le sillage de la diminution des recettes en devises, l'Autorité a reconstruit l'école de formation du chantier naval, agrandi le simulateur de pont de l'Institut de formation portuaire et l'a équipé selon les normes de certification internationales, rendant ainsi inutile l'envoi d'employés en formation à l'étranger, économisant ainsi au pays des devises extérieures qui auraient été dépensées en formation à l'étranger.

Harmonie industrielle au sein de la NPA :

La prise de conscience par l'administration du fait qu'un coût sanctionne chaque heure perdue en raison d'un manque d'harmonie dans le secteur industriel est inextricablement ou étroitement liée à la composante gestion du personnel ou du capital humain. C'est ce qui a encouragé les engagements soutenus de la direction avec l'Association des cadres supérieurs des sociétés statutaires et des entreprises publiques (SSASCGOC : TUC), le Syndicat des travailleurs dans le secteur maritime (MWUN : NLC) et d'autres syndicats du secteur auxiliaire, et cette motivation a, par ricochets, abouti à l'harmonie industrielle observée dans l'ensemble de la NPA. Fait remarquable, la NPA, conformément aux conventions maritimes internationales (OMI) sur les congés à terre pour les matelots, a récemment reconstruit et équipé les installations de la Mission auprès des matelots (MTS) à Lagos pour qu'elles soient les

était à sa phase finale.

Développement infrastructurel:

L'avocat en droit maritime Adewale et d'autres parties prenantes ont déclaré au TNP que le management actuel de la NPA se concentre rigoureusement sur le développement infrastructurel et l'acquisition d'équipements. « Cela est tout à fait compréhensible car la durabilité du port dépend d'infrastructures et d'équipements de qualité. En attendant les avais nécessaires pour le financement de la reconstruction du vieux complexe portuaire de Tin Can Island et de travaux de réhabilitation dans tous les sites portuaires délabrés, l'équipe de managerielle actuelle a, au cours de la période considérée, pris des mesures louables dans ce sens dans un certain nombre de domaines, avec l'acquisition d'embarcations marines premières du genre en Afrique, telles que les deux unités récemment inaugurées de remorqueurs Azimuth Stern Drive (ASD) 8213 modèle Bollard Pull de 80 tonnes pour permettre l'accostage de très grands navires d'une longueur de 300 mètres hors tout et plus; l'équipement et la mise en service de tours de contrôle ultramodernes pour les complexes portuaires de Lagos et de Tin Can Island ; et l'acquisition et le déploiement de patrouilleurs de sécurité (SPB) dans tous les ports, ce qui a permis de renforcer la sécurité des chenaux et de faire face aux attaques incessantes de navires le long des chenaux et sur les fronts de mer des ports, ce qui a entraîné un trafic inédit de marchandises dans les ports de l'Est, en particulier dans le complexe portuaire d'Onne », a déclaré l'avocat. Les résultats ont également révélé que l'infrastructure du terminal « B », postes à quai sept et huit, du complexe portuaire d'Onne est en cours de développement grâce à un investissement PPP de Messrs WACT Nigeria Limited de plus de 110 millions de dollars sur une période de deux ans. Les travaux sont achevés à 62 %. L'approbation a été accordée à Messrs Ringadars pour la construction d'un réservoir de bitume de 6 000 tonnes métriques dans le complexe portuaire de Rivers afin d'améliorer la capacité de stockage de bitume de l'entreprise, ce qui facilitera leurs opérations et aura un impact sur le développement des infrastructures du Sud-Sud. La construction est quasiment terminée.

La NPA a également acquis deux remorqueurs Bollard Pull de 80 tonnes flambant neufs, baptisés M.T MAIKOKO et M.T DA-OPUKURO, construits par le chantier naval de renommée mondiale Damen, pour enrichir sa flotte existante de remorqueurs. Ceci dans le but de bonifier les services maritimes, portuaires et de remorquage. La décision du management, qui avait alors moins de six mois pour acquérir ces vaisseaux de pointe, les premiers du genre sur tout le continent africain, découlait de la honte monumentale qui a découlé de la gestion du projet d'intégration d'Egina, qui a été réalisé dans la zone logistique offshore profonde de Lagos,

Operational activity in Lekki Port



LADOL, où le pays avait dû louer un remorqueur de moindre capacité auprès d'un de ses voisins africains, car le Nigeria n'en possédait pas dans sa flotte.

La vision ainsi que la gestion prospective du directeur général de la NPA ont donc été décisifs dans l'acquisition de tels remorqueurs de capacité supérieure, étant donné que le port en eau profonde de Lekki était sur le point d'être mis en service.

Sous le management actuel, la NPA travaille également avec l'Organisation maritime internationale à la mise sur pied d'un système communautaire portuaire, qui incorporerait certains autres rouages dans les systèmes automatisés de l'industrie sous un même toit pour augmenter la vitesse et réduire les coûts. La liste est longue comme le bras.

Selon lui, « actuellement, nous répliquons exactement ce qui a été fait dans certains des ports maritimes les plus efficaces du monde. Quelque chose qui nous donne le sentiment du devoir accompli, c'est ça l'automatisation du système portuaire communautaire, car nous avons pleinement compris qu'aucun port maritime ne peut prétendre être efficace



sans avoir automatisé ses systèmes.

Il est évident que le pays commence déjà à profiter des avantages de ces investissements colossaux dans la rénovation des infrastructures portuaires. Le récent retour des cargaisons en transbordement en provenance de certains pays africains enclavés, jusqu'alors perdus au profit du Bénin et du Togo, en est une preuve. Le retour des cargaisons en transbordement fait suite à l'amélioration de l'efficacité, notamment en termes de navigation, à une réduction du temps d'activité des navires et à une amélioration du temps de séjour des cargaisons, entre autres.

Il n'est pas étonnant que le gouvernement fédéral ait approuvé l'octroi d'un financement de 1,1 milliard de dollars pour permettre à la NPA d'entreprendre une modernisation significative des ports maritimes du pays afin de renforcer son avantage concurrentiel. Cela va de pair avec la volonté de l'équipe de Bello-Koko de renforcer davantage la compétitivité commerciale du pays.

Acquisition d'équipements modernes pour Warri, Calabar, Onne et autres.

L'Autorité s'est également approvisionné en embarcations portuaires supplémentaires (remorqueurs, bateaux-pilotes) pour éliminer les retards liés à l'accostage et à l'appareillage des navires et améliorer l'efficacité des ports. Elle a acheté et installé des aides à la navigation et des bouées pour les districts de pilotage de Warri et de Calabar, pour un bon marquage des chenaux et un traçage des itinéraires, achevé le réseau routier pour l'intégration des postes d'amarrage 9/10 et 11 au Terminal portuaire fédéral (la Federal Ocean Terminal) du Port d'Onne ; acheté et installé des défenses marines dans toute l'Autorité, en vue de renforcer l'intégrité générale des installations du quai et servir de mesure de précaution pour prévenir toute forme d'accident résultant de l'impact direct d'un navire sur le mur du quai. Elle a effectué des services de consultance pour la protection des rives et la réhabilitation des brise-lames d'Escravos. Elle a aussi inspecté et cartographié le district de pilotage de Warri, depuis la bouée Fairway-Warri-Sapele jusqu'au port de Koko, conformément aux normes prescrites par les chartes du Bureau hydrographique du Royaume-Uni (UKHO), qui avaient été laissés à l'abandon pendant plusieurs décennies.

La liste des réalisations de l'Autorité semble infinie, ce qui témoigne du sentiment de redevabilité, de l'engagement et du génie de Bello-Koko en un peu plus de deux ans de fonctions.

La stratégie de transformation en trois volets sous la houlette de Bello Koko a abouti à l'actualisation de la mise en place de nouveaux ports, la facilitation du commerce, la promotion des exportations, la génération de revenus et d'emplois et la diversification des sources de revenus. En effet, dans le but de positionner le Nigeria afin d'optimiser les avantages comparatifs que lui confèrent ses atouts maritimes en tant que nation littorale, l'Autorité a prodigué des conseils techniques et accéléré les processus d'approbation indispensables au démarrage des opérations nécessaires au lancement du premier port en eau profonde du Nigeria à savoir le port en eau profonde de Lekki, qui est également le premier port entièrement automatisé du Nigeria et ce depuis son inauguration. Le port en eau profonde de Lekki a jeté les bases de l'approbation par le Conseil exécutif fédéral (FEC) du port en eau profonde de Badagry, du port en eau profonde d'Ondo, de l'île Snake et du port de Koko dans l'État du Delta.

Politique de facilitation des échanges de la NPA et renforcement du naira :

Grâce à la facilitation des échanges, la promotion des exportations, la génération de revenus et d'emplois, l'Autorité, consciente de l'importance de la balance commerciale dans l'augmentation de la valeur du Naira, a certifié et octroyé une licence à dix (10) terminaux de traitement des exportations (EPT) dans les États de Lagos et d'Ogun dans un premier temps. Les EPTS ont été conçus pour éliminer tous les goulots d'étranglement procéduraux qui jusqu'à présent rendaient les exportations nigérianes non compétitives sur le marché international. En outre, au cours de la période considérée, l'Autorité a également réussi à faire appliquer le Règlement sur l'arrimage. Outre le renforcement du professionnalisme et l'adhésion aux meilleures pratiques mondiales dans le secteur maritime, cela a permis de créer des emplois et arraché aux compagnies pétrolières internationales (COI) d'énormes revenus jusqu'alors perdus.

Services d'exploitation des barges :

Les services d'exploitation des barges, qui, en plus de réduire la pression sur les routes, sont devenus une activité génératrice de 2 milliards de nairas par an, à la fois grâce aux investissements directs et aux externalités qui les accompagnent ; l'octroi de licences pour des parcs à camions supplémentaires desservant les ports de Lagos, afin de réduire considérablement les temps d'activité des camions grâce à la mise en œuvre réussie du système d'appel électronique ; et l'application des normes minimales de sécurité pour les camions, qui stipulent que tous les camions accédant aux ports sont

Berthing of CMA CGM Scandola vessel at Lekki Port



inspectés, certifiés et dotés d'une carte d'assurance sécurité. Le nombre d'accidents enregistrés a diminué de 65 %, grâce à l'amélioration des normes applicables aux camions circulant dans l'enceinte du port. Il existe également une normalisation des procédures opérationnelles pour différentes activités telles que le transport par barges, les jetées privées, le pilotage, l'accostage et l'appareillage des navires, etc.

Face à la rareté des ressources pour soutenir l'économie nationale, la direction de la NPA, sous la l'impulsion de Bello-Koko, a diversifié ses sources de revenus dans le contexte de l'élan de redynamisation de l'optimisation des capacités du nouveau ministère de la Marine et de l'Économie bleue sous la direction ministérielle visionnaire de l'ancien Gouverneur de l'État d'Osun, l'honorable Adegboyega Oyetola.

Valeur pour l'économie nationale :

Dans le cadre des efforts visant à surpasser les chiffres d'affaires, Bello-Koko et son équipe envisagent déjà ne plus dépendre uniquement des revenus provenant des principales opérations portuaires. Ils ont déjà mis en place des modalités visant à créer des emplois et ajouter



de la valeur à l'économie nationale à partir des sources alternatives de revenus suivantes par le biais de partenariats public-privé, à savoir : la production d'une énergie électrique indépendante dans les ports ; la création de stations de soutage ainsi que de terres en friche pour la logistique et l'immobilier, l'approvisionnement en eau douce, la réparation et l'entretien des navires, ainsi que le tourisme et l'hôtellerie, entre autres.

Dernière ligne droite:

Quel que soit l'angle sous lequel on l'examine, il est clair que la NPA, avec Bello-Koko aux commandes, a été placée sur une base solide pour garantir la croissance, la compétitivité et la préparation futures afin de maximiser sur les opportunités inhérentes à la Zone de libre-échange continentale africaine (ZLECAF) en accueillant la 43^{ème} conférence annuelle du Conseil de l'Association de gestion des Ports de l'Afrique de l'Ouest et du Centre (AGPAOC) à Lagos, au Nigeria. Bien que le président du Nigeria, Bola Ahmed Tinubu, n'ait pas fait le déplacement, le message qu'il a envoyé a trouvé écho auprès des

participants et est devenu par la suite un sujet de discussion et d'adoption.

Lors de cet événement historique, le président Bola Ahmed Tinubu a exhorté les dirigeants africains à donner priorité à l'économie bleue afin de stimuler la création d'emplois et de sortir les Africains du marasme économique. Le président, représenté par le ministre de la Marine et de l'Économie bleue, Adegboyega Oyetola, a souligné le rôle essentiel de l'économie bleue et du développement portuaire dans la prospérité des nations africaines. Il a souligné que le secteur recèle un immense potentiel pour l'Afrique occidentale et centrale, à condition que les gouvernements de la région s'engagent dans l'initiative "Économie bleue" et veillent à ce que les ports soient entièrement automatisés.

Le président Tinubu a également exhorté les autres dirigeants africains à créer un ministère de la Marine et de l'Économie bleue dans leurs pays respectifs et à exploiter les opportunités qu'il offre à travers la plateforme de la Zone de libre-échange continentale africaine (ZLECAF) pour stimuler l'économie de la région.



MD NPA Mohammed Bello Koko

La création du Ministère de la Marine et de l'Économie Bleue, un geste visionnaire: Bello Koko

Grace à son agence de régulation des ports l'Autorité portuaire du Nigeria (NPA) a eu une expérience très remarquable en 2023. L'Autorité portuaire du Nigeria s'est embarquée, sous la direction du Directeur général, Mohammed Bello Koko sur une nouvelle entreprise, a élargi ses frontières opérationnelles et embrassé des innovations technologiques tout en demeurant fidèle à ses valeurs et à sa mission principale. Son engagement vis à vis de la promotion des opérations portuaire efficaces en Afrique de l'Ouest et du Centre conformément aux meilleures pratiques internationales ne peut pas être surestimé.

Un extrait de l'interview accordée par le DG de la NPA Monsieur Mohammed Bello Koko à l'équipe de rédaction du bulletin d'information de la NPA révèle certains d'entre ses

points de vue à l'égard du Ministère de la Marine et de l'Économie Bleue.

Que pensez-vous de la création du Ministère de la Marine et de l'Économie Bleue ?

La création du Ministère de la Marine et de l'Économie bleue est un geste visionnaire de la part du Président Bola Ahmed Tinubu du fait qu'elle marque sa détermination à optimiser les opportunités pluridimensionnelles en vue de la création des richesses et de la prospérité nationale, lesquelles sont inhérentes dans nos domaines maritimes très riches. Outre les définitions académiques, une économie maritime et bleue se réfère tout simplement à toutes les opportunités d'une croissance économique et aux autres valeurs que l'on peut

dériver des ressources de l'océan. Nous devons féliciter alors Monsieur le Président de la République pour avoir orienté le Nigeria dans cette direction durable.

Jusqu'à maintenant, quelle évaluation faite-vous de la performance du Ministère ?

Quoiqu'il soit encore très jeune, le Ministère de la Marine et de l'Economie bleue sous la direction de Son Excellence Monsieur Adegboyega Oyetola CON a déjà fait preuve de son empressement à remplir le mandat du Président de la République vis-à-vis de l'amélioration de la vie et des moyens de survivance de la population. Comme vous le savez, les ports maritimes qui sont les portes d'entrée à l'économie nationales constituent des facteurs cruciaux de succès à l'ensemble du programme du gouvernement pour la prospérité économique nationale. Ainsi que vous vouliez le considérer du point de vue du nouveau développement portuaire où s'affirme dore et déjà le ministère avec la mise en opération du port en eau profonde de Lekki, les approbations pour la création des ports de Badagry, d'Ondo, de Snake Island et de Koko, etc. ou du point de vue de la reconstruction et du développement des ports existants comme celui qui est presque conclu grâce à 1,1 milliards de dollars pour le financement de la construction du Port de Tin Can Island et la réhabilitation compréhensive des complexes portuaire des ports d'Apapa, de Rivers, d'Onne, de Delta et de Calabar ou que vous vouliez prendre acte des infrastructures de pointe et du renouvellement des installations tel que l'acquisition et le déploiement pour la première fois en Afrique des remorqueurs de bollards en azimut de 80 tonnes (ASD), des embarcations maritimes, des tours de contrôle, des aides à la navigation et des défenses ou que vous vouliez évaluer du point de vue de l'automatisation qui est le tremplin de l'efficacité portuaire où l'Autorité portuaire du Nigeria a déjà atteint sous les auspices du Ministère la phase finale de la consultation sur le déploiement du Système des Communautés Portuaires (SCP) sous l'orientation technique de l'Organisation maritime internationale (OMI) ou qu'en réalité vous vouliez baser votre évaluation sur le classement des ports où nous avons tout récemment atteint l'indice global de classement portuaire avec la reconstruction et le lancement de la meilleure infrastructure régionale des marins au Nigeria. En termes précis, le ministère est prêt à dépasser les attentes.

L'économie bleue, comment peut-elle contribuer au PIB de la nation ?

Le produit intérieur brut (PIB) étant les valeurs globales des biens et des services générées dans un pays à l'exclusion des recettes provenant des investissements étrangers, les efforts innovateurs de l'Autorité portuaire du Nigeria au niveau des exportations croissantes sont cruciaux à la promotion du PIB du Nigeria. En toute réalité, la balance commerciale d'un pays est un facteur crucial dans la détermination du bien-être économique du pays. Tenant

compte de cette réalité, la NPA a accordé en premier lieu une autorisation à 10 terminaux de transformation des exportations retrouvés dans les Etats fédérés d'Ogun et de Lagos. Ces TTE qui sont des guichets uniques pour le ravitaillement, l'emballage, l'enregistrement, la certification et la consolidation de toutes les exportations ont été créés dans le but d'éliminer tous les obstacles procéduriers et retards connexes qui jadis rendaient non compétitives les exportations nigérianes sur le marché international. Afin d'avoir le maximum d'impact et réussir une bonne connexion de l'hinterland, nous avons relié ces TTE aux magasins d'exportation domestiques (MED) au Conseil nigérian de Promotion des Exportations (CNPE). Cette initiative joue un rôle très significatif dans l'accroissement positif enregistré au niveau du nombre de nos produits d'exportation non pétroliers.

Quand est-ce que les ports seront pleinement automatisés ?

Comme je l'ai dit tantôt, l'automatisation est le catalyseur de l'efficacité portuaire et l'importance de cette réalité n'a jamais été ignorée par la haute direction d'où notre poursuite agressive de la mise en œuvre du système de la communauté portuaire (SCP) sous l'orientation technique de l'Organisation maritime internationale (OMI). Quand-même le SCP exige des actions pluri-institutionnelles pour être bien mis en œuvre, la NPA est en train de jouer un rôle d'avant-garde en tant que plateforme primordiale pour la facilitation des échanges puis que nous sommes convaincus que le SCP a posé le fondement pour un guichet unique national (GUN) qui s'inscrit parfaitement dans la volonté du Nigeria de se positionner pour tirer au maximum un avantage comparatif de notre grande population et de notre grand marché. Alors qu'il me serait difficile d'établir une échéance du fait que tout ne dépend pas de l'Autorité Portuaire du Nigeria, je peux toutefois dire que nous sommes beaucoup plus proche de la pleine automatisation que nous ne l'avons jamais été et nous n'allons pas lâcher nos efforts jusqu'à ce que cet objectif soit atteint et ce dans un avenir très proche.

L'Autorité portuaire du Nigeria, est-elle prête à accompagner le Gouvernement national actuel dans ses efforts de génération des revenus ?

La combinaison d'une meilleure performance opérationnelle, des mécanismes de collecte très efficaces, de prévention des fuites de revenus et de recouvrement des dettes a abouti à une génération sans précédent de revenus et des envois des fonds au Fond de Revenus Consolidé de la Fédération, avec des revenus qui croissaient de manière consistante de 317 milliards de naira en 2020, à 333,5 milliards de naira en 2021, à 361 milliards de naira en 2022; et les envois des fonds s'élevant progressivement de 80 milliards de naira en 2020 à 93,4 milliards de naira à la fin de l'exercice 2022, que nous prêts à dépasser en 2023 partant de la totalité des envois des fonds de 108 milliards de naira réalisés jusqu'à maintenant en 2023.

La direction de l'Autorité demeure ferme dans sa détermination de bloquer continuellement toutes les possibilités de fuite de revenus, contrôler les gaspillages, resserrer les mécanismes de collecte et d'améliorer l'efficacité opérationnelle dans ses efforts qui visent à atteindre et dépasser à juste titre les attentes des parties prenantes.



Facilitating The Acquisition Of Compliant Craft To Domesticate IMO Strategy

Khadijat Sheidu-Shabi, Ajayi Olumide,
Roland Ijabiyi & Okeke Maryann

In a bid to reaffirm her commitment to reducing greenhouse gases emissions from international shipping, the IMO Assembly adopted Resolution A.963(23) in 2003, on IMO Policies and practices related to the reduction of GHG emissions from ships urged Marine Environment Protection Committee (MEPC) to identify and develop the mechanisms needed to achieve the limitation or reduction of GHG emissions from international shipping.

Fast forward to 2023, the MEPC has not only developed the mechanism, but IMO has released series of strategies to address the challenges of GHG emissions. In 2018, the IMO released the initial IMO Strategy on Reduction of GHG Emissions from Ships. This strategy established specific greenhouse gas (GHG) emissions reduction targets through 2050, as well as a longer-term goal to phase it out as soon as possible. The strategy identified potential policy measures to meet these targets. In 2021, IMO adopted some mandatory measures designed to reduce the carbon intensity of international shipping. The IMO further released the revised 2023 Strategy, which set a goal of net-zero emission from ships “by or around, i.e. close to, 2050”. Further measures are expected to be adopted in the future.

The Nigerian Ports Authority (NPA), in tune with global maritime developments, has adopted the IMO’s GHG Strategy 2050 with unwavering commitment. As the gateway to West Africa’s bustling maritime trade, the NPA recognizes the imperative of decarbonizing the domestic maritime sector to align with IMO’s ambitious vision. However, this transition hinges on one crucial factor: access to compliant craft for Nigerian operators.

Navigating the path towards a greener maritime future necessitates a two-pronged approach. Firstly, fostering an enabling environment that incentivizes the acquisition of IMO-compliant vessels. This means streamlining financing avenues, promoting technological advancements, and fostering knowledge-sharing initiatives to equip stakeholders with the expertise to navigate the intricacies of sustainable technologies. NPA collaborating with financial institutions to offer attractive loan packages for

green investments will be a commendable step in this direction.

Secondly, bridging the gap between aspiration and reality requires proactive measures to address the immediate challenge of vessel availability. This is a proper direction to which NPA’s vision should be focused. There is the need to establish a dedicated “Green Craft Acquisition Fund”, this holds immense potential for vision actualization. This initiative will guide in strategically pooling resources and directing them towards the purchase of IMO-compliant vessels, which, in no small way, directly address the existing deficit in available tonnage. This intervention will not only accelerate the domestication of the IMO strategy but also empower Nigerian operators to compete effectively in the global green maritime space.

The success of this ambitious initiative hinges on meticulous planning and execution. Stringent vetting procedures must be implemented to ensure the fund benefits vessels that demonstrably adhere to IMO’s stringent emissions standards. Additionally, transparency and accountability in fund management are paramount to maintaining stakeholder confidence and trust.

Embracing innovation will be key to ensuring the long-term sustainability of this program. Exploring avenues like public-private partnerships to leverage private sector expertise and capital is crucial. Furthermore, actively engaging with international partners and technology providers can facilitate access to cutting-edge green technologies, propelling Nigeria to the forefront of maritime sustainability.

By diligently guiding the acquisition of compliant craft, the NPA has the potential to transform Nigeria into a maritime frontrunner in the battle against climate change. This, in turn, will foster a cleaner environment, a more robust economy, and a brighter future for generations to come. The journey towards a greener maritime sector in Nigeria has begun, and the NPA’s leadership in facilitating the acquisition of compliant craft promises to be the driving force on this voyage towards a sustainable future.

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Email Address:
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Rivers Port, Port-Harcourt
Basket House, P.M.B. 5043
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Cross session of dignitaries at the 43rd Annual Council PMANCA 2023

Tinubu Tasks African Leaders Blue Economy In AfCFTA

The 43rd Annual Council of the Port Management Association of West and Central Africa (PMAWCA) conference in Lagos, Nigeria, has come and gone. But not so for the message by Nigeria's President, Bola Ahmed Tinubu to the delegates from 24 countries who attended. In this report, the Editor, **Olubiyi Omidiji, Ezinne Asinobi and Albert Orem** analyse the importance of the call made by President Tinubu on port and trade development in Africa.

Although the Nigerian President was not physically present at the meeting, the message he sent resonated with participants and became a matter for discussion and adoption thereafter. President Bola Ahmed Tinubu had urged African leaders to prioritise the Blue Economy to boost job creation and take Africans out of the economic woods that it has found itself.

Speaking at the 43rd Annual Council of the Port Management Association of West and Central Africa (PMAWCA) conference in Lagos, the President, who was represented by the Minister of Marine and Blue Economy, Adegboyega Oyetola, underscored the critical role of the Blue Economy and port development for the prosperity of African nations. He also emphasised that the sector holds immense potential for the West and



The call by President Tinubu is also seeking inter-coastal and short - distance shipping of oil and gas and agricultural products that would be supported by the AfCFTA signatory States to serve the needs of intra-African trade.

Trading In Agric Products to Support Millions of Farmers:

Speaking in Abuja during the opening ceremony of the sixth Africa-Wide Agricultural Extension Week, President Tinubu stated that his administration has come up with programmes such as National Agriculture Growth Scheme, tagged Agro-pocket, where millions of farmers are supported through training on Good Agricultural Practices, certified input such as improved seeds, organic, inorganic fertilisers, and irrigation equipment at highly subsidised prices to enhance food and boost farmers' income through export of foods and raw materials to other African countries and beyond through the land and the sea.

Water As a Natural Source Of Connectivity And The Need For Automation:

President Tinubu pointed out that, despite national boundaries, the waters serve as a natural source of connectivity, emphasising that the region's shared destiny and challenges require collaborative efforts to resolve.

President Tinubu also underlined the significance of technological advancement in the maritime sector. Emphasising that automation is crucial for maintaining the competitiveness of ports in the global maritime industry. He highlighted the importance of the Port Community System, which serves as a precursor to the implementation of the National Single Window, as essential tools in streamlining port operations.

Elimination Of Trade Barriers:

President Tinubu noted that the opportunities presented by the African Continental Free Trade Area (AfCFTA) are substantial, urging African leaders to work together to eliminate trade barriers and harness these opportunities for the collective prosperity of national economies.

His words: "It is with great pleasure and honour that I welcome all the delegates to this historic meeting. We in Nigeria are proud and excited to be members of the

on Roles Of

Central Africa, when the governments of the region key into the Blue Economy initiative and ensure that the ports are fully automated.

Addressing PMAWCA delegates at the venue, President Tinubu added that Africa's Blue Economy presents the continent with untapped opportunities for job creation, poverty eradication, as well as growth and development.

President Tinubu, therefore, urged other African leaders to create the Ministry of Blue Economy in their various countries and tap the opportunities presented by the African Continental Free Trade Area (AfCFTA) to boost the economy of the region.

Unleash The Potential For Trade Between African States Through The Sea:

The call made by President Tinubu on African leaders, experts said, indicated the urgent need to harness the potential of intra-regional trade between African States through the sea by investing heavily in infrastructure and port services.



Cross session of dignitaries at the 43rd Annual Council PMANCA 2023

Port Management Association of West & Central Africa and the opportunity to host this 43rd Council meeting at a time which coincides with our renewed resolve to transform our maritime potentials to actualities is heartwarming.”

The theme of the conference, Tinubu said, was apt, “At this period, the continent is eager and determined to reposition the ports for competitiveness.”

Tinubu gives kudos to Nigerian Ports Authority (NPA)/PMAWCA for assembling the cream of industry experts in Lagos.

President Tinubu praised the PMAWCA for its role in promoting ports’ cooperation and expressed the Nigerian Ports Authority’s commitment to partnership and support for policies and action plans that were discussed during the conference.

The President said further that he believed strongly that the cream of industry experts that were assembled by the NPA to do justice to the critical subject would “provide the needed insight through knowledge sharing for us policy makers in the maritime sector to work assiduously towards the realisation of our ports’ potentials.

“As you are aware, PMAWCA is an organisation whose mission is to contribute to improvement in the quality of port activities and services of its members to promote sustainable socio-economic development of their respective countries and the sub-region.”

Some of the strategies the Association employs to achieve its mission, President Tinubu said, “includes

cooperation and knowledge sharing on best practices in port management and operations to deliver optimum value to ship and cargo owners’.

PMAWCA, he said, is “also leveraging on members’ expertise through technical committees and programmes that create platforms focused on resolving complex port and maritime industry concerns and building greater efficiency and sustainability for ports in the sub-region, especially as the African Continental Free Trade Area agreement, to which Nigeria is signatory, gains traction.

Tinubu’s Expectations From Conference:

President Tinubu said further that he believes that the Lagos conference would “advance the noble objectives of this enviable Association. In deepening our readiness for the exigent demands and ever-widening opportunities inherent in AfCFTA”.

Success Story of Lekki Deep Seaport and New Ports development in Nigeria:

President Tinubu said his administration, “is implementing a policy of full automation of our existing ports as well as pursuing a thorough-going port modernisation programme that involves comprehensive rehabilitation and reconstruction where necessary”.

“Tied to this is our implementation of a policy of new ports development as demonstrated by the Lekki Deep Seaport, which, apart from being the first Deep Seaport in Nigeria is the first fully automated port at take-off.”

The success story of Lekki Deep Seaport, President Tinubu said further, “will govern the operationalisation of the already approved Badagry and Ondo Deep Seaports as well as the upcoming Snake Island and Burutu Ports in the country.

His administration, President Tinubu said, “is committed more than ever before to exploring the entire gamut of opportunities in the marine and blue economy ecosystem, including coastal tourism.

“As some of us are aware, only last month, we commissioned the ‘Mission to Seafarers Nigeria’ in a bid to provide a facility of international standard to provide social, psychological, and emotional support necessary for peak performance for crewmen and women who sail into our ports from all over the world.”

Bello-Koko Echoes President Tinubu’s Call on Regional Cooperation:

In his opening speech at the PMAWCA event, the Managing Director, Nigerian Ports Authority (NPA), Mohammed Bello Koko, echoed President Tinubu’s call for regional cooperation in the maritime sector.

According to him, “the opportunities presented by the African Continental Free Trade Area (AfCFTA) are substantial. We must work together to eliminate trade barriers and harness these opportunities.” The NPA Chief gave kudos to PMAWCA for its role in promoting port cooperation and expressed the Nigerian Ports Authority’s commitment to partnership and support for policies and action plans that will be discussed during the conference.

Task Before African Customs Service:

“African Customs services must become facilitators and expeditors of intra-African trade facilitation through the AfCFTA.” That was the position of the Comptroller-General, Nigerian Customs Service (NCS) Adewale Adeniyi, who also called on port authorities to share responsibility for putting an end to poverty and eliminating food risks by speeding up trade between the continent’s economic areas.

Practical action, Adeniyi said, must be taken immediately by the customs services such as switching origin controls from import to export. Adjustment programs and the deployment of new methods must support more efficient management of procedures and operations within the framework of extended administrative collaboration, accompanied by technological innovations that will



Cross session of dignitaries at the 43rd Annual Council PMANCA 2023



Guests at the Conference

radically change practices. African customs services must become facilitators and expeditors of intra-African trade facilitation through the AfCFTA.

What The Private Sector Said:

The private sector assumes its share by asserting that the AfCFTA represents a unique opportunity for investment in infrastructure, services, and productive activities, considering the example of what INTELS has been doing in Nigeria in terms of service delivery, ports, and logistics solutions.

The AfCFTA is designed to strengthen trust-based relationships and collaboration between the private sector and public players, first and foremost the port authorities, a key element of the facilitation mechanism according to private investors/operators.

The AfCFTA representatives emphasised on the considerable levels of investment that need to be considered to enable greater connectivity and fluidity in



Minister of Marine & Blue Economy, Adegboyega Oyetola interviewed by the press

intra-African trade. Infrastructure must attract financing capacities that are African, as well as international. Trade relations between African ports are derisory, as there are no maritime services dedicated to these small but constantly growing markets.

Some Of The Recommendations Made At The Elaborate Event Include:

A consensus emerged during those days of exchange and debate: port communities are definitely a key component in the building of a pan-African continental market. Without the inclusion of ports and multimodal transport corridors, the AfCFTA will not be able to transform the intra-African trade potential.

Some of the main recommendations at the end of the conference are:

Ports need to be more aware of the traffic potential involved in maritime and logistics exchanges between the continent's States. In-depth analyses and studies could be carried out under the aegis of PMAWCA to gain a better understanding of the potential, constraints, opportunities, and prospects.

This analysis at the PMAWCA level could support the consolidation of the second recommendation:

We need to support the financing of new vessels, shipping lines, and maritime services dedicated to the African intra-continental and inter-coastal markets. This requires substantial financing mechanisms to make reliable, viable, and high-performance transport solutions operational and functional.

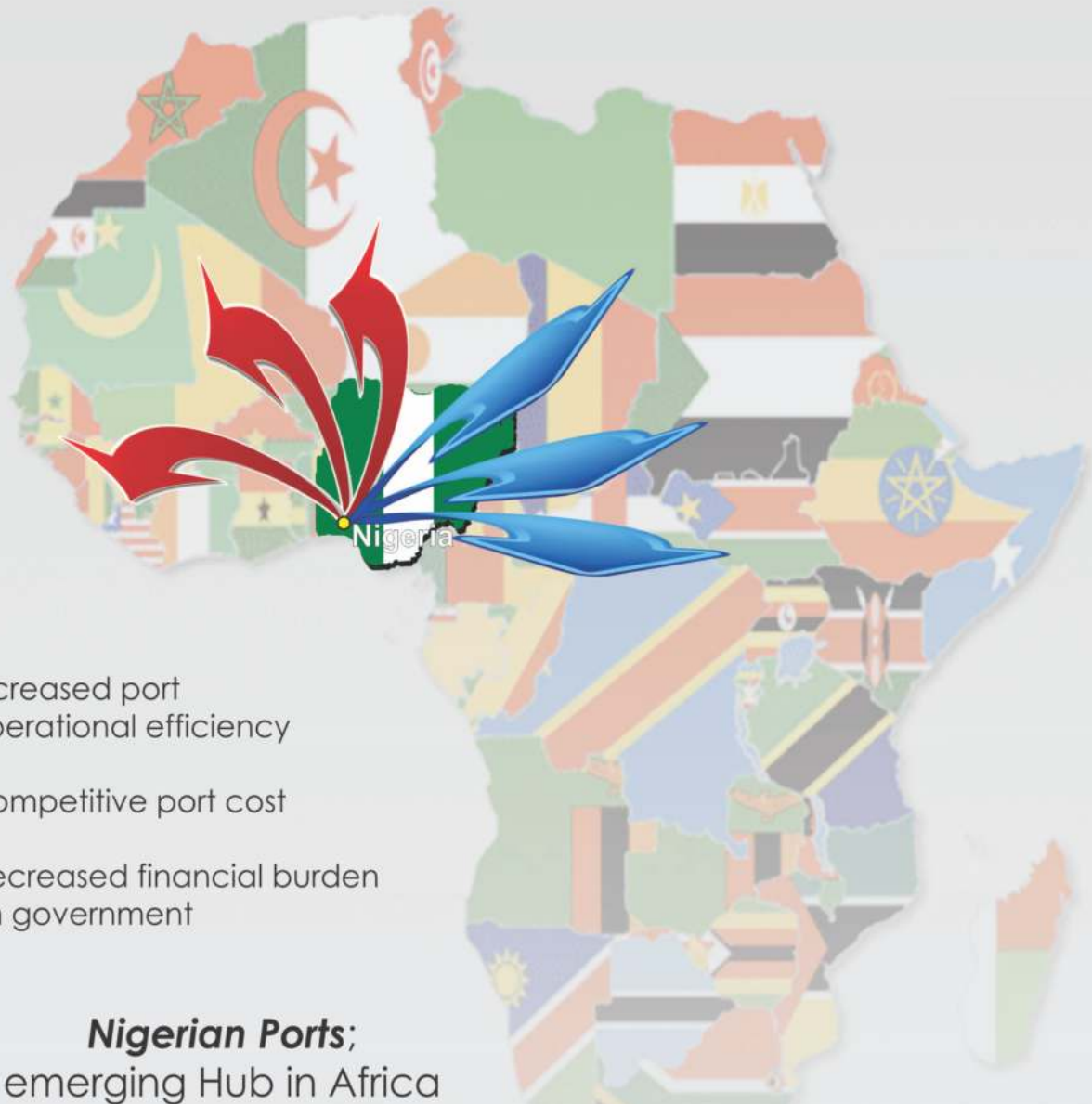
Ports must also continue to work on their inland infrastructural network, so that the AfCFTA can accelerate the logistical massification of flows, eradicating red tape and facilitating the cross-border passage of goods.

PMAWCA-member ports have considerably modernised their infrastructure, but it is recommended to further consolidate financial commitments to non-containerized terminals. The port needs to be aligned with prospects for traffic growth over the coming years (6% on average in the AGPAOC zone), with amenities that are not just natural or energy-based.

Digitization and dematerialisation are essential and must be systematised in PMAWCA port communities, with protocols and standards that guarantee continuity and fluidity of traffic.

AfCFTA is at a major strategic turning point that requires a change of practices and mindsets. A method for managing appropriate tools could be developed under the aegis and responsibility of the PMAWCA to support each community in a collective and collaborative approach.

At the event were the Director-General, Nigerian Maritime Administration and Safety Agency (NIMASA), Dr Bashi Jamoh, the Secretary of the National Action Committee on AfCFTA, Olusegun Awolowo, members of the National Assembly and other senior government officials.



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Senate Public Accounts Committee Query: NPA clarifies \$852.93m, N1bn unremitted levies flagged in an Audit report

The Nigerian Ports Authority (NPA) has offered clarifications to the Senate Committee on Public Accounts on the debt sum of N1 billion, which the committee said was not clarified in the report of the Auditor General of the Federation.

Its clarification also extended to the \$852,093,731.10 cited in the Auditor General of the Federation's report being circulated in the media, even as it claimed that a total of \$232,354,156.43 out of the sum had been recovered.

Managing Director of the NPA, Mr Mohammed Bello-Koko, who appeared before the Committee said that the House Committee on Public Accounts had, in the 9th Assembly, thoroughly verified the money and had given the Authority a clean bill of health.

Bello-Koko explained that the misunderstanding between the position of the Senate and House of Representatives Public Accounts Committees arose from the continuous repetition of sums dating back to the period before the year 2006 Concession of the Authority, which the current NPA Management had already accounted for but the sums had yet to be expunged from its books.

Speaking recently when he appeared before the

Senate Committee on Public Accounts, Bello-Koko exhaustively explained the facts of the matter to the Senators.

He said "most of the debts date back decades. I mean legacy debts from companies like Nigerian National Shipping Line Ltd and from pre- concession period. But we have been carrying these debts in our books and we have been impairing the amounts, thereby making provisions for all such debts. We have written to Auditor-General of the Federation on the procedure to take them out of our books and solicited for the support of the Senate Committee in this regard."

Bello-Koko assured the Senate Committee on Public Accounts that "in the spirit of public accountability, we will always be open to give account."

Responding to question that he should further clarify the debt issue, he explained that the debt figures were composed of estate rents, lease fees, and throughput charges, among others, as stipulated in the Concession Agreements.

According to him, "The debts date back to the period 2006 to 2019," adding that "There have been recoveries within the period under review, and they

are unrecoverable debts owing to issues such as Volume Change, Gross Minimum Tonnage (GMT)/Penalties, Encumbered Areas, etc.”

He added: “For avoidance of doubt, it would be necessary to explain the following terms:

Volume Change – Means volume adjustment. The Executed Contract Agreement stated that if the percentage variation between actual/ performance and projected volume is within minus 10% to plus 10% the lease fee will be paid in full. However, if the percentage variation performance is more than minus 10% to plus 10%, the lease fee payable will be adjusted by an equivalent percentage. Therefore, the adjustment is against the lease fee payable by the percentage change in volume.

Encumbered Areas – Refer to areas that are inaccessible due to factors not caused by the tenant such as host community hostility, marshy land etc.

Guaranteed Minimum Tonnage (GMT)- This is the projected tonnage pledge by the Concessionaire to achieve, this arises from the inability of the Concessionaire to meet up the pledge.

Unpaid VAT- This relates to the VAT element of the unpaid Lease Fees arising from adjustment brought about by the volume change defined above.

Penalty- Refers to financial burden suffered for failure to meet terms of payment in a contractual agreement. It is as a result of the Concessionaire not paying within the specified time /days allowed in the contractual agreement. Simply put, it refers to a charge for late payment.”

He continued: “The figure quoted in the press relates to the 2019 Auditor General’s report and it doesn’t reflect the current position of indebtedness to



MD NPA, Bello Koko

NPA.

“It would be pertinent to clarify that out of the amount of \$852,093,731.10 cited in the Auditor General of the Federation’s report and being circulated in the media, a total of \$ 232,354,156.43 have been recovered.

“The balance \$504,663,452.37 constitutes uncollectible portion due to volume change and contentions, \$54,663,452.37 constitutes uncollectible portion due to Gross Minimum Tonnage (GMT), \$19,619,459.00 constitutes Portion due to Encumbered Areas, \$11,908,355.82 constitutes various penalties imposed on the terminal operators for not meeting set standards, and \$

28,693,607.07 represents VAT of said amount.”

It would be pertinent to clarify that out of the amount of \$852,093,731.10 cited in the Auditor General of the Federation’s report and being circulated in the media, a total of \$ 232,354,156.43 have been recovered

“In relation to the concessionaire debt of N1.8bn, a total of N269m has been recovered, leaving a balance of N1.6bn, which represents encumbered areas of the terminals.

“As regards the outstanding estate rent, Ship Dues, and service boats of \$67m, a total of \$10.6m has been recovered.”

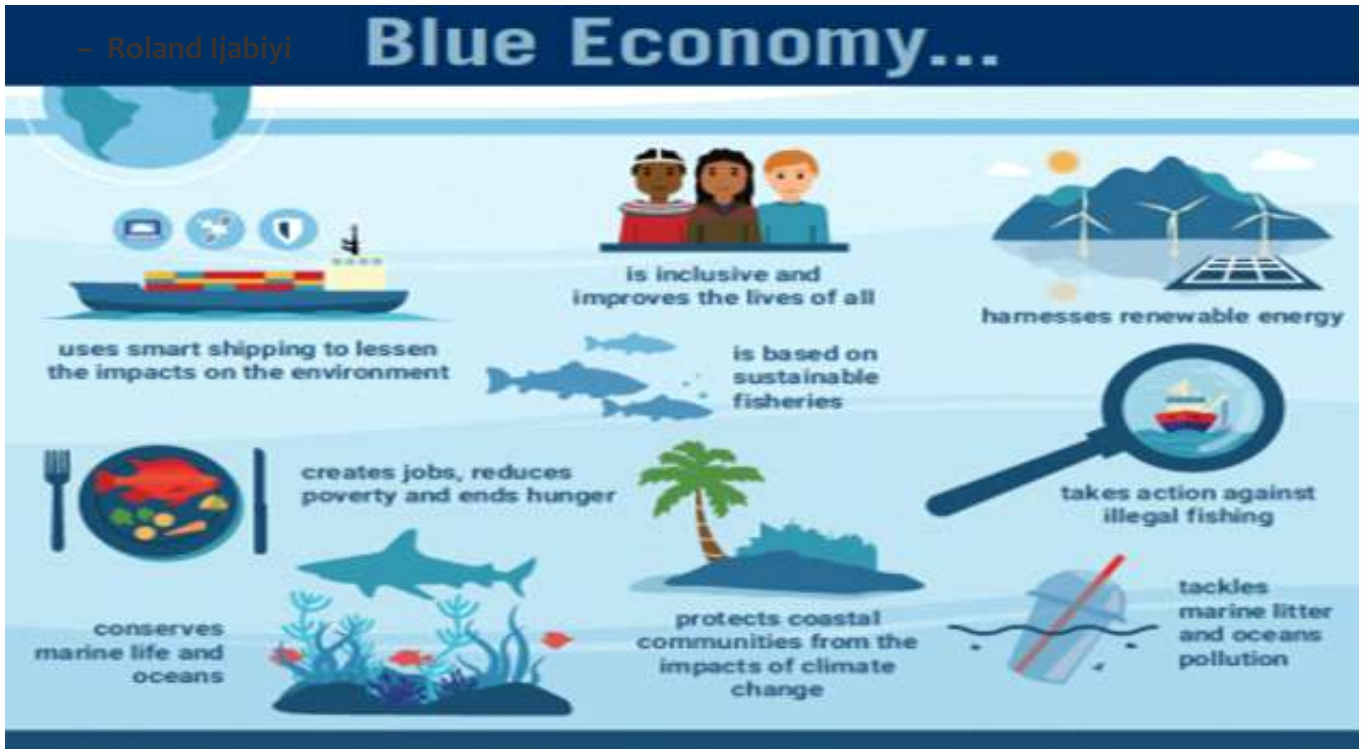
Bello-Koko added: “It is very important to note that the uncollectible debts are summation of GMT stated above (which is a performance metrics) which the Terminal Operators could not meet, mostly because of changes in government policies (e.g, issues like force majeure) and infrastructure decay.”

According to him, “Some of the other debts are also legacy debts being owed by a government agency which metamorphosed into a limited liability company and for which the Authority is working out modalities with the relevant parties to recover accordingly.”

He confirmed that the Authority was in advanced talks to resolve the disputes surrounding these amounts, pointing out that all outstanding amounts due to NPA had been accounted for by the end of the year 2022.

Bello Koko disclosed that the management of the Authority, in a concerted effort to correct the anomalies as seen in the concession agreements, engaged the World Bank to provide consultancy services for its review while an inter-agency committee comprising Nigerian Ports Authority, Federal Ministry of Transport, Federal Ministry of Justice, Bureau of Public Enterprises, and Infrastructure Concession Regulatory Commission developed a template to address the inherent anomalies in the agreements that allowed for the accumulation of such debts and to forestall a recurrence.

“This has resulted in the signing of a supplemental concession/legal agreements which will come into effect shortly,” he added.



THE BLUE ECONOMY: An Introductory Perspective

“Blue Economy offers immense potential for sustainable development, job creation and economic growth while safeguarding our oceans and coastal ecosystems.”

Antonio Guterres, United Nations Secretary General at the World Ocean Summit, Lisbon Portugal, 2022.

The Blue Economy concept was first popularized by Gunter Pauli, a Belgian entrepreneur, in his 2004 book: *Blue Economy: 10 Years, 100 Innovations, 100 Million Jobs*. However, it was later

officially adopted by the United Nations in 2012 during its Conference on Sustainable Development in Brazil (UNCSD Rio + 20). It was presented as the Green Economy of the ocean, offering a new vista of opportunities to improve the economies of developing nations around the world in a fair and sustainable manner.

Blue Economy can be defined as a new and emerging concept which provides economic opportunities through the exploration of our ocean and coastal resources, while ensuring social inclusiveness and environmental sustainability.

For simplicity, Blue Economy can be described as a

balanced interplay between its three key elements: **People** (social inclusivity and equity), **Planet** (environmental sustainability) and **Profit** (economic development) (PPP).

Ocean-omics

The ocean is an important enabler of Blue Economy because it provides the environment for both existing economic activities and new innovative ideas, and also because of its huge and





within our maritime zones, new sectors have to be created, while existing sectors will be transitioned to Blue Economy standards. These sectors have proven lucrative economic prospects with minimal to zero impact on the environment. Some Blue Economy sectors are identified below:

- *Shipping and maritime transport
- *Offshore renewable energy
- *Shipbuilding and repair
- *Ship waste management
- *Desalination and water treatment
- *Marine Tourism and ecotourism

- *Offshore aquaculture
- *Marine biotechnology
- *Bioprospecting
- *Marine innovation and technology
- *Marine research and education

Some of the direct benefits of Blue Economy include job creation, a diverse revenue profile, foreign investment, food security, environmental preservation, community relations, innovation and technology and international collaboration.

The blue economy stands as a beacon of hope for the Nigerian Ports Authority, offering a transformative approach to economic growth. Embracing its principles can secure our nation's maritime prosperity, foster equitable development, and preserve the rich marine ecosystems, which are integral to our heritage.

untapped economic potentials. The United Nations put the total assets of the ocean at a staggering \$24 trillion, out of which only \$1.5 trillion annually constitutes the global ocean economy. To put this in perspective, if the ocean was a country, it would be among the top 10 largest economies in the world.

The ocean also plays a key role in environmental preservation and climate regulation. It preserves biodiversity, produces oxygen and serves as carbon sink among other functions. In addition, given that only 5% of the ocean has ever been explored, leaving 95% unseen and unknown by man, this makes the implementation of the Blue Economy concept in our maritime industry is even more pertinent.

Nigerian Maritime Zones

Nigeria is a coastal nation with a coastline of 853 kilometers, along the Gulf of Guinea, overlooking the Atlantic Ocean. It stretches from the Republic of Benin in the west to Cameroon in the east. Within the limits of its coastline and according to the United Nations Law of the Sea (UNCLOS), Nigerian maritime zones

comprise internal waters and territorial sea of 12 nautical miles each from the baseline. It also includes 24 nautical miles of contiguous zone, 200 nautical miles of Exclusive Economic Zone (EEZ) and a continental shelf which further extends the limits of Nigeria's maritime zone beyond the EEZ.

The size and scope of our maritime zone gives Nigeria a rich and diverse marine resource base in different ecosystems which includes estuaries, coral reefs, mangroves, kelp forests, intertidal zones, and many more. These ecosystems play host to different kinds of exotic marine life and minerals resources, a rich playing field for the development of Blue Economy.

Blue Economy Sectors

To sustainably harness the power of the vast economic resources that lie



Shipbuilding/Repair



Ecotourism at the Beach

**Operations at Lekki Port*



NPA, Stakeholders Brainstorm on 25 Year’s Ports Master Plan

Orem Albert & Adamu Hauwa Jummai

In a bid to ensure healthy competition amongst existing ports in Africa and the world at large, the Nigerian Ports Authority (NPA) is developing a 25-year port master plan.

The Managing Director of NPA Mohammed Bello Koko, represented by the former Executive Director, of Marine and Operations, Onari Brown, delivered a keynote address at the stakeholder’s workshop held recently in Rockview Hotel, Apapa, Lagos, for the development of a 25-year National Port Master Plan.

Bello Koko invited stakeholders to contribute to the master working plan document and make it a timeless masterpiece. He tasked the team to develop a port master plan that is scientific and economically driven rather than the discretionary approvals for States to construct ports or motivated by politics.

He said, “The port master plan is to guide investments in port expansion, new port developments, interconnectivity, and the different modes of transportation. We have always had our short-term plans which have proven to be grossly inadequate as it does not bring the future in defining the present.”

He added, “Nigeria is one of the leading maritime nations in the West and Central African Sub-regions and has experienced significant growth and development in the past year as evident with the key maritime indicators published reports by Union Nationale des Economistes de la Construction (UNTEC), International Maritime Organisation (IMO), World Bank, and other recognized institutions. However, despite the nation’s maritime



economic growth on a national scale.

He described the workshop as a principle of transformative change that will collectively address the challenges that have plagued the ports, adding that the master plan will provide a roadmap that will lead to a future defined by efficiency, sustainability, and global competitiveness.

Earlier in her opening speech, the Deputy Team Leader Mrs. Dabney Shall-Holma, stated that the management of NPA took a consortium of liberty to commission top engineers and designers from three countries of the world, supported by indefinite experts to design a master plan and carry out a port development study and marshal out a strategic system critical in the port ecosystem.

She said, “The study aims at harmonizing and integrating a port system that will help the inflow of traffic for the import and export in our ports. The final phase of the study will lead to the final report, which will include plans and diagnoses which shall be presented to stakeholders at a validated workshop.”

sector accomplishments, Nigeria continues to face its fair share of sector challenges as it does with most maritime economists.”

On-port challenges, he noted that these include decaying port infrastructure, port congestion, poor access roads, insufficient truck holding base, poor Sunderland connectivity, and social/environmental issues like climate change, marine plastic leather, and oil contamination, among others.

According to him, management is optimistic that the port master plan will address all these concerns mentioned. He revealed that management has adopted some technology-based solutions on its part, benchmarking its activities with other neighbouring maritime nations. With the technical partnership of the International Maritime Organization, NPA is developing a port community system that will streamline and harmonize processes in port

operations.

In addition to establishing export processing terminals and electronic call-up systems to ease the movement of export cargo into the ports and decongest traffic in port corridors. Management is, therefore, relying on the consultants to provide the best installed and workable solutions that apply to contemporary ports.

Also speaking, the Lagos State Governor, Babajide Sanwo-Olu, who was represented by the Commissioner for Transportation, Mr. Oluwaseun Osiyemi, revealed that the master plan will guide the location, size, and activities of the ports, jetties, and serve to improve



The study aims at harmonizing and integrating a port system that will help the inflow of traffic for the import and export in our ports.

The highlight of the event was a breakout session that focused on the organisations infrastructure, physical and operational gaps, hinterland connectivity, effective models, key performance indicators, and SWOT.

Present at the event were the Governor of Lagos State, represented by the Commissioner of Transportation, representatives of the Controller General, Nigerian

Immigration Service, the Inspector General of Police, the Director General Railway, National inland Waterways Authority (NIWA), and The Nigerian Maritime Administration and Safety Agency (NIMASA) amongst others.

Export: Apapa Port Handled 70,000 TEUs of Cargoes in 2023, Says Port Manager

Charles Bamidele Okaga, Port Manager of Lagos Port Complex in Apapa has said that the port handled over 70,000 twenty foot equivalent unit (TEUs) of cargoes in 2023 which is higher than the 50,000 TEUs recorded by the port in 2022.

Okaga who stated that the port is better positioned to support international trade within and outside Africa, disclosed that the management of Nigeria Ports Authority (NPA) is collaborating with sister government agencies and, private sector operators to ensure the port meets user needs.

He added that export is a very critical element of the national economy, particularly with the government's agenda of diversification of the economy to non-oil export, and that Nigeria's largest port complex is ready to participate and contribute to the African Continental Free Trade Area (AfCFTA)

According to Okaga, the management of NPA has put measures in place to remove all difficulties associated with import and export through the port, including removing human element challenges facing the electronic call-up system for trucks entering the port complex. The port manager explained further that the port utilises intermodal means to convey goods either by road, rail, or barges and serves as a one stop area of transit for foreign trade.

Okaga stated "Another thing that we have done is encouraging the movement of export by all modes. For 2022, we had 38,000 by road, in 2023 we had 55,000 by road. In 2022, by rail, we had about 5,000, and in 2023 we had 8,000 by rail. In 2022 we had 10,000 barges and 8,309 barges in 2023."

"That is 20,000 increase achieved through the enabling environment created in partnership with Customs and other government agencies, including major stakeholders, on how to improve the speed of export business, shipping lines, terminal operators, and others. These are the factors that have culminated into this growth that we have recorded and I am sure that we can do much better in 2024."

"Export is a very critical element of the national economy, particularly with the government's agenda of diversification of the economy to the non-oil export. The nature of export we are talking about this time around is to grow the volume of locally produced goods and services that are exported through the ports.

With ports being a major platform for trade facilitation, what the management has done, is to continually develop policies that will support the requirement of the Executive Order 001 which



Charles Bamidele Okaga,
Port Manager of Lagos Port Complex

requires that every port should have dedicated facilities for export. In this wise, the management of Nigerian Ports Authority at the national level developed the concept of export processing terminals.

"The reason for the development of export processing terminals is to have enough dedicated areas where you can do product reception, consolidation, quality control, and the relevant licencing and permits by government agencies to clear them for export. It was also aimed to reduce drastically the volume of Nigeria exports that are rejected abroad. It is to put goods and services in consumable condition by the time they gets to their port of destination.

"When you have a facility that encourages this type of trade facilitation principles, it is bound to have a direct impact on the overall trade volume of the country. As we speak, in 2022 for instance, we had a total of about 50,000 TEUs of export containers. Whereas in 2023, we had over 70,000 TEUs, and that is definitely an increase in the volume of exports that is leaving the country through Lagos Port Complex alone.

In a monumental stride towards maximizing Nigeria's marine resources, the recent arrival of the "Great Lagos vessel at the TinCan Island corridor, Lagos, has become a beacon for the nation's Blue Economy vision. In an exclusive interview with Captain Gerald, the General Manager of Marine & Operations at the Nigerian Ports Authority (NPA), the significance of this maritime triumph was unveiled.

Revealing insights into the momentous event, Captain Gerald emphasized the "Great Lagos" vessel's impact on Nigeria's Blue Economy dream. The headline-making vessel, celebrated for its size, technology, and cargo capacity, signifies a turning point for the nation's efforts to attract substantial maritime traffic.

Underlining the meticulous planning that went into the safe berthing of the vessel, Captain Gerald detailed the NPA's pivotal role. From expanding berth lengths to deploying specialized resources, the NPA showcased its commitment to fostering a maritime environment conducive to the nation's Blue Economy aspirations.

Acknowledging operational challenges, Captain Gerald outlined how the NPA navigated hurdles, including the cost of marine craft procurement and pilot training. Despite these challenges, the successful berthing of the "Great Lagos" vessel signifies Nigeria's resilience in overcoming obstacles on its journey to Blue Economy prosperity.

The business impact of the "Great Lagos" vessel cannot be overstated, with over 2,000 containers and 2,500 cars ushering in a new era for Nigeria's trade landscape. Captain Gerald confidently expressed that this accomplishment serves as an encouraging indicator for attracting even larger vessels, aligning seamlessly with the nation's Blue Economy goals.

Looking ahead, Captain Gerald painted a promising picture of Nigeria's maritime future. With plans to expand facilities and accommodate larger vessels, the NPA is strategically aligning its infrastructure development with the nation's burgeoning Blue Economy potential.

Captain Gerald expressed satisfaction with the government's commitment to the maritime sector, particularly the transformative shift to the Ministry of Marine & Blue Economy. This shift in focus, he believes, will propel Nigeria toward achieving even greater milestones in the Blue Economy realm.

As the 'Great Lagos vessel takes center stage, it symbolizes not only a triumph for the maritime sector



"Great Lagos" Triumph Unveils Nigeria's Blue Economy Horizon, ...As Bello-Koko Commends Grimaldi Group

but a bold step towards realizing Nigeria's Blue Economy aspirations. With strategic planning, resilience in the face of challenges, and unwavering government support, the nation stands on the brink of a new era in harnessing its marine wealth for economic growth.

Meanwhile, in a related development, Mohammed Bello-Koko, Managing Director of the Nigerian Ports Authority (NPA), has commended the Grimaldi Group for their groundbreaking acquisition of the "Great Lagos", the largest container-RoRo ship that now graces the berths at Tin-Can Port.

Speaking on the vessel, Bello-Koko emphasized its environmentally friendly construction, praising the infusion of favorable environmental impact into its design.

Bello-Koko said that the G5-class vessel stands out for its cutting-edge technology, boasting the capability to reduce CO2 emissions per transported tonne of cargo by an impressive 43 percent. He also noted that this achievement aligns with Nigeria's steadfast commitment to the 2023 International Maritime Organisation's (IMO) Green House Gas Strategy. The strategy sets ambitious targets, aiming for a minimum 40 percent reduction in the carbon intensity of international shipping by 2030.

Bello-Koko highlighted the broader significance of such advancements, stating, "With shipping volumes promising to get higher, forward-looking investments such as building big ships such as Great Lagos symbolize the fact that the Nigerian business environment is progressively improving."

This achievement comes after a substantial \$20 million in investment, solidifying the Great Lagos as a testament to Nigeria's dedication to both economic growth and sustainable practices in the maritime sector.



The five Harbour Pilots being awarded at Onne Port in recognition of their laudable commitment and professionalism to the safe handling Indorama's vessels to their berths at Federal Ocean Terminal, Onne Port in Rivers State.

Onne Port Pilots Recognised For Commitment And Professionalism

Ejemeh Nchey-Achukwu

NPA Management through the Onne Port Management has appreciated the kind remarks and good gestures of OIS Indorama, which he said has distinguished them from other organizations and is worthy of emulation by other groups.

This remark was made during the awards to five (5) Harbour Pilots of Onne Port in recognition of their laudable commitment and professionalism to the safe handling of Indorama's vessels to their berths at the Federal Ocean Terminal, Onne Port in Rivers State.

Quoting the NPA rep "Even as we are humbled by the Indorama gesture, we are essentially just doing our job as we should" and that nevertheless, this will spur Onne Port Management to do more.

The Port Manager stressed that credit for the performance of Onne Port Pilots should actually go to the Managing Director and the entire Executive Management of NPA who have been relentless in their support for the operations of Onne Port.

He further stressed that, his team has been committed to the steady improvement of facilities, especially in encouraging the Harbours Department's ISO 9001-2015

Certification, acquiring more tugboats, pilot cutters, and deepening the water channels that have made it easy for bigger vessels to berth at Onne Port terminals. Stating that Management would be elated with Indorama's gesture of support towards the training of NPA pilots.

Earlier his opening address from the representative of the company – OIS Indorama Port Limited (OIPL), Mr Sanjay Garg, the Head of Supply Chain Management (SCM) while welcoming all to the occasion of the award presentation to individuals from NPA Onne Ports, stated that the occasion demonstrated immense commitment and professionalism within the system. They noted that their skills in safely handling progressively larger vessels have positively impacted the operations of OIS Indorama Port Ltd, leading to higher tonnages handled at their terminal.

"As you may be aware, we have in the course of our operations this few years, successfully received many bulk haulage trucks in compliance with NPA safety standards and exported from our terminal higher tonnages through progressively larger vessels. This

has been made possible largely through the excellent pilotage and berthing of these vessels by Onne NPA pilots", OIPL Company Managing Director stated unequivocally.

Mr Sanjay attributed the successes so far recorded by his company to what he calls "the favourable co – operation existing between NPA and OIS Indorama Port Ltd", and "the robust infrastructure, services and conducive business environment, created by NPA Management". This cooperation he affirmed, "... has enabled the successful loading from our terminal, of more than one hundred and eighty (180) vessels so far, and a record-breaking: loading of 49,113 metric tons of Urea in a single vessel within a draft of 11.4 meters".

In appreciating the conduct of the NPA Pilots, he also used the forum to convey Indorama's further gesture of cooperation towards the sponsorship of further training of NPA pilots, to ensure the availability of a competent pool of Pilots.

NPA officers honoured by OIPL include, Assistant Harbour Master of Onne Port, Captain O.M. Omovbude, Senior Pilot E. Y. Yakubu, Pilot Ameh Emmanuel, Pilot Aliyu Sarki Abdulahi and former Onne Port Manager Stanley Magaji Yitnoe (for his dynamic leadership).



Navigating Success: The Uncharted Waters of Emotional Intelligence in Maritime Excellence

Maranatha Ovbiagele

In the vast expanse of the maritime industry, where cutting-edge technology and unyielding waves converge, a silent force is emerging as the true compass for success: Emotional Intelligence (EI). Far beyond the machinery and logistics, the human element remains the linchpin of maritime operations. This report plunges into the depths of this often-overlooked facet, illuminating the transformative power of emotional intelligence in charting the course for maritime excellence.

Setting Sail with Emotional Intelligence:

As maritime operations traverse the unpredictable seas, the need for effective communication, harmonious teamwork, and decisive leadership becomes more pronounced than ever. Emotional intelligence, the subtle mastery of understanding and managing one's own emotions and those of others, emerges as the celestial navigation tool that guides crews through the storms and calms alike.

The Human Symphony in Maritime Operations:

Automation may be on the rise, but it is the heartbeat of the maritime workforce that ensures the industry's vitality. Emotional intelligence shines as the

orchestrator of this human symphony, harmonizing the cacophony of emotions — from the exhilaration of a successful voyage to the stress of navigating treacherous waters. It's the glue that binds crew members, officers, and shore-based personnel into a resilient and efficient maritime community.

Wave Riders of Communication and Teamwork:

In the vast ocean of maritime endeavors, communication is the wind in the sails. Crew members equipped with high emotional intelligence become adept navigators of diverse communication styles, effortlessly steering through the intricacies of onboard dynamics. This skill becomes the wind that propels the ship forward, fostering collaboration, and turning isolated efforts into a synchronized dance of efficiency.

Captains of Emotional Intelligence:

Leadership in maritime operations is a daunting task, often requiring split-second decisions and the ability to navigate uncharted territories. Enter emotional intelligence, the unsung hero of leadership. Captains and officers armed with high EQs can read the emotional currents of their team, making decisions that not only consider technicalities but also the well-being and morale of the crew.

Safeguarding Shores with Emotional

Resilience:

Safety at sea is not just a matter of protocols and procedures; it's a reflection of the emotional resilience of the crew. High-stakes situations demand cool heads and steady hands, qualities cultivated through emotional intelligence. Those who can manage stress, fear, and anxiety become the unsung heroes of maritime crises, turning potential disasters into triumphs.

Hoisting the Sails of Training and Development:

To navigate the future, the maritime industry must invest in its most precious resource — its people. Emotional intelligence training becomes the wind in the sails of professional development, shaping resilient and adaptable maritime professionals ready to face the challenges of an ever-evolving industry.

In conclusion, as the maritime industry continues to navigate uncharted waters, it is the mastery of emotional intelligence that will distinguish the merely competent from the truly exceptional. The winds of change are blowing, and those who hoist the sails of emotional intelligence will find themselves not only reaching their destinations but doing so with resilience, camaraderie, and excellence.

Every Naira Counts: A Maritime Revolution for Economic Prosperity

Maranatha Ovbiagele

In the vast expanse of global trade, the maritime sector stands as the backbone of economic connectivity, facilitating the movement of goods and fostering international commerce. In the context of Nigeria, a nation endowed with an extensive coastline and strategic maritime positioning, the maxim "Every Naira Counts" takes on profound significance within the maritime sector.

At the heart of this mantra lies the recognition that optimal utilization of resources and efficient financial management within the maritime industry directly translates to broader economic prosperity for the nation. Every transaction, every investment, and every expenditure in the maritime sector plays a pivotal role in shaping the economic landscape of Nigeria.

One of the key aspects underscoring the importance of every Naira within the maritime domain is infrastructure development. Adequate investment in port facilities, shipping lanes, and navigational systems enhances operational efficiency, reduces turnaround times, and ultimately attracts more international trade. Each Naira directed towards the expansion and modernization of maritime infrastructure becomes a building block for sustained economic growth, providing the necessary foundation for increased trade volumes and heightened competitiveness on the global stage.

Moreover, the effective utilization of financial resources within the maritime sector extends to human capital development. Training and equipping the workforce with the necessary skills and knowledge not only enhances the sector's productivity but also ensures the creation of a skilled labor force capable of handling the complexities of modern maritime operations. As every Naira is invested in education and training programs, the returns are seen in heightened efficiency, reduced operational costs, and increased competitiveness in the international market.

Furthermore, the mantra "Every Naira Counts" emphasizes the need for transparency and accountability within the maritime sector. The industry can attract foreign direct investments, foster partnerships, and create an environment conducive for sustainable growth. This, in turn, ensures that every Naira contributes not only to the immediate development of the sector but also to the long-term economic stability of the nation.

In the realm of Nigeria's maritime sector, the rallying cry "Every Naira Counts" reverberates as more than a financial slogan — it encapsulates a transformative vision for economic prosperity. As a nation surrounded by vast stretches of coastline, Nigeria's maritime industry serves as a linchpin for international trade, presenting an opportunity for strategic investment and innovative development. This discourse further explores the multifaceted

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2023 In Retrospect

Compiled by **OLUSOLA AKOSILE**

NPA DECRIES EXTORTION ON PORTS' ACCESS ROADS

THE Nigerian Ports Authority (NPA) has raised the alarm on the increasing rate of extortion along the access roads of the Lagos and Tin Can Island Port Complexes. This is coming on the heels of the clearance the Authority undertook last year, to rid the corridor of shanties and illegal buildings, which harbour criminals who perpetrate the extortion.

On the eve of the port corridor clearance, in collaboration with Lagos State Government last year, the Managing Director/CEO, NPA Mohammed Bello-Koko, had lamented that “these acts of extortion and allied illegalities are

injurious to trade facilitation, which is our core function and we cannot allow these nefarious characters make nonsense of the gateways to the national economy which the ports constitute”.

LEKKI PORT ASSURES STAKEHOLDERS RETURN ON INVESTMENTS

The Lekki Freeport Terminal Chief Commercial Officer, Kehinde Olubi-Neye, has said that the port is not in competition with Apapa and Tin Can Island ports. Rather, it is looking forward to improving maritime trade and ensuring return on investment for its stakeholders.

Olubi-Neye stated this at a media conference held at the



impressive capacity of 6570 TEUs and will be discharging and loading export cargoes in exchange.

The journey of the vessel originated from Shanghai, China and is called Lekki Port.

The CMA CGM Rabelais has set a new record for the port and, indeed, the Lagos Pilotage District, as being the largest vessel in ship dimensions to berth in the district, second only to the largest FPSO in the world, Total's Egina FPSO.

The vessel, safely manoeuvred to berth by the Nigerian Ports Authority led by Pilot Fagbo Sayid, sailed from Shanghai and made brief stops at Kribi and Cotonou before sailing to Lekki Port.

NPA UPGRADES CONTROL TOWER AT APAPA, TIN CAN PORTS TO ENHANCE SHIP TURNAROUND TIME

As part of efforts to become more competitive among ports in the West African Sub-region, the Nigerian Ports Authority (NPA) has commenced an aggressive moves toward infrastructure and equipment renewal, with the upgrade of its Control Tower at Apapa port and Tin Can Island Port to enhance communications with visiting vessels and reduce vessel turnaround time.

Speaking at the inauguration, the Managing Director/Chief Executive Officer, NPA, Mohammed Bello-Koko, said the authority placed priority on the renovation and equipping of the facilities to reduce emergency response and disaster risk while enhancing communication.

port's complex in Ibeju-Lekki, in Lagos, adding that the Lekki Port is working with the Nigerian Ports Authority (NPA) to ensure the return of transshipment cargoes which Nigeria lost, years back.

He also said that the company has, so far, invested a humongous \$100million on cargo handling equipment to ensure their smooth operation and quality customer service.

HOW EXPORT PROCESSING TERMINALS, CALL-UP SYSTEMS WILL FACILITATE CARGO SHIPMENT AT NIGERIAN PORTS

With the effort of the Federal Government to diversify the economy gaining momentum, it has emerged that the Nigerian Ports Authority (NPA) established the Export Processing Terminals (EPTs) and introduced an Electronic Call-up (Eto) system for export cargo to expedite the government's drive.

This, analysts said, represents a major leap and improvement procedurally and cost wise in shipping export cargoes out of the country.

Last year, the NPA called for greater understanding among stakeholders, stressing that the export regime would bring in stability to the logistics surrounding the arrival of exports to our ports and shipment of export boxes out of the country.

LEKKI PORT BERTHS CMA-CGM RABELAIS; LARGEST VESSEL WITH CAPACITY OF 6,570 TEUS

In a prompt display of capacity to meet and indeed surpass stakeholders' expectations, Lekki Deep Seaport on Friday, 19th May 2023 berthed a 300 Meter Length Over All (LOA) vessel.

The vessel christened CMA-CGM RABELAIS, has an



FG SUSPENDS PAYMENT OF FOOTAGE ALLOWANCES TO NPA BOAT PILOT

Managing Director of Nigerian Ports Authority (NPA) Muhammed Bello-Koko has said that the footage allowances payable to Nigerian boat pilots were suspended for investigation by the Salaries and Wages Commission.

Bello-Koko, who fielded questions from maritime correspondents at the inauguration of the newly renovated Control Tower in Apapa said the suspension of the allowance is to give it proper documentation.

According to the NPA boss, the footage allowance was introduced at the ports during the Cement Armada, in 1974 when half of the world's concrete supply was mysteriously diverted to the port of Lagos.

He said: "At that time, the pilots that were operating in the port were not Nigerians, and because of the hazards from the cement, a certain allowance was introduced by the government.

NPA Targets ISO Certification for Apapa Port

The Managing Director of Nigerian Ports Authority (NPA), Mohammed Bello-Koko, has said that the authority is working on securing the International Standard Organization (ISO) Certification for the Apapa Port, just like it did for Onne Port and Calabar Port.

Bello-Koko stated this in Lagos while inaugurating the newly refurbished Control Tower in Apapa, Lagos.

He explained that the move to ensure that ports across the country get the ISO certification informed the agency's decision to upgrade its Control Towers across the country, adding that both the Ports of Calabar and Onne have been ISO certified.

LEKKI PORT TAKES DELIVERY OF TUG BOATS FROM NPA

The management of Lekki Port LFTZ Enterprises Limited, promoters of Lekki Deep Sea Port, has confirmed the delivery of two 80-ton Bollard Pull tug boats christened M.T. MAIKOKO and M.T. DA-OPUKORO from the Nigerian Ports Authority (NPA) to enhance efficient port services and reduce cargo turnaround time at the Port.

The neoteric tug boats are the first of the 2813 Azimuth Stern Drive model to be available in Africa, with a maneuverability of 360 degrees which will enhance the maneuvering of large capacity vessels of 300 metres LOA and above.

This is essential to Lekki Port for the smooth berthing of large vessels by assisting their movement from the approach channel to the quay wall and also departure from the Port.

NPA: GROUNDED VESSELS AT ESCRAVOS OPERATING ILLEGALLY

The Nigerian Ports Authority (NPA) has said that the six vessels that were grounded at the Escravos Channel entered the channel illegally.

The Managing Director of NPA, Mr Mohammed Bello-Koko, said this in a statement in Lagos.

"The occasional reported incidents of vessels running aground cannot impede the channel as they are vessels operating illegally without NPA Marine pilots onboard.

"The vessels ran aground only because they veered off the channel and safety marked areas due to incompetence," he said.

NPA SUSPENDS OPERATIONS OF TRUCK PARKS UNDER ETO CALL-UP SYSTEM

Following moves by the Nigerian Ports Authority (NPA) to streamline operational processes within the port ecosystem, the agency yesterday suspended the processing of trucks into the terminals by virtual parks.

In a notice to stakeholders last year, the management of NPA, through its partner Truck Transit Parks (TTP), said that virtual parks on the Eto platform have been stopped.



TTP said that any truck coming into the ports must have been processed via the Eto platform and through a physical truck and pre-gate or an export processing terminal.

OYETOLA INAUGURATES MISSION TO SEAFARERS CENTRE, APAPA

The Minister of Marine and Blue Economy, Chief Adegboyega Oyetola, in 2023 inaugurated the refurbished Mission to Seafarers (MTS) Centre in Lagos. He commended the Managing Director of Nigerian Ports Authority (NPA), Mohammed Bello-Koko, for carrying out the refurbishment.

He said that the Federal Ministry of Marine and Blue Economy is determined to equip seafarers and maritime workers with the enabling tools to tackle and overcome work-related challenges.

NPA LAUNCHES \$1.1BN PORT REHABILITATION PLAN FOR ENHANCED TRADE COMPETITIVENESS

The Nigerian Ports Authority (NPA) has embarked on a significant \$1.1 billion port rehabilitation plan, aimed at ensuring a strong commitment to fortify Nigeria's trade competitiveness.

Speaking during a panel session during the 43rd PMAWCA (Port Management Association of West and Central Africa) conference in Lagos, the Managing Director of NPA, Mohammed Bello-Koko, stated that with almost every port in Nigeria requires rehabilitation, and that the NPA is initiating a substantial overhaul, starting with the Tin Can and Apapa ports in Lagos.

He stated that the objective of the NPA's plan is to enhance the physical infrastructure of these ports to accommodate vessels of all sizes and increase the draft at the quay side, with the aim of achieving draft depths of up to 14 meters expressing that the initiative will render the ports more competitive on a global scale.

BY JOACHIM AKINSELOYIN, MUSTAPHA TENIOLA & IKWUMEZIE SOPHIA

Oyetola visits Lagos ports for inspection of collapsing berths, quays

MINISTER of Marine and Blue Economy, Gboyega Oyetola, will today visit the Lagos ports of Apapa and Tin-Can to see first-hand the state of the collapsing berths and quay aprons.

It will be recalled that the Managing Director of the Nigerian Ports Authority (NPA), Mohammed Bello-Koko, had raised the alarm in the first quarter of 2023 that the Tin-Can Port and some parts of Apapa Port, if not rehabilitated in the next few years, would collapse.

NPA to begin full automation, cargo tracking soon—Oyetola

The Minister of Marine and Blue Economy, Adegboyega Oyetola, has disclosed that the Nigeria Port Authority will soon commence the implementation of full automation and cargo tracking to promote ease of doing business across various ports the country.

Oyetola made the disclosure recently in Abuja, when he received a renowned entrepreneur and sustainability expert, prof. Gunter Pauli, who is on a three-day visit to Nigeria.

NPA rehabilitates Apapa mini water plant 15 years after abandonment

The Nigerian Ports Authority (NPA) has rehabilitated the only source of fresh water supply to the port city of Apapa, 15 years after it was abandoned.

The project is part of NPA's corporate social responsibility to residents of Apapa.

The 2.4 million gallon per day mini water plant was commissioned yesterday by the Managing Director of NPA, Mohammed Bello-Koko.

Speaking at the commissioning ceremony, Bello-Koko, said it was the beginning of the authority's long-term plans to enhance infrastructure and living conditions across port locations.

Apapa Port Makes History, Berths Largest Container Vessel

The Nigerian Ports Authority (NPA) has recorded another milestone as it received the largest container vessel to visit the Lagos Port Complex (LPC), Apapa.

This is coming barely one month after the Tin-Can Island Port received a largest container vessel,

APM Terminals Apapa, on Friday, received the largest containership to ever call at the Lagos Port Complex Apapa to date.

The Singapore-flagged Kota Cantik, operated and managed by Pacific International Lines (PIL), is a 6,606 TEU containership with a draught of 11.6 meters, Length Over All (LOA) of 300 meters and beam of 40 meters.

The historic berthing of the vessel was witnessed by officials of Nigerian Ports Authority (NPA), PIL and APM Terminals Apapa.



2023

Bello-Koko: Non-oil Export Gaining Traction as EPT Processed 300 Containers in Nine Days

The Managing Director, Nigeria Ports Authority (NPA), Mohammed Bello-Koko, has stated that the operation license the authority granted to export processing Terminal (EPTs) to scale up export is yielding the much expected results, with just one terminal recording over 300 containers in nine days.

Bello-Koko, who stated this during a tour of all the EPTs in Lagos, said the feat represent a 60 per cent increase from the 30 per cent recorded in the past.

Shipowners Commend Blue Economy Ministry Creation, Oyetola's Appointment

The shipowners Association of Nigeria (SOAN) has commended the federal government for creating the ministry of Marine and Blue Economy and also appointing the former governor of Osun State, Chief Gboyega Oyetola, to ministry.

In a letter to the ministry signed by the Chairman of the Board of Trustees of SOAN, Prince Chibudom



MILESTONE

Nwuche, released on Sunday, the association said the creation of the ministry puts Nigeria in the same competitive league with other African countries such as South Africa, Seychelles and Mauritius.

Lekki Port receives maiden transshipment vessel

The MANAGEMENT of Lekki Deep Sea Port has announced the arrival of CMACGM RIMBAUD, first transshipment vessel, to call at the terminal.

The ship, which arrived at about 1.00p.m in Lagos, contained cargo from two of the largest container shipping lines in the world, CMA CGM and mearsk.

The service originated from the far East passing through Shanghan, Ningbo, Shekuo, Nansha, Tanjung Pelpas, Singapore to Kribi Cameroon, before



The creation of the ministry puts Nigeria in the same competitive league with other African countries such as South Africa, Seychelles and Mauritius

finally arriving at the Lekki facility.

According to the management, the vessel carried 411 twenty-foot equivalent unit (TEU) of transshipment Cargo and had a nominal container handling capacity of 6,900 TEU and will be departing on July 16.

Maritime security: Nigerian, Brazilian navies strengthen bilateral relations

Lagos a Brazilian Navy warship, Frigate Liberal, arrived Nigeria Tuesday on a three-day Port call, aimed at strengthening bilateral relations with the Nigerian Navy for an enhanced maritime security within West Africa.

Briefing journalists at the Western Naval Command, WNC, Apapa, Lagos, on the significance of the visit for the Nigerian Navy, the Flag Officer Commanding, FOC WNC, Rear Admiral Jonathan Mamman, said it would foster the exchange of ideas, providing an

MILESTONE

opportunity for both navies to share insights and learn from one another.

Two years after, cargo movement begins on Apapa-Ibadan \$1.5 billion rail line

Th Federal Government, yesterday, flagged off the first movement of import unit of containers from Apapa port after two years of its inauguration amid several setbacks.

Respite came to the congested Apapa corridor as movement of container commenced on one of the three \$1.5 billion standard gauge rail line constructed by the Federal Government from Apapa port to Moniya in Ibadan, Oyo State.

Nigeria receives largest vessel with 2000 containers, 2,500 vehicles

One of the world's largest container com Roll-On-Roll-off (RORO) vessels, MV Great Lagos, arrived the Tin-Can Island Port in Lagos on Monday carrying about 2000 containers and 2500 vehicles.

The ship, which is named after the city of Lagos, is currently on its maiden voyage to three West African countries with Nigeria as her first port of call.

Built with about \$100million, MV Great Lagos, which was commissioned in 2023 is currently sailing under the flag of Italy. It is owned by the Grimaldi Group.

On ground to receive the massive ship were Governor Babajide Sanwo-Olu of Lagos State, represented by his deputy, Dr Obafemi Hamzat; the Minister of Marine and Blue Economy, Mr Adegboyega Oyetola; Managing Director of Nigerian Port Authority (NPA), Mr Mohammed Bello Koko, and the Director General, Nigerian Maritime Administration and Safety Agency (NIMASA), Dr Bashir Jamoh, among others.

FG Takes Step To Eliminate Export Cargo Rejection For Nigeria

There are positive indications that the persistent challenges of delays and exorbitant charges for cargo at airports in Nigeria are poised for resolution The Federal Government through the



MV Great Lagos, which was commissioned in 2023 is currently sailing under the flag of Italy

Federal Airports Authority of Nigeria, FAAN, is undertaking measures to develop a cargo bill of rights, aiming to enhance exports and eradicate corruption within the system—a move recommended by the Avia Cargo committee

Recent reports from Aviation World reveal a historical trend of cargo leaving Nigeria being frequently rejected in international markets, particularly in Europe and America, citing quality concerns.

Notably, Nnamdi Azikiwe International Airport and Lagos Airport lead with exorbitant charges among African airports. This situation, condemned by the International Air Transport Organisation, IATA, has been identified as a hindrance to the growth and profitability of indigenous carriers.

Stakeholders emphasize that delays and



excessive charges for cargo at airports can lead to substantial economic losses, estimating that each day of delay costs the global air cargo industry approximately \$500 million.

Two years after, cargo movement begins on Apapa-Ibadan \$1.5 billion rail line

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In fulfilment of its promise towards actualizing the ease of doing business in the country, While inaugurating the wagon freight train haulage at APM Terminal, Apapa, the Minister of Transportation, Saidu Alkali, stated that wagon freight train from Apapa Port to Ibadan would move 90 containers cargoes daily. This move aims not only decongest the ports but also save shippers from accumulation of demurrages.

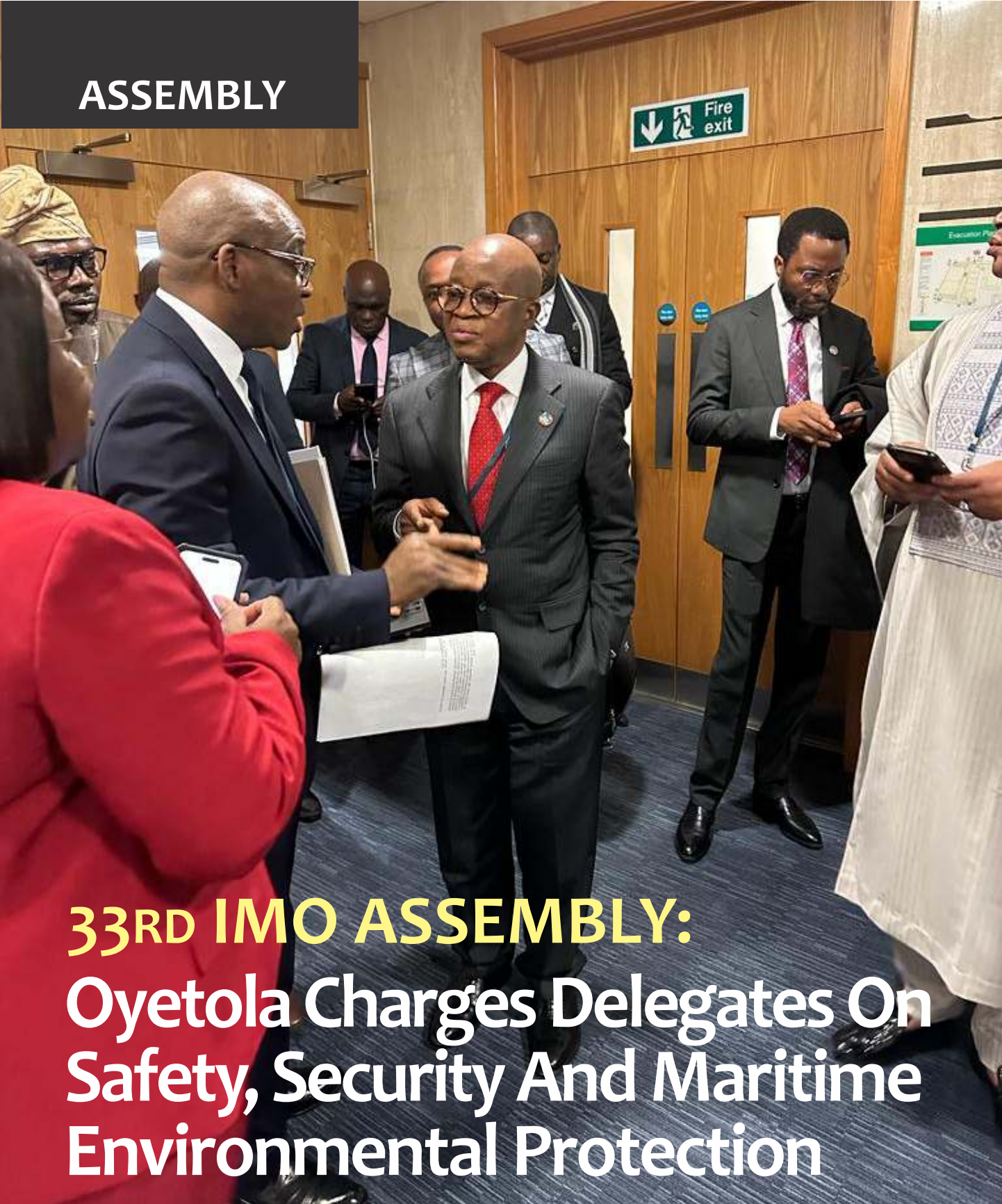
Blue Economy: I'm in a Hurry to Make Impact, Oyetola Declares

The Minister of Marine and Blue Economy, Adegboyega Oyetola, has declared that he was in a hurry to make impact in the Ministry.

Oyetola, who noted that he had no business in the Ministry if he cannot make an impact, solicited the support of the management and staff of the Nigerian Port Authority (NPA), and other critical stakeholders within the sector to realise President Bola Ahmed Tinubu's Renewed Hope Agenda in the sector.

During his meeting with the Management and staff of the NPA, after inspecting facilities at the Apapa and Tincan Ports in Lagos, the former Osun State governor emphasised the urgent need for infrastructure renewal across the county's ports to save them from imminent collapse. He also encouraged terminal operators to invest in the development of facilities at the port.

The former Osun governor said going by the decay in infrastructure he saw at the port, there was an urgent need to commence infrastructure renewal of port across the country so as to save them from imminent collapse. He also encouraged terminal operators to invest in the development of facilities at the ports.



33RD IMO ASSEMBLY: Oyetola Charges Delegates On Safety, Security And Maritime Environmental Protection

VICTORIA TARFA

The Nigerian Government has solicited improved understanding and cooperation amongst member nations towards maximizing the huge potentials available within the Marine and Blue Economy for the economic sustainability and growth required within the Maritime corridor.

This statement was made by the nation's Honourable

Minister of Marine and Blue Economy, Adegboyega Oyetola, who represented the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, H.E Bola Ahmed Tinubu, GCFR, at the 33rd Session of the International Maritime Organisation.

The Hon. Minister stated that the Ministry of Marine and Blue Economy was set up to harness Nigeria's maritime potential for economic



sustainability and growth as well as to give the required attention to maritime-related issues.

Against this background, he further stated that as a maritime nation, the country has made significant strides in the quest for a more progressive and dynamic maritime sector nationally, regionally, and internationally. With the establishment of the new Ministry of Marine and Blue Economy, he has already begun the process of developing a framework that will ensure short, medium, and long-term outcomes to reposition the maritime sector to achieve the new administration's agenda for economic growth and development.

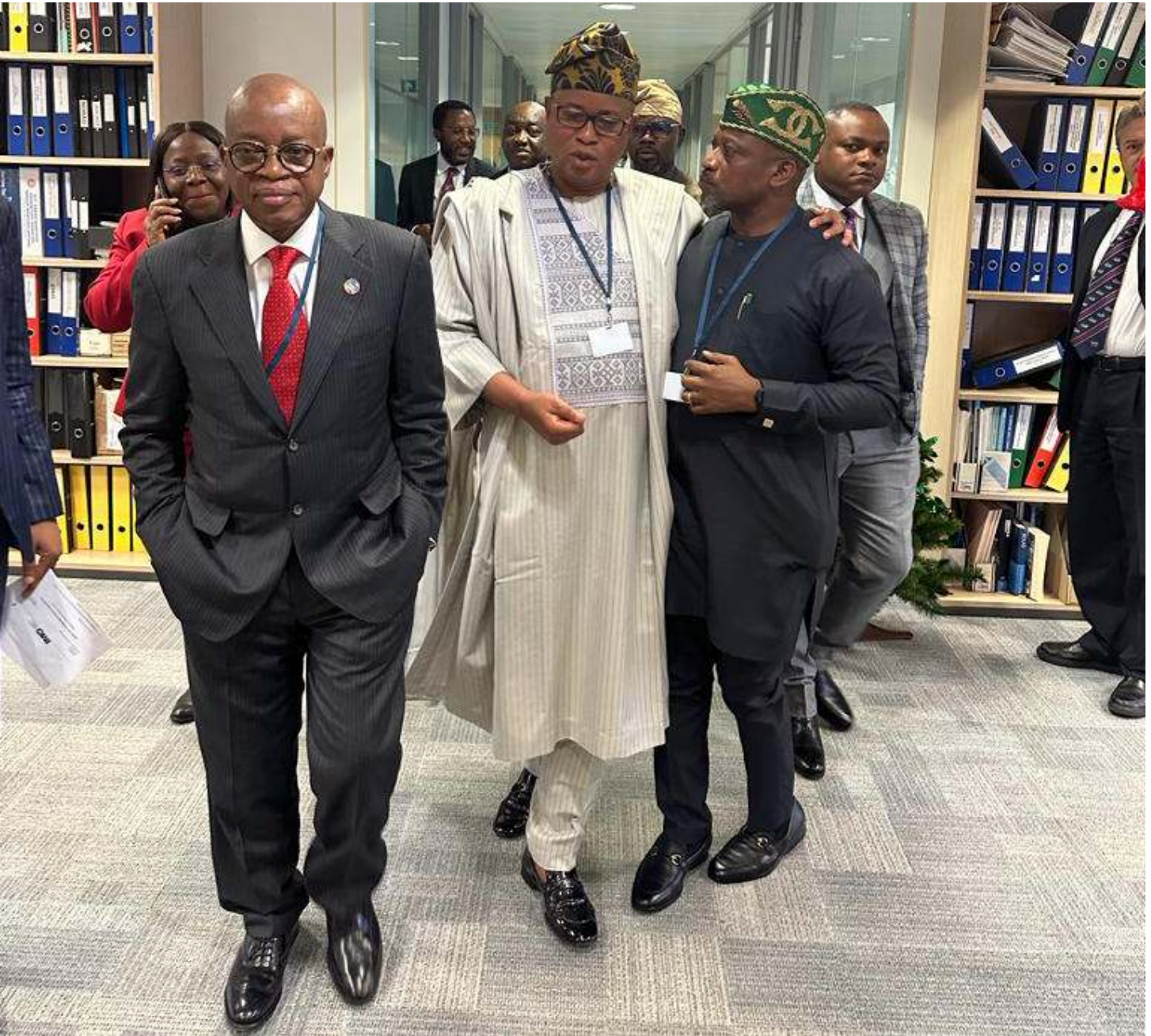
He said the country has witnessed improved national security initiatives, which has continued to take concrete steps in enplacing the necessary legal and institutional framework to sustain the successes attained in ensuring maritime security within her maritime domain. He noted that the enactment of a dedicated legislation, the Suppression of Piracy and Other Offences Act, which fortifies the legal framework. In addition to that, the implementation of the Integrated National Surveillance and Waterways Protection Solution, known as "The DEEP BLUE PROJECT," which further enhances maritime security with its command and control infrastructure. This initiative, he said, has continued to bolster Nigeria's maritime security architecture and contributed to the significant drop in the number of security incidents in Nigerian waters and the wider Gulf of Guinea, with

emphasis here on the collaboration with member states, stakeholders, and the IMO.

In the area of marine environment management, Nigeria has remained steadfast in the actualisation of its treaty obligation and has witnessed the recent ratification of six maritime conventions and protocols that will further promote a cleaner marine environment, ship-breaking criteria, global standard for fishing crew, and response to oil pollution casualties.

The approved instruments for ratification are the Hong Kong International Convention for Safe and Environmentally Sound Recycling of Ships 2009; International Convention on Standards of Training Certification and Watch-keeping for Fishing Vessel Personnel (STCW-F) 1995; Protocol Relating to Intervention on the High Seas in Cases of Oil Pollution Casualties (intervention protocol) 1973 and the Protocol on Limitation of Liabilities for Maritime Claims 1996. Others are the Protocol to the 1974 Athens Convention Relating to the Carriage of Passengers and their Luggage by Sea 2002; and the protocol of 2005 to the 1988 protocol to the Suppression of Unlawful Acts against the Safety of Fixed Platforms Located on the Continental Shelf (SUA PROT 2005). With the ratification, Nigeria is pleased to mention that steps are being taken towards the deposition of the instruments of ratification at the IMO.

In the area of climate action and in fulfilment of the IMO's commitment to the global fight against climate change, Nigeria notes the 2023 strategy on Green House



Gas emissions adopted at the MEPC 80 which demonstrated the spirit of friendship, compromise, and consensus amongst member states. Nigeria, he said, is committed to working with other member states in the implementation of this strategy.

Furthermore, in the aspect of human capacity development, Nigeria has continued to place and give priority to the training of its seafarers through its national cadetship initiative, the Nigerian Seafarers Development Programme (NSDP). Through this initiative, Nigeria has continued to train indigenous seafarers to build capacity and enhance its contribution to the global seafarer's pool and manpower development, with attention on women seafarers. Since inception of the NSDP programme, the Federal Government has trained 2,476 cadets in various fields at world-class maritime institutions across the world.

"To reform the business environment, we have

continued to implement a broad-based agenda to improve the Nigerian maritime operating environment for commerce to thrive and be driven through inter-agency collaboration and cooperation with the private sector. With technical support from IMO, we have initiated the development of a Port Community System (PCS) to create an effective and efficient port community system. Currently, we have ensured interconnectivity of operations of the relevant agencies to create seamless cargo clearance processes and procedures to further enhance and simplify cross-border trade."

Oyetola also met with the newly elected Vice President of IMO, who is the Bangladesh High Commissioner to the UK, Saida Muna Tasneem, and Saudi Arabia's Saleh bin Nasser AlJasser, who is the Minister of Transport and Logistics Services of Saudi Arabia, Department of Economic and Social Affairs.

Earlier, the meeting was opened with a speech by the outgoing President, H.E. Mr. Antonio Manuel R.



Lagdameo, Permanent Representative of the Philippines to the United Nations, where he stated that our planet, oceans, and humanity face critical threats from pollution, climate change, geopolitical instability, and the economic challenges posed by high inflation.

Despite these obstacles, the importance of shipping in facilitating global trade and transporting essential goods across continents cannot be overstated. However, our focus must shift towards a future that's both decarbonized and digitalized, leaving no one behind.

Antonio added that, "this Assembly will be invited to review the Organization's work over the past two years. Your participation will be crucial in approving the upcoming work program, budget, and Strategic Plan for 2024-2029, electing a new Council, as well as the appointment of the next Secretary-General, and adopting various vital resolutions."

During the last biennium, the Maritime Safety Committee achieved significant milestones, including adopting the modernized Global Maritime Distress and Safety System (GMDSS); initiating the development of a goal-based instrument for maritime autonomous surface ships (MASS), in cooperation with the Legal and Facilitation Committees and a comprehensive review of the STCW Convention and Code; and commencing work on the development of a framework for the safe operation of new technologies and alternative fuels aimed at reducing GHG emissions from ships, to support the safe delivery of 2023 IMO's GHG Strategy.

Turning to the Marine Environment Committee, in July 2023 the MEPC unanimously adopted the ambitious 2023 Strategy on the Reduction of Greenhouse Gas Emissions from Ships. The strategy sets a common vision and an ambitious goal of achieving net-zero greenhouse gas emissions by 2050.

A further milestone for the shipping sector was 26 June 2023, when the criteria of entry into force of the Hong

Kong Convention for the Safe and Environmentally Sound Recycling of Ships were met with the Bangladesh and Liberia becoming Contracting States. It is now set to enter into force on 26 June 2025.

The Assembly is the highest governing body of the organization, which consists of all member states that meets once every two years in regular sessions, but may also meet in an extraordinary session if necessary. The Assembly is responsible for approving the work programme, the budget, and determining the financial arrangements of the organization, and the adoption of amendments to certain treaties, if so provided therein.

Other Nigerian delegates include, the Permanent Secretary of the Ministry, Dr. Magdalene Ajani, the Director, Safety and Security of the Ministry, Babatunde H. Bambata, Chairman Senate Committee on Marine, Deputy, Chairman, House Committee on Marine, Managing Director, NPA, Mohammad Bello Koko, Director General, NIMASA, Bashir Jamoh, the Nigerian Ag. High Commissioner, United Kingdom, Ambassador Cyprian Heen, the Alternate Permanent Representative, (APR-IMO), Abdulmumuni Drissu,

Every Naira Counts: A Maritime Revolution for Economic Prosperity

CONTINUES FROM PAGE 52

dimensions of the maritime revolution envisaged by the mantra, shedding light on the key pillars of infrastructure and human capital,

Infrastructure Development: Building the Foundations of Progress

The efficient flow of goods and services through maritime routes hinges on robust infrastructure. "Every Naira Counts" as it is invested in expanding and modernizing ports, upgrading shipping facilities, and fortifying navigational systems. This

strategic allocation of funds not only enhances the nation's capacity to handle increased trade volumes but also positions Nigeria as a maritime hub of global significance. Upgrading cargo handling equipment, implementing smart technologies, and streamlining logistical processes contribute not just to the sector's growth but also ripple into the broader economy, catalysing trade-related industries and generating employment.

Human Capital Development: Empowering the Workforce for Success

The maritime revolution advocated by "Every Naira Counts" recognizes the indispensable role of a skilled and empowered workforce. Investment in education, training, and skill development programs becomes paramount. These initiatives not only equip maritime professionals with the expertise to navigate the complexities of the industry but also pave the way for innovation and sustainability. By focusing on continuous learning, safety protocols, and international best practices, every Naira spent on human capital development becomes an investment in the nation's intellectual capital,

fostering a culture of excellence and adaptability.

Conclusion:

In conclusion, the maxim "Every Naira Counts" resonates powerfully within the maritime sector of Nigeria. The judicious use of financial resources in infrastructure development, human capital enhancement, and the promotion of transparent business practices paves the way for a maritime revolution that propels the nation towards economic prosperity. By recognizing the significance of each Naira spent, Nigeria can harness the full potential of its maritime sector, transforming it into a catalyst for national development and global economic relevance.

*Maramather Ovbiagele is an Officer writer with the Employee and Labour Relations Department of NPA.

MARITIME CROSSWORD



BELL	CANDY	CARGO	CHIMNEY	CHRISTMAS
EXPORT	FAMILY	HADIZABALAUSSAN	MANAGEMENT	MARINA
MARINE	NAVIGATION	NIGERIA	NIGERIANPORTSAUTHORITY	NIMASA
NPA	PARENTS	PMAWCA	PORT	SANTACLASUS
SEAPORT	SHARK	SHIPPERSCOUNCIL	SIFAX	SNOW
TERMINAL	TUGBOAT	VESSEL	WHALE	YULETIDE

SEE SOLUTION ON PAGE 73

By: ABUBAKAR MOHAMMED

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Nigerian Ports, becoming the Hub of International Trade and Freighting in Africa.

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Email Address:
lpcinfo@nigerianports.org

Tin Can Island Port
P.M.B. 1201, Apapa, Lagos
Email Address:
tcipinfo@nigerianports.org

Rivers Port, Port-Harcourt
Basket House, P.M.B. 5043
Port-Harcourt -Rivers State
Email Address:
riversinfo@nigerianports.org

Delta Ports, Warri
P.M.B. 1054, Warri
Delta State
Email Address:
deltainfo@nigerianports.org

Calabar Port Complex, Calabar
New Calabar Port Complex
P.M.B 1014 Calabar,
Cross-River State
Email Address:
calabarinfo@nigerianports.org

Onne Port Complex, Onne
Onne Port Complex,
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DIABETES

Mellitus



**Workplace Wellness Committee,
NPA Medical Services division**

Dr. Dabo Usman Mohammed
(For Workplace wellness
committee, NPA Medical Division)

Overview

Diabetes mellitus refers to a group of diseases that affect how the body uses blood sugar (glucose). Glucose is an important source of energy for the cells that make up the muscles and tissues as well as the brain's main source of fuel.

The main cause of diabetes varies but ultimately it can lead to excess sugar in the blood, which can cause serious health problems. They are of two main Types: Type 1 diabetes and Type 2 diabetes.

Potentially reversible diabetes conditions include prediabetes and gestational diabetes. Prediabetes happens when blood sugar levels are higher than normal

but the blood sugar levels is not high enough to be called diabetes but prediabetes can lead to diabetes unless steps are taken to prevent it. Gestational diabetes happens during pregnancy, which may resolves after the baby is born.

Burden of diabetes

- Globally the number of people with diabetes has risen from 108 million in 1980 to 422 million in 2014.

- The global prevalence of diabetes among adults over 18 years of age has risen from 4.7% in 1980 to 8.5% in 2014.

- Diabetes cases has been rising more rapidly in middle- and low-income countries

·Diabetes is a major cause of blindness, kidney failure, heart attacks, stroke and lower limb amputation.

·In 2012, an estimated 1.5 million deaths were directly caused by diabetes and another 2.2 million deaths were attributable to high blood glucose.

·Almost half of all deaths attributable to high blood glucose occur before the age of 70 years. WHO projects that diabetes will be the 7th leading cause of death by 2030.

Risk factors

Risk factors for diabetes depend on the type of diabetes. Family history may play a part in all Types. Environmental factors and geography can add to the risk of Type 1 diabetes.

Family history- those with family history of diabetes have a higher risk of developing diabetes. This risk increases drastically if both parents have diabetes. Sometimes family members of people with Type 1 diabetes are tested for the presence of diabetes immune system cells (autoantibodies). If you have these autoantibodies, you have an increased risk of developing Type 1 diabetes though not everyone who has these autoantibodies develops diabetes.

Race or ethnicity also may raise your risk of developing Type 2 diabetes. Although it is unclear why, certain people including Black, Hispanic, American Indian and Asian American people are at higher risk. Prediabetes, Type 2 diabetes and gestational diabetes are more common in people who are overweight or obese.

Causes

To understand diabetes, it is important to understand how the body normally uses glucose.

Function of glucose in the body

Glucose — a sugar — is a source of energy for the cells that make up muscles and other tissues.

·Glucose comes from two major sources: food and stores from your liver.

·Sugar is absorbed into the bloodstream, where it enters cells with the help of insulin.

CAUSES OF TYPE 2 DIABETES



·The liver stores and makes glucose.
·When glucose levels are low, such as when you have not eaten in a while, the liver breaks down stored glycogen into glucose. This keeps your glucose level within a typical range.

The exact cause of most types of diabetes is unknown, but in all cases, sugar builds up in the bloodstream. This is because the pancreas, the organ responsible for producing insulin in the body, does not produce enough insulin. Both Type 1 and Type 2 diabetes may be caused by a combination of genetic or environmental factors. It is unclear what those factors may be.

Insulin and How it Works

Insulin is a hormone that comes from a gland behind and below the stomach called the pancreas.

·The pancreas releases insulin into the bloodstream.

·The insulin circulates and facilitates the entrance of sugar into the cells.

·Insulin lowers the amount of sugar in the bloodstream.

·As the blood sugar level drops, so does the secretion of insulin from the pancreas.

Signs and symptoms of

diabetes mellitus

Diabetes symptoms depend on how high your blood sugar is. Some people, especially if they have prediabetes, gestational diabetes or Type 2 diabetes, may not have symptoms. In Type 1 diabetes, symptoms tend to come on quickly and be more severe.

Some of the symptoms of Type 1 diabetes and Type 2 diabetes are:

- Feeling more thirsty than usual.
- Urinating often.
- Losing weight.
- Feeling tired and weak.
- Feeling irritable or having other mood changes.
- Having blurry vision.
- Having slow-healing sores/ulcers.
- Getting a lot of infections, such as gum, skin and vaginal infections.

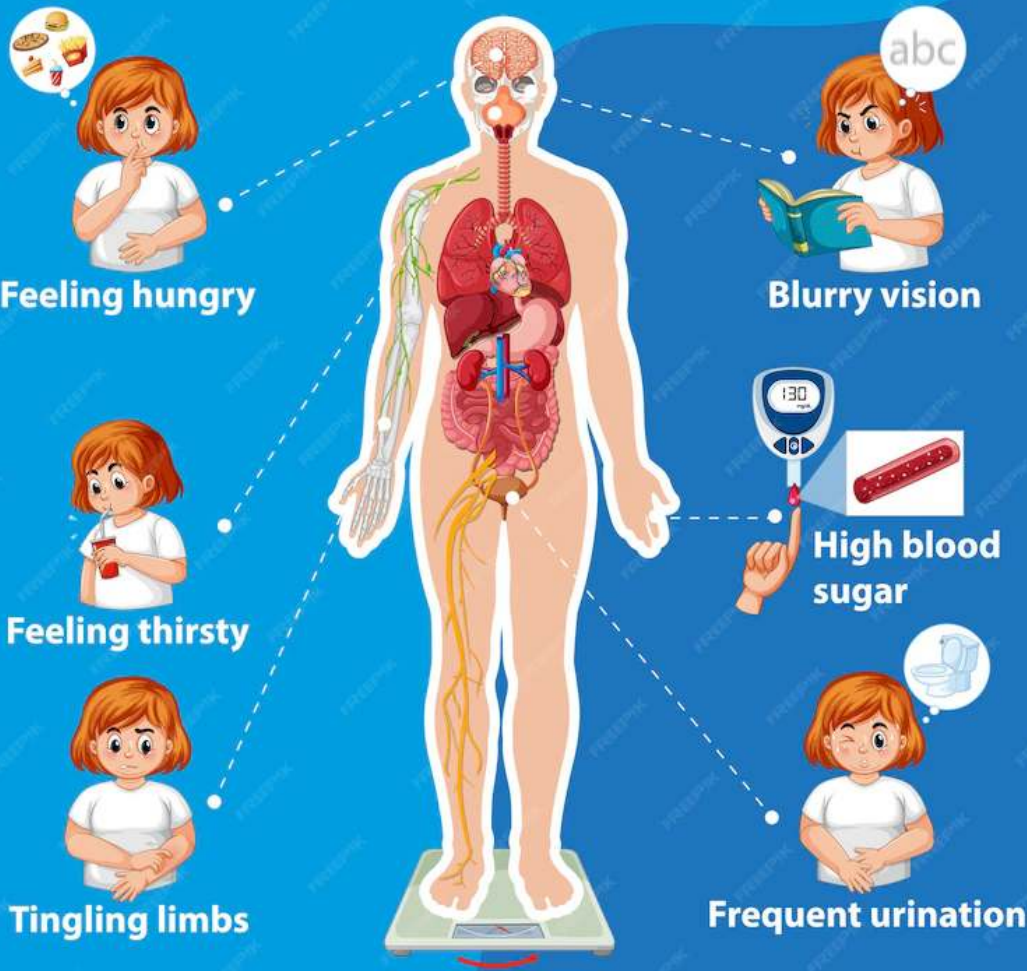
Type 1 diabetes can start at any age but it often starts during childhood or teenage years.

Type 2 diabetes, which is the more common type, can develop at any age.

Type 2 diabetes is more common in people older than 40 years but Type 2 diabetes in children is increasing.

Management

DIABETES SYMPTOMS



·**Kidney damage from diabetes (diabetic nephropathy).**

The kidneys hold millions of tiny blood vessel clusters (glomeruli) that filter waste from the blood. Diabetes can damage this delicate filtering system.

·**Eye damage from diabetes (diabetic retinopathy).**

Diabetes can damage the blood vessels of the eye. This could lead to blindness.

·**Foot damage.**

Nerve damage in the feet or poor blood flow to the feet increases the risk of many foot complications, which can lead to foot amputation.

·**Skin and mouth conditions.**

Diabetes may leave you more prone to skin problems, including bacterial and fungal infections.

·**Hearing impairment.**

Hearing problems are more common in people

with diabetes.

·**Alzheimer's disease.**

Type 2 diabetes may increase the risk of dementia, such as Alzheimer's disease.

·**Depression related to diabetes.**

Depression symptoms are common in people with Type 1 and Type 2 diabetes.

·**Gestational Diabetes (Pregnancy – induced Diabetes)**

Most women who have gestational diabetes deliver healthy babies. However, untreated or uncontrolled blood sugar levels can cause problems for mother and baby.

Complications in the baby that can be caused by gestational diabetes, including:

·**Excess growth.** Extra glucose can cross the placenta. Extra glucose triggers the baby's pancreas to

·**If you think, you or your child may have diabetes.**

If you notice any possible diabetes symptoms, contact your health care provider. The earlier the condition is diagnosed, the sooner treatment can begin and the better the outcome.

·**If you have already been diagnosed with diabetes.**

After you receive your diagnosis, you will need close medical follow-up until your blood sugar levels stabilize.

Complications of diabetes mellitus

Long-term complications of diabetes develop gradually. The longer you have diabetes — and the less controlled your blood sugar — the higher the risk of complications. Eventually, diabetes complications may be disabling or even life threatening. Possible complications include:

·**Heart and blood vessel**

(cardiovascular) disease.

Diabetes majorly increases the risk of many heart problems. These can include coronary artery disease with chest pain (angina), heart attack, stroke and narrowing of arteries (atherosclerosis). If you have diabetes, you are more likely to have heart disease or stroke.

·**Nerve damage from diabetes (diabetic neuropathy).**

Too much sugar can injure the walls of the tiny blood vessels (capillaries) that nourish the nerves, especially in the legs. This can cause tingling, numbness, burning or pain that usually begins at the tips

of the toes or fingers and gradually spreads upward. Damage to the nerves related to digestion can cause problems with nausea, vomiting, diarrhoea or constipation. For men, it may lead to erectile dysfunction.

make extra insulin. This can cause the baby to grow too large. It can lead to a difficult birth and sometimes the need for a C-section.

- Low blood sugar. Sometimes babies of mothers with gestational diabetes develop low blood sugar (hypoglycaemia) shortly after birth. This is because their own insulin production is high.

- Type 2 diabetes later in life. Babies of mothers who have gestational diabetes have a higher risk of developing obesity and Type 2 diabetes later in life.

- Death. Untreated gestational diabetes can lead to a baby's death either before or shortly after birth.

Complications in the mother also can be caused by gestational diabetes, including:

- Preeclampsia. Symptoms of this condition include high blood pressure, too much protein in the urine, and swelling in the legs and feet.

- Gestational diabetes. If you had gestational diabetes in one pregnancy, you are more likely to have it again with the next pregnancy.

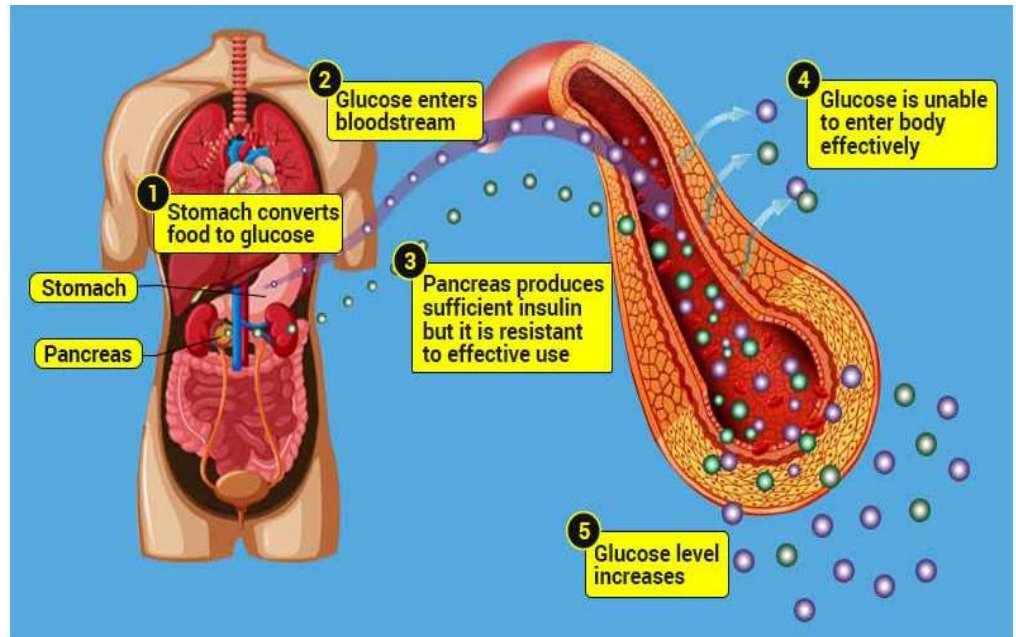
Prevention of diabetes mellitus

Type 1 diabetes cannot be prevented but the healthy lifestyle choices that help treat prediabetes, Type 2 diabetes and gestational diabetes can also help prevent them:

- Eat healthy foods.** Choose foods lower in fat and calories and higher in fiber. Focus on fruits, vegetables and whole grains. Eat a variety to keep from feeling bored.

- Get more physical activity.** Try to get about 30 minutes of moderate aerobic activity on most days of the week or aim to get at least 150 minutes of moderate aerobic activity a week. For example, take a brisk daily walk. If you cannot fit in a long workout, break it up into smaller sessions throughout the day.

- Loss excess weight.** If you are overweight, losing even 7% of your body



The types of diabetes mellitus

Characteristic	Type 1	Type 2
Plasma levels of endogenous insulin	Extremely low to undetectable	Variable
Islet cell antibodies	Yes	No
Islet pathology	Insulinitis, loss of most β cells	Normal-appearing
Treatment	Insulin injections	Oral antihyperglycemic drugs

weight can lower the risk of diabetes. For example, if you weigh 200 pounds (90.7 kilograms), losing 14 pounds (6.4 kilograms) can lower the risk of diabetes but do not try to lose weight during pregnancy. Talk to your provider about how much weight is healthy for you to gain during pregnancy.

To keep your weight in a healthy range, work on long-term changes to your eating and exercise habits. Remember the benefits of losing weight, such as a healthier heart, more

energy and higher self-esteem.

If you have prediabetes, have your blood sugar checked at least once a year to make sure you have not developed Type 2 diabetes. If you have a family history of diabetes, make sure you test blood glucose level every 6 months.

Information and support

For more information and support, contact the NPA clinic in your location.

NPA gets two new Executive Directors

President Bola Ahmed Tinubu recently approved the appointment of 2 new Executive Directors at the Nigerian Ports Authority (NPA) under the Federal Ministry of Marine and Blue Economy. The NPT news crew gathered that the appointments take immediate effect.

Engr. Olalekan Abdul-rahman Badmus Executive Director, Marine and Operations

Olalekan Abdul-Rahman Badmus, a seasoned administrator, development enthusiast, technology expert and a successful boardroom personae with vast experience in both private and public sectors was born to the family of Osogbo Business Mogul and Magnate, Chief Khamis Olatunde Badmus (Tuns) on July 9, 1978. He had his Primary and Post-Primary Education in Chrisland Primary School, Lagos and Navy Secondary School, Abeokuta in Ogun state, respectively. He proceeded to Ladole Akintola University of Technology, Ogbomoso where he obtained his Bachelor of Technology Degree in Computer Engineering in the year 2001.



Engr. Olalekan Badmus
Executive Director, Marine and Operations

Being a reader, lover of education and passionate learner, Engr. Abdul-Rahaman Badmus proceeded to Obafemi Awolowo University, Ile Ife, for his Post Graduate study where he obtained a Masters' Degree in Business Administration in 2005. He also holds an additional Masters in Managerial Psychology from the same institution in 2009.

Engr. Olalekan Badmus is a certified Project Manager and a Project Management Institute's Agile Certified Practitioner with specialization in Agile Principles and Mindset; Mindset Value-driven Delivery; Stakeholder Engagement; Team Performance; Adaptive Planning; Problem Detection and Resolution; Continuous Improvement on Product, Process, People and among others.

Imbued with the quest for professionalism, he went further to join the Nigerian Institute of Management, Nigerian Society of Engineers with a registered license from COREN to mention but a few.

Engr. Olalekan Badmus began his decade-long career as a Personal Assistant to the Chairman on International Affairs at Tuns, and rose to be the Acting Managing Director of TUNS Holdings Nigeria Limited, Osogbo. He is the immediate past Commissioner for Regional Integration and Special Duties in Osun State, where he led the State Steering Committee of Osun Food Support Scheme, a programme initiated by the state government to support 30,000 vulnerable persons with food items on monthly basis and other laudable initiatives. His efforts gave him further responsibilities like the Honourable Commissioner supervising the ministries of Culture and Tourism as well as Ministry of Home Affairs between June, 2022 and November, 2022.

Over the years, he has engaged in Policy Formulation, Business Analysis and Evaluation, Project and Management Experience, Budgeting and Forecasting, resolution strategies in private organization as well as Corporate Experience locally and internationally. He is a passionate entrepreneur and has participated in several national and international conferences and seminars on managerial and sustainable development among several others. At leisure, he loves swimming, traveling and playing golf. He is happily married with kids.

Vivian C. Richard-Edet Executive Director, Finance and Administration



Vivian Richard-Edet
Executive Director, Finance and Administration

Mrs. Vivian C. Richard-Edet currently serves as the Executive Director of Finance and Administration at the Nigerian Ports Authority, leveraging her multifaceted skill set across Retail, SME, Commercial and Corporate Banking, Trade Finance, Credit and Financial Analysis, and Product Development. With an illustrious career spanning over two decades, she stands out as a highly accomplished Financial Services Executive. Mrs. Richard-Edet has honed her extensive expertise through pivotal roles at distinguished financial institutions, including Senior Management positions at Standard Trust Bank/UBA Plc, Skye Bank Plc/ Polaris Bank.

Before joining the Nigerian Ports Authority, she played a pivotal role in steering Polaris Bank through challenging phases of management and ownership changes, ensuring stability and profitability. Her strategic acumen shone brightly as she orchestrated growth and positive contributions to the Risk Asset portfolio across the expansive regions under her purview, overseeing 17 branches and leading a team of 172 individuals. In doing so, she not only heightened operational efficiency but also made a significant impact on maintaining a robust balance sheet exceeding N150 billion. Her leadership skill was further evident in her ability to inspire and propel her team to surpass expectations across board.

Mrs. Richard-Edet played a pivotal role as a member of various transformational and strategic committees, focusing on People, Processes, and Systems, aimed at steering a new course and establishing relevance in the dynamic financial landscape – one of such was the Polaris Bank's digital transformation strategy which birthed the VULTe platform and secured three consecutive victories as the 'Best Digital Bank of the Year' at the prestigious BusinessDay's Banks and Other Financial Institutions (BAFI) Awards.

She has won several awards in her professional sojourn and has been recognized for her leadership impact and instrumental roles among which was the 'Most Profitable Branch of the Year' award at the Annual Skye Bank Awards. In 2016, her team surpassed expectations by achieving over 200% of the branch's Profit Before Tax (PBT) budget for the year.

Endowed with outstanding communication and people management skills, Vivian consistently earns the trust and confidence of her colleagues, customers, and stakeholders. This invaluable trait has empowered her to lead teams successfully, consistently achieving set objectives and fostering a loyal customer base. Beyond her professional endeavors, she is passionately dedicated to promoting empowerment through education, actively supporting various causes aimed at realizing this vision.

Vivian is happily married and blessed with children. She finds cooking very therapeutic and shares a love of the Arts, Music, and Nature with her Husband.

Mrs. Richard-Edet is a graduate of Mathematics and Statistics from the University of Lagos and holds an MBA Degree in Banking and Sales Management from the National Institute of Business Management, India. She has completed the Senior Management programme at the Lagos Business School as well as the Post Graduate Certificate Course in Financial Technology, Cryptocurrency, Machine Learning & Digital Banking at the Imperial College Business School.

NPA Rejigs Its Top Management Team

In a related development, as part of innovations to ensure port efficiency and productivity, the management of the NPA also effected a minor shake-up for three Ports Managers to include:

MRS KENECHI EDITH OKEZIE Port Manager, Rivers Port

Mrs Kenechi Edith Okezie was born on 31st October, 1975 to the family of Elder and Mrs Godfrey Ogbuefi from Awka-Etiti in Idemili South Local Government Area of Anambra State.

She had her Primary School Education at Saint Catherine’s Model School, Surulere, Lagos between 1979-1986. She proceeded to the Federal Government College, Onitsha in Anambra State where she had her secondary school education from 1986 - 1992.

She had her Tertiary Education at the University of Port Harcourt, Rivers State from 1993 – 1997, where she graduated with a B.Sc Degree in Marketing.

She did her Youth Service in 1998 in



Kenechi Edith Okezie

Kano State at the Pacific Merchant Bank, Lagos Street. In her quest for more knowledge, she immediately embarked on a Masters Degree in Business Administration at the University of Lagos, Akoka between 2000 – 2001 where she graduated with an MBA in Business Administration.

She got her first job with the Standard Trust Bank, now the United Bank of Africa (UBA), in 2001 where she was until November, 2001 when she got employed by the Nigerian Ports Authority.

Her career in Nigerian Ports Authority started on November 27th, 2001 where she was employed as a Senior Marketing Officer in the Marketing Department at Tin-can Island Port, Apapa, Lagos.

She was at Tin-can Island Port working in different sections and capacities from 2001 till 2013 and was later deployed to the Corporate Headquarters, Marina.

CONTINUES ON PAGE73

Mr Sylvester Othuke Egede Port Manager, Tincan Island Port

Mr Sylvester Othuke Egede as the substantive Port Manager of the Tincan Island Port Complex. He was the Traffic Manager of the Lagos Port Complex, from August 2023 until his appointment as Port Manager TCIPC Apapa. He had previously served at Kirikiri Lighter Terminal also as the Traffic Manager from 2021-August, 2023.

Between 2012-2016, he served the Executive Director Marine and Operations as Personal Assistant Operations. Mr Egede a thoroughbred Operations Officer, initially served as a Traffic Manager at the Rivers Port, Port-Harcourt on his appointment as a Principal Manager Operations from 2016-2021. Earlier, he was Manager Traffic Operations Coordinator at the National Integrated Power Project (NIPP/NPA Project Unit) from 2006-2012.

Among the various posts he held in the past were Personal Assistant to the Port Manager (Tincan Island Port), Secretary to the Implementation Committee on ISPS code Regime in the Port between 2001-2004, Senior Traffic Officer (Supervision of Vessel), discharge, handling, and delivery of cargos (TCIPC) from 2000- 2001.

The professional bodies he belongs to include the American Society of Safety Professionals (member), Fellow



Sylvester Othuke Egede

Chartered Institute of Logistics and Transport (FCILT) etc. His educational background include B. SC Geography, University of Jos between 1986-1990 and MSC Transport Planning, Lagos State University (LASU) between 1997-1998.

He has attended several conferences and seminars within and outside the country, some of these are ASCON-workshop on Developing Leadership Competence and Capabilities 2020, International Maritime Organisation (IMO) April 2014 and September 2019 and in October 2023(UK). He

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NEWS NPA Rejigs Its Top Management Team

Prince Gangtim Cirdapzhattau

Port Manager, Onne Port

Prince Gangtim Cirdapzhattau was born in April, 1964 and hails from Langtang North in Plateau State. He attended Ekan Primary, Langtang in Plaetue State, and his secondary education Government college, keffi. A graduate of Ahmadu Bello University, Zaria (ABU), where he backed B.A in Public Administration and a master's degree in Transport Planning, from Lagos State University, Lagos State.

He has a Certificate in Unlocking Human Potential for Public Sector Performance LNL - Dubai (UAE),

Certificate in Public and Private Partnership LBS, (Pan African University). Zhattau is a Fellow Chartered Institute of Public Management (CIPM), Member, Port & Terminal Management Academy of Nigeria (MPTM), Member Nigerian Shippers Council (NSC), Nigerian Institute of Shipping (NIS) and Chartered Member, Chartered Institute of Logistics and Transport of Nigerian (CILT).

He is analytically skilled in the ability to explain information in a practical, functional and methodical way. He is married with children.



Prince Gangtim Cirdapzhattau

NPA Shines At 2023 Kano International Trade Fair

Omidiji Olubiye, Joachim Akinseloyin & Olatunde Damilola

The Managing Director, Nigerian Ports Authority, Mohammed Bello Koko, has reiterated the Authority's commitment towards improved trade facilitation, operations in the nation's sea-ports, and development of the Maritime sector.

Bello Koko who was represented by Dairu M. Saadu, Principal Manager, Tariff & Billing Division, disclosed this at the recently concluded Kano International Trade Fair with the theme "Economic Diversification, Inclusive Growth and Sustainable Development" held at Kano Trade Fair, Kano State. He assured business

men/women, especially Northern Nigerian investors, to invest in the maritime sector, citing prospect of the sector with the recent berthing of the largest vessel in the world, "Great Lagos."

According to him, this year's Trade Fair take a special place in the formation and maintenance of the image of Nigerian Ports Authority, a parastatal under the Federal Ministry of Marine and Blue Economy, as it provides many opportunities to showcase our product and services, mostly in connecting businesses in a conducive business environment especially in the Northern part of the country.

"However, despite the constraints facing the Nigerian Ports Authority in

the provision of world class maritime services, the Management is making efforts towards fixing such, under the present able leadership of the President, Bola Ahmed Tinubu's 'Renewed Hope' agenda on improving and moving the Nigerian economy to the next level."

Earlier in his opening speech, Alhaji Garba Imam, the President of the Kano Chamber of Commerce, Industry, Mines and Agriculture (KCCMA), expressed delight at the participation of Nigerian Ports Authority at the Fair as a major and outstanding stakeholder. He emphasized the need for more pragmatic and proactive approaches in resolving the negative issues in the maritime sub-sector, urging the Authority to continue to keep faith with KCCMA and work together to build a more prosperous economy for the Nation.

Present at the event were agency representatives which include, Nigerian Shippers Council (NSC), Nigerian Communication Council (NCC), Nigerian Deposit Insurance Corporation (NDIC), Federal Inland Revenue Services (FIRS), Federal Airport Authority of Nigeria (FAAN), Industrial Training Fund (ITF), National Health Insurance Scheme (NHIS), Nigerian Export Promotion Council (NEPC) amongst others.



Mrs Kenechi Edith Okezie

CONTINUES FROM PAGE 71

While still at Tin-can Port, she obtained a Professional Post Graduate Diploma in Logistics and Supply Chain Management in 2011 at the Nigerian Institute of Transport Technology, Zaria.

After 6 years in Marina, she was posted to Lagos Port Complex in August 2019, where she worked in the office of 26th Port Manager of the Lagos Port Complex, Mrs Olufumilayo Bolanle Olotu.

Later she was redeployed to the Corporate Headquarters in February, 2023 to her Department, the Monitoring and Regulatory Services Division, where she was until June, 2023 when the present Port Manager of the Lagos Port Complex – Mr Charles Bamidele Okaga (the 27th Port Manager of LPC) took her as his Personal Assistant. She served in that capacity until 27th December, 2023 when she was appointed the Port Manager of the Rivers Port Complex, Port Harcourt, Rivers State.

Mrs Kenechi Edith Okezie is presently the youngest Port Manager in the Industry of the Nigerian Ports Authority and also the only female Port Manager in the present administration.

In her 22 years in Nigerian Ports Authority, she has served in numerous committees and in different capacities.

This includes

- Secretary of the Voyage Meeting Reconciliation Committee for over 5 years
- Administrative Secretary of three (3) Directorate Retreat Committees
- Secretariat/Member of NPA's Handbook Committee (2017-2019)
- Served as member and secretary of various

Committees at the Headquarters and Ports

- Rapporteur at the 2018 International African Ports & Harbours (IAPH) Conference, Abuja
- Representative at the Steering Committee on the African Continental Trade Area (AFCFTA)
- Committee on SOPs for Towage

Operations

Other Committees include NIMAREX, NIMPORT, etc

She belongs to the various Professional bodies:

- Chartered Member, CILT
 - Member, NIMN
 - Member, NIM
 - Member, CloTA
 - Member, Women in Maritime Africa
- She is married to her course mate and friend of 29 years and blessed with two (2) beautiful daughters.

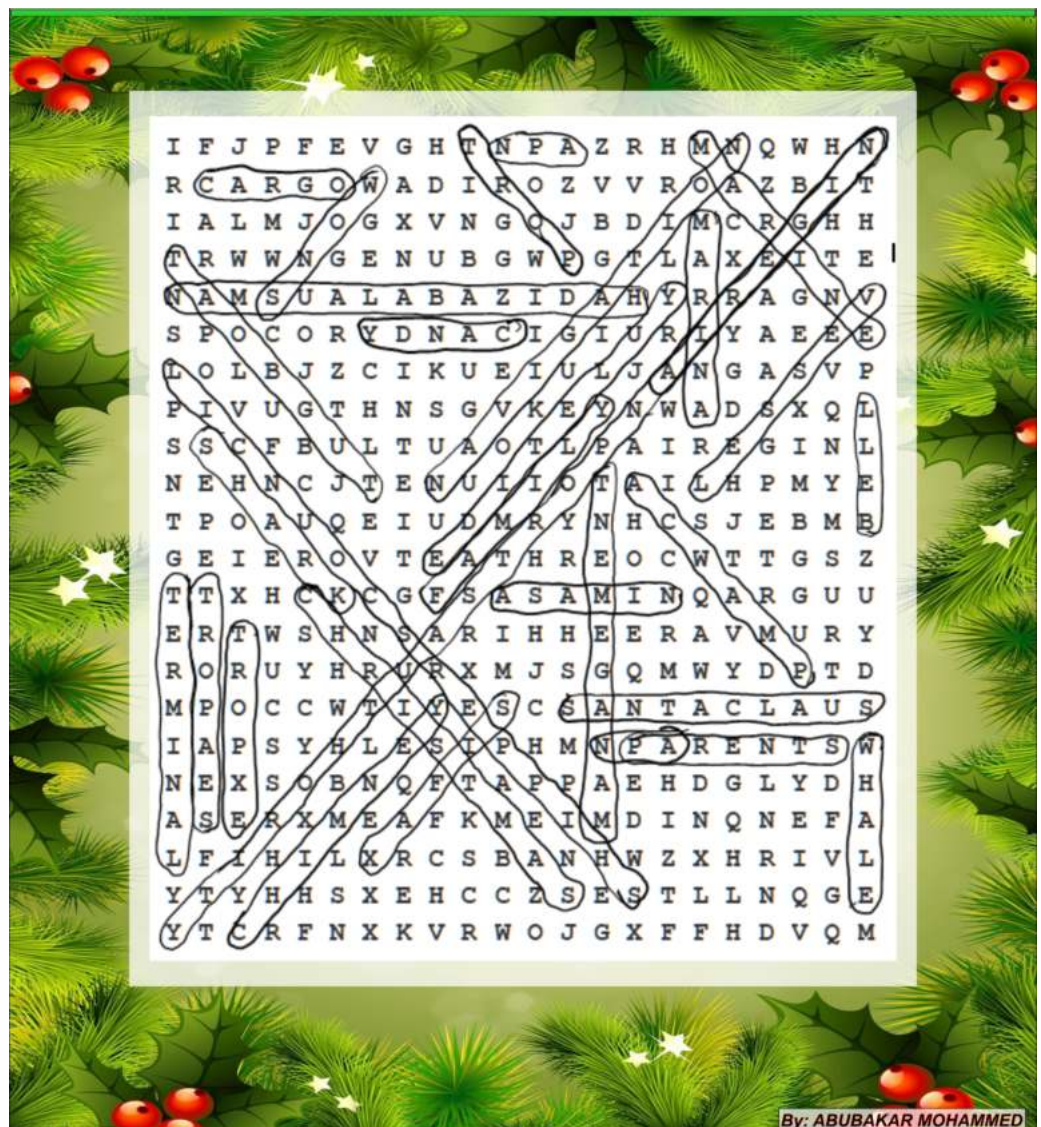
Mr Sylvester Othuke Egede

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was also in attendance when the International Association of Ports and Harbours (IAPH) held in Abuja in August 2018.

He attended The Oil Trade Conference (OTC) (Houston, Texas, USA) at different intervals between 2015 and 2023, and Port Management & Administration Programs at the Maritime University, Malmo, Sweden in 2012.

Mr. Egede got a letter of commendation from Management on his operational performance during the NIPP/ NPA project on the seamless evacuation of NIPP / NDPH power consignments from the Nigerian Ports upon his exemplary effort which did not go unrecognized. He is the astute operation czar, who has since resumed duty at Tin-can Island Port as the Port Manager Mr. Egede is married. with children.



By: ABUBAKAR MOHAMMED

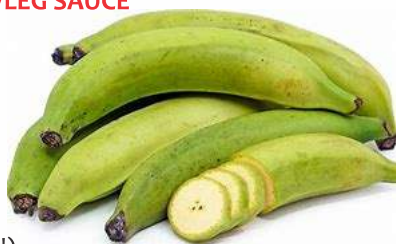


Cowleg Sauce With Boiled Plantain And Vegetables

Cowleg Sauce also known as Brokoto a popular protein in Yoruba culture. It is nutritious, rich in protein and beneficial to your diet. It could be used to prepare a lot of dishes but our focus here is the sauce.

INGREDIENTS FOR COWLEG SAUCE

Cow leg
Vegetable oil
Onions
Fresh pepper
Tomatoes
Seasoning cubes
Salt
Water
Ginger & Garlic (optional)



COOKING INSTRUCTIONS

- * Cut cow leg into preferred sizes
- * Wash the cow leg properly with warm water
- * Boil it in a pressure pot (for 15 minutes or 25-30 minutes in a regular pot (make sure it is soft)
- * Blend the pepper, tomatoes and onions together (half blend)
- * In a pan, add your vegetable oil and fry onions, then add your pepper mix and allow to fry properly for about 15 – 20 minutes
- * Add your seasoning cubes and salt
- * Add your blended ginger and garlic (optional)
- * Go in with your cow leg, mix properly and allow to simmer on low heat
- * Finally add a little water, mix properly and allow to thicken

UNRIPE PLANTAIN

Unripe plantain is a rich food that is common in different parts of the world. It has numerous health benefits, including treatment of anaemia, strengthening bones and promoting heart health.

INGREDIENTS

Unripe plantain

COOKING INSTRUCTIONS

- * peel off the green outer layer of the plantain, wash and slice into desired size (you can wash skin properly, cut into desired size, boil and peel when it is cooked)
- * in a clean pot add water and put in your plantain, add salt (optional) and allow to cook until it is soft.

VEGETABLES

Vegetables add taste and colour to your food. It also serves as an immune booster.

INGREDIENTS

Any vegetable of your choice

COOKING INSTRUCTIONS

- * wash and chop your vegetables
 - * put it in a pot and steam for about 3-5 minutes.
- Serve and Enjoy your meal.

NPA to Begin Sulphur Analysis For Ships, Sanction Defaulters

The Honourable Minister of Marine and Blue Economy, His Excellency, Gboyega Oyetola, recently in an event said that the Federal Government has taken concrete steps towards the procurement of necessary tools to enhance the Nigerian Ports Authority (NPA) capacity for Sulphur analysis as

well as put in place a sanction regime for vessels who contravene the Sulphur regulations.

Speaking during the berthing of CMA CGM Scandola, the largest Liquefied Natural Gas (LNG) vessel to visit any Nigerian ports, called at Lekki Deep seaport, the Minister who was represented by the Managing Director

of the Nigeria Ports Authority (NPA), Mohammed Bello Koko, commended Lekki Deep Seaport's eco-friendly measures which align with global efforts to reduce carbon intensity in international shipping. According to the Minister of Marine and Blue Economy, "To put action behind our words, we have taken concrete steps towards the procurement of necessary tools to enhance NPA's capacity for sulphur analysis as well as put in place a sanction regime for vessels who contravene the sulphur regulations.

So transition to the use of natural gas which is more environmentally friendly by vessels plying our waterways is a most welcome development. This is driven by the larger national interest due to the fact that Nigeria's gas quality is reputed to be high and virtually without Sulphur.

The Ministry of Marine and Blue Economy is convinced that shipping has a pivotal role to play in global decarbonisation efforts. This is why I would like to seize this moment to commend the management of the NPA's compliance with the Ministerial directive to take cognizance of global energy transition in its port modernization project by deliberately factoring in measures that promote energy efficiency,"

The former Osun State Governor added that aside from the vessel's distinctive feature of eco-friendliness, 'Scandola' ranks amongst the largest container ships to be called in West Africa with 15,000 twenty equivalent-units.

He said that with shipping volumes promising to get higher, forward-looking investments such as the one we are gathered here to celebrate will certainly have a big impact in the long run.

Earlier in his speech, the Lagos State Governor, Mr. Babajide Olusola Sanwo-Olu affirmed the accomplishment of Lekki Port in welcoming the largest LNG-powered container vessel, CMA CGM SCANDOLA.

The Governor emphasized the transformative role of Lekki Port, traditionally a privilege reserved for developed nations, in putting Lagos and Nigeria on the map of global port transactions.

He underscored the need for expanded infrastructure, applauding the choice of Lekki as a home for Lekki Deep Port. The Governor further said that the vision for the state is to extend beyond the current achievement, envisioning Lagos as a pivotal hub not only for West Africa but for Central and potentially South Africa in the realm of logistics and container terminals.

He reiterated President Bola Ahmed Tinubu's economic goals, emphasizing the crucial role of maritime and port business in driving the nation towards a \$1 trillion economy by 2030.

PARLONS FRANÇAIS

LEÇON TRENTE DEUX (LESSON 32)

In the last lesson we studied maritime terminology.

Revision Questions

Say these maritime terms in English

- Tablier
- Bollard
- Douane
- Brouillon
- Cargaison
- Boîte
- Transporteuse

In this lesson, we shall be studying more maritime terms.

Maritime Terminology

FRENCH

- cloison
- éphémère
- port
- vrac liquide
- remorqueur
- navire
- réceptionné
- quai
- chantier naval
- navire à vapeur
- port d'escale
- réfrigéré
- épandeur
- concession
- amarage
- décapage
- débardeur
- baie de cale
- port de transit
- transbordement
- quai
- groupage de cargaison
- dépotage de conteneur
- remorquage de navire

ENGLISH

- bulk head
- fleeting
- harbor
- liquid bulk
- tug boat
- vessel
- way bill
- wharf
- shipyard
- steamship
- port-of-call
- reefer
- spreader
- concession
- mooring
- stripping
- stevedore
- hold bay
- transit port
- transshipment
- quay
- groupage of cargo
- stripping of container
- towage of vessel

—NOTE: On sera la prochaine fois (All the best, see you next lesson).



Red Sea Container Shipping Down 30% Over Attacks: IMF

Container shipping through the Red Sea has dropped by nearly one-third this year as attacks by Yemen's Houthis continue, the International Monetary Fund said recently.

"Container shipping... has declined by almost 30 percent," said Jihad Azour, director of the IMF's Middle East and Central Asia department, adding that "the drop in trade accelerated in the beginning of this year".

The Iran-backed Houthis have launched more than 30 attacks on commercial shipping and naval vessels since November 19, the Pentagon said.

The Houthis say the attacks are in solidarity with the Palestinians and in protest of the Israel-Hamas war that has been raging in the Gaza Strip since October.

The IMF's PortWatch platform indicates that the total transit volume through the Suez Canal was down 37 percent this year through January 16 compared with the same period a year earlier.

The canal connects the Red Sea to the Mediterranean Sea.

Houthi attacks have prompted some shipping companies to detour around southern Africa to avoid the Red Sea, a vital route that normally carries about 12 percent of global trade, according to the International Chamber of Shipping, AFP reported.

"The level of uncertainty is extremely high and the developments will determine the extent of change and shift in trade patterns in terms of volume but also in terms of sustainability," Azour told reporters in an online briefing.

"Are we on the verge of major change in trade routes or is it temporary because of the increase in costs and the deterioration of the security costs?"

The Red Sea is particularly vital for European trade.

Last week the European Union's trade commissioner said maritime traffic through the Red Sea shipping route had fallen by 22 percent in a month because of the Houthi attacks.

The European Union is pushing to launch its own naval mission in the Red Sea to help protect international shipping.

EU countries have given initial backing to the plan and are aiming to finalize it by a meeting of the bloc's foreign ministers on February 19.

The United States and Britain have launched repeated strikes against Houthi capabilities in Yemen, but the Iran-backed movement is still able to hit vessels.

Wednesday's IMF briefing came as the Washington-based fund released a revised economic outlook for countries in the Middle East and North Africa due to the Israel-Hamas war.

The IMF now sees the economies of the region expanding 2.9 percent this year, a decrease of half a percentage point from its October forecast.

The economic downturn in the occupied West Bank and the war-ravaged Gaza Strip and was "immense", said Azour.

In 2023, real GDP growth in Gaza and the West Bank was estimated to have dropped to about minus six percent, the IMF said, adding it reflected a nine percentage points downgrade from its October outlook.

"We project that the economy will keep on contracting in 2024 if there is no fast and quick cessation of hostilities and reconstruction," Azour said.

For emerging market and middle-income economies in the region, total funding requirements over 2024 were projected to \$186 billion, the IMF said, up from \$156 billion in 2023.



NPA MD, Bello Koko and Lagos Governor Sanwo-Olu and others at Lekki Port as CMA-CGM Scandola Vessel – First LNG Powered Container Vessel berth

Hapag-Lloyd Unveils 'Significant Decrease In Earnings' In 2023

Hapag-Lloyd illustrated the economic strain shipping lines felt last year in its preliminary business figures for 2023, released this morning.

Despite the German carrier seeing a rise in transport volumes of 0.5%, to 11.9m teu, it reported total revenue decreased by \$17bn over the year, to \$19.4bn, down 46.7% from 2022's \$36.4bn.

However, it said the "significant decrease in earnings" had been expected, and attributed the loss to lower freight rates – its average freight rate fell 48% year on year. Rates averaged \$1,500 per teu, compared with \$2,863 in 2022.

Hapag-Lloyd noted that the "normalisation of global supply chains", in the wake of the Covid-19 pandemic, was largely to blame for the poor market conditions.

Based on preliminary and unaudited figures, Hapag-Lloyd's group earnings before tax and interest (EBIT) were down \$15.7bn, year on

year, to \$2.7bn.

The company recently announced the formation of a long-term collaboration with Danish carrier Maersk, the Gemini Cooperation, which will launch in February 2025.

Head of global ocean freight product at Visy Global Logistics, Peter Sundara Swamickannu, told The Loadstar Podcast, out today, the targeted 90% schedule reliability promised by Maersk and Hapag-Lloyd would be a "game-changer".

Podcast host Mike King explained that the partners planned to bring some 290 ships into the new set up, with a combined capacity of 3.4m teu. Hapag-Lloyd is currently part of THE alliance, but will withdraw in January next year.

Hapag-Lloyd will release an outlook for the current financial year on 14 March, along with its 2023 annual report.

CMA CGM Orders Its First Methanol Conversion as Focus Shifts to Biofuels

CMA CGM is joining the growing list of shipowners moving to test converting in-service vessels to operate on methanol. China State Shipbuilding Corporation is reporting a contract signing yesterday in China for the first conversion project for the French shipping company which so far has mostly invested in LNG-fueled ships.

Few details were released on the specifics of the project but it appears CMA CGM will be testing the conversion with one or two 9,300 TEU ships built nearly a decade ago. Chinese media reports on the contract signing are saying the first vessel conversion will take place in mid-2025 requiring approximately three months. If successful, reports are saving an entire class of six to 10 ships could be converted.

CMA CGM follows the path of other major shipowners which are also looking at the conversion to methanol-fueled propulsion. Maersk signed a similar conversion order last October which is expected to start later this year. One of the company's 15,000 TEU vessels, Maersk Halifax, reportedly will be the first to be retrofitted with the company saying it was exploring converting additional vessels in the class which was built between 2017 and 2019 when the vessel's special survey is due.

Several other shipowners have also reported conversion projects. Included in the container segment is COSCO while Hapag-Lloyd is reported to be working with Seaspans and MAN on a conversion project. Other segments have also reported exploring the process for conversion, including Norwegian Cruise Line Holdings which started a project with MAN. Norwegian is the only one of the large

cruise lines that decided to forego LNG and proceed directly to methanol.

CMA CGM has been investing heavily in LNG launching the first large LNG-fueled containerships. The company continues to order additional dual-fuel LNG vessels highlighting an investment of close to \$15 billion in decarbonizing its fleet. The company recently reported that it has 35 dual-fuel LNG-powered containerships and will have almost 120 vessels capable of being powered by decarbonized fuels by 2028.

Most of the focus has been on LNG including a report that they backtracked on a plan for methanol instead commencing a newbuild to be powered by LNG. CMA CGM is reported to have placed its first order for methanol-fueled

vessels in April 2023 for a total of 12 vessels with a capacity of 15,000 TEU to be built by Dalian Shipbuilding and Jiangnan Shipyard. The company also has a dozen ships on order in Korea to be built by Hyundai Samho which will be dual-fuel methanol ships. CMA CGM is reported to be focused on ships that will be biomethane and e-methane ready.

Beihai Shipbuilding highlighted its long relationship with CMA CGM. Starting in 2018, the Chinese shipyard has carried out conversions for the French company including lengthening vessels, installing hybrid scrubbers and ballast water treatment systems, and propulsion projects. The yard also received an order in 2021 to build ten 5,500 TEU containerships for CMA CGM.



NPA MD, Bello Koko and Lagos Governor Sanwo-Olu and others at Lekki Port as CMA-CGM Scandola Vessel – First LNG Powered Container Vessel berth

Evergreen And X-Press Feeders Join Forces To Launch Green Shipping Routes In Europe

Evergreen Marine Corporation, one of the world's largest container shipping companies, has signed a memorandum of agreement with X-Press Feeders to place its containers on X-Press Feeders' new green methanol dual fuel vessels operating in Europe.

X-Press Feeders is the world's largest independent common carrier and 14th largest shipping line, according to Alphaliner.

This agreement also includes plans to develop a feeder network, marking the first of its kind in Europe to be powered by green methanol. Initially, these vessels will be based at the Port of Rotterdam, covering ports in the Baltic Sea and Scandinavia.

Ultimately, the 14 dual fuel ships that X-Press Feeders has on order for delivery from 2024 Q2 through mid-2026 will be operated within Europe and the Mediterranean.

X-Press Feeders has already secured a contract with Dutch fuel

supplier OCI Global for the supply of ISCC-EU certified green methanol, also known as bio-methanol. This renewable fuel is produced from the decomposition of organic waste and residues.

The move to use green methanol-powered dual-fuel vessels reflects X-Press Feeders' commitment to reducing its greenhouse gas emissions by 20% by 2035, 50% by 2040, and achieving net-zero emissions by 2050.

Francis Goh, X-Press Feeders' Chief Operating Officer, stressed the need for immediate action to achieve these emission reduction targets.

"Our two companies are encouraging port operators, fuel suppliers, logistics companies, freight-forwarders and beneficial cargo owners (BCOs), etc to join us on the path to more sustainable shipping. By working together, step by step, we can achieve so much more," said Goh.



A NATIONAL BRAND ASSET ANCHORED ON SERVICE EXCELLENCE

002/GraphicsUnit/NPA/017



The **Nigerian Ports Authority (NPA)** aims to provide professional port operation which meets the current and future needs of our customers.

Applying a proactive and innovative approach in managing the Ports in Nigeria maximises operational efficiencies and provides real value for money to all our stakeholders and port facility users.

- **Efficiency - Customer Satisfaction - Safety & Security - Innovation -**

Nigerian Ports Authority

... To be the Maritime Logistics Hub for Sustainable Port Services in Africa...

Our Port Locations:

Lagos Port Complex, Apapa
P.M.B. 1021 Apapa Lagos.
lpcinfo@nigerianports.org

Tin Can Island Port
P.M.B. 1201, Apapa, Lagos.
tcipinfo@nigerianports.org

Rivers Port, Port-Harcourt
Basket House, P.M.B. 5043
Port-Harcourt -Rivers State.
riversinfo@nigerianports.org

Delta Ports, Warri
P.M.B. 1054, Warri
Delta State.
deltainfo@nigerianports.org

Calabar Port Complex, Calabar
New Calabar Port Complex
P.M.B 1014 Calabar,
Cross-River State.
calabarinfo@nigerianports.org

Onne Port Complex, Onne
Onne Port Complex,
PMB 6199 Onne
Rivers State.
onneinfo@nigerianports.org

● www.nigerianports.gov.ng ● info@nigerianports.org ●

NPA, Customs in talks ahead of 24 hrs cargo clearance operation

... As NPA boss advocates quicker auction process

THE management of the Nigerian Ports Authority, NPA, and that of the Nigeria Customs Service, NCS, are currently in talks and meetings over the 24 hours cargo clearance operations ahead of the introduction of the Single Window policy.

Speaking in Lagos recently, Managing Director of the Nigerian Ports Authority, Mr. Mohammed Bello-Koko said that both organizations have engaged each other over the issue of 24 hours port operations with a view to make the port more efficient and cost effective.

Bello-Koko also said that this issue of 24 hours port operation could be achieved if Customs can commence the shift system of work.

Bello-Koko also called for a quicker auction process of seized or overtime cargoes with a view to decongest the ports.

He explained that with 24 hours port operations, NPA will be able to have cargoes released within the time frame in all its port locations.

He said: “We have had stakeholder engagement where we talked about the need to have 24-hour port operations and the need for us to have shifts. We have seen that that instruction has been given.

“A few ports have started implementing that. But we require that you make it a policy and send out a circular that will ensure that officers are on seats when they are supposed to be.

That way we will be able to have cargo release and so on and so forth 24 hours at all port locations.

“But so far we have seen action has been taken and we appreciate that. But we just want it to be formalized adequately and sent to all locations. That will help us reduce the time it takes to release cargo from the ports. We have raised the issue of export with you. We have seen a tremendous increase in percentage and quantity of export cargo. And we appreciate that.

Similarly, the Comptroller General of the Nigeria Customs Service, Mr. Adewale Adeniyi said that the agency was ready to deepen the already existing relations with the NPA adding that bigger cooperation between both agencies will translate to a better facilitation of trade that will bring about a more efficient port system that will better grow the economy.

Adeniyi also said that there is a lot going on in terms of collaboration between the Customs and the Port Authority.

He said: “So my visit today, first, is to renew our friendship. The second, is to deepen the relationship



VISION ALIGNMENT—From left: Managing Director Nigerian Ports Authority (NPA), Mohammed Bello Koko receiving the Comptroller-General, Nigeria Customs Service, (NCS), Adewale Bashir Adeniyi at NPA headquarters in Marina. The meeting focused on deepening collaboration towards improving efficiency, and enhancing speed of cargo clearance to promote port competitiveness.

between us. And third, through the projects that we want to launch, we want to see how we can strengthen the collaboration and the cooperation that has been existing between the Nigeria Customs Service, and the Nigerian Port Authority. What is the projected outcome of this kind of collaboration? “They are very simple. And it's something of vision alignment. NPA desires to achieve port efficiency. And we believe that in Customs, port efficiency would help to facilitate trade. NPA, through all its programs, is trying to promote the competitiveness of our ports.

“This aligns with our vision, because many Nigerians are diverting their things across the neighboring ports. “And we must do everything to ensure that our ports remain competitive, so that our cargo and the economy is driven by our ports.

And finally, we want to make our ports more efficient. When our ports are more efficient, it will translate into better efforts in revenue.

“So, anything and everything that will help to reduce the time and the costs it takes to conduct business in our ports are those things that we are going to be exploring in the collaboration with NPA. And I'm happy that you have mentioned all of them.

“And if you go through all of these areas that you have mentioned, they all speak to ensuring that we have a better future. We have better ports, more efficient ports, more competitive ports, and ports that speak to our needs.”

The Most Comfortable Women's Shoes of 2024

There's nothing like taking a long walk on the beach, a stroll around town or even a quick jaunt between work and your favorite lunch spot. Wearing uncomfortable shoes while you're out and about, no matter how cute, can be the thing that ruins your whole day (or forces you to end it early to run and take them off at home).

Plus, if your shoes are ill-fitting or lack the proper cushioning or support, that temporary pain you're feeling while wearing them can evolve into longer-term problems like bunions or plantar fasciitis. Whether you're looking to avoid blisters, pinched toes or just general foot pain, we're lucky that comfortable shoes don't mean unattractive ones. From sandals to heels, there are tons of adorable styles that are just as functional as they are fashionable.



Hush Puppies Women's Wren Loafer

Allbirds Women's Tree Runners



ASICS Women's Gel-Quantum

Clarks Women's Annadel Eirwyn Wedge Sandal



This popular style from Allbirds has a huge following for a reason. Whether commuting to the office or traveling abroad, the ultra-comfy footbed will keep your day from having to be cut short.

And they're favorites of our Textiles Lab — we tested them out and worked with our panel of readers for additional feedback, collecting over 1,300 data points about Allbirds shoes alone.

They're available in a variety of fun colors, including some limited edition ones like indigo and umber, and they're lightweight and breathable.



Birdies The Goldfinch

Naturalizer Womens Tiff Sandal





The Port of Hamburg

The biggest port in Germany is the Port of Hamburg. It is the country's largest port and one of the busiest in Europe. It handles a wide variety of cargo, including containers, bulk goods, and vehicles, and serves as a major hub for trade between Europe, Asia, and North America. The port features state-of-the-art infrastructure and equipment and is home to a large number of shipping companies, freight forwarders, and other logistics providers. It also plays a significant role in the maritime industry, providing services such as ship repair, maintenance, and supply.

Ports in Germany play a vital role in the export and import trade of the country. The Government of Germany, which operates the Ports authority of Germany, runs these ports. "This port authority ensures a safe and efficient transportation system that provides secure trading in the ports and enhances Germany's economic prosperity."

The Port of Hamburg is a seaport on the river Elbe in Hamburg, Germany, 110 kilometres from its mouth on the North Sea. Known as Germany's "Gateway to the World", it is the country's largest seaport by volume. In terms of TEU throughput, Hamburg is the third-busiest port in Europe and 15th-largest worldwide. In 2014, 9.73 million TEUs were handled in Hamburg.

Location: Hamburg
 Opened 7 May 1189
 Operated by Hamburg Port Authority
 Owned by Hamburg Port Authority
 Country: Germany
 Type of harbour: Open tidal port
 Land area: 43.31 km² (16.72 sq mi)
 Size: 73.99 km² (28.57 sq mi)



PHOTO SCENETHESIS



By Paul Erakhifu, and
Abidemi Agboola

MINISTER OF MARINE AND BLUE ECONOMY SYNERGISES WITH STATKEHOLERS IN LAGOS





EXECUTIVE OF NIG. EXPORT PROMOTION COUNCIL COLLABORATES WITH NPA MANAGEMENT





CMA-CGM SCANDOLA VESSEL – FIRST LNG POWERED CONTAINER VESSEL TO BERTH AT LEKKI PORT



NPA MANAGEMENT PLAYS HOST TO CG CUSTOM IN LAGOS





MINISTER OF MARINE AND BLUE ECONOMY SYNERGISES WITH STATKEHOLERS IN LAGOS



NPA MANAGEMENT INSPECTS ENL TERMINAL, APAPA





MAIDEN CALL OF 'MV GREAT LAGOS'



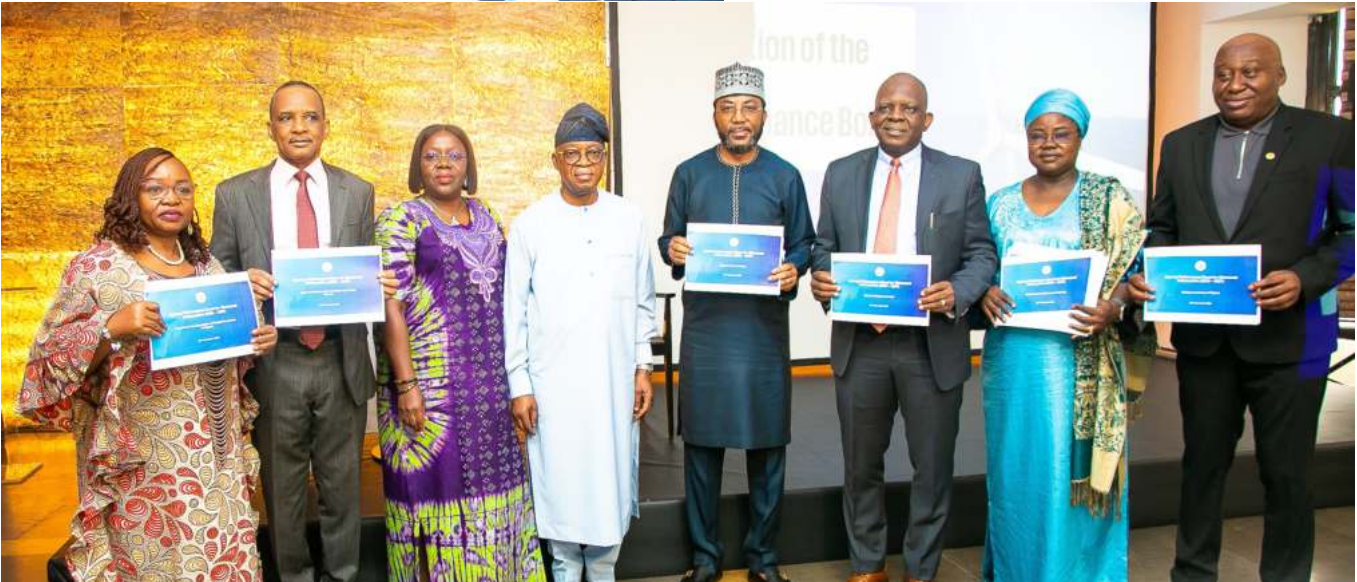


NPA MANAGEMENT RETREAT





MINISTERIAL RETREAT & STAKEHOLDERS MEETING



43RD ANNUAL COUNCIL PMAWCA IN PICTURES





NPA MANAGEMENT CELEBRATES WITH KOKO MARINES FOR WINNING 2023 MARITIME CUP

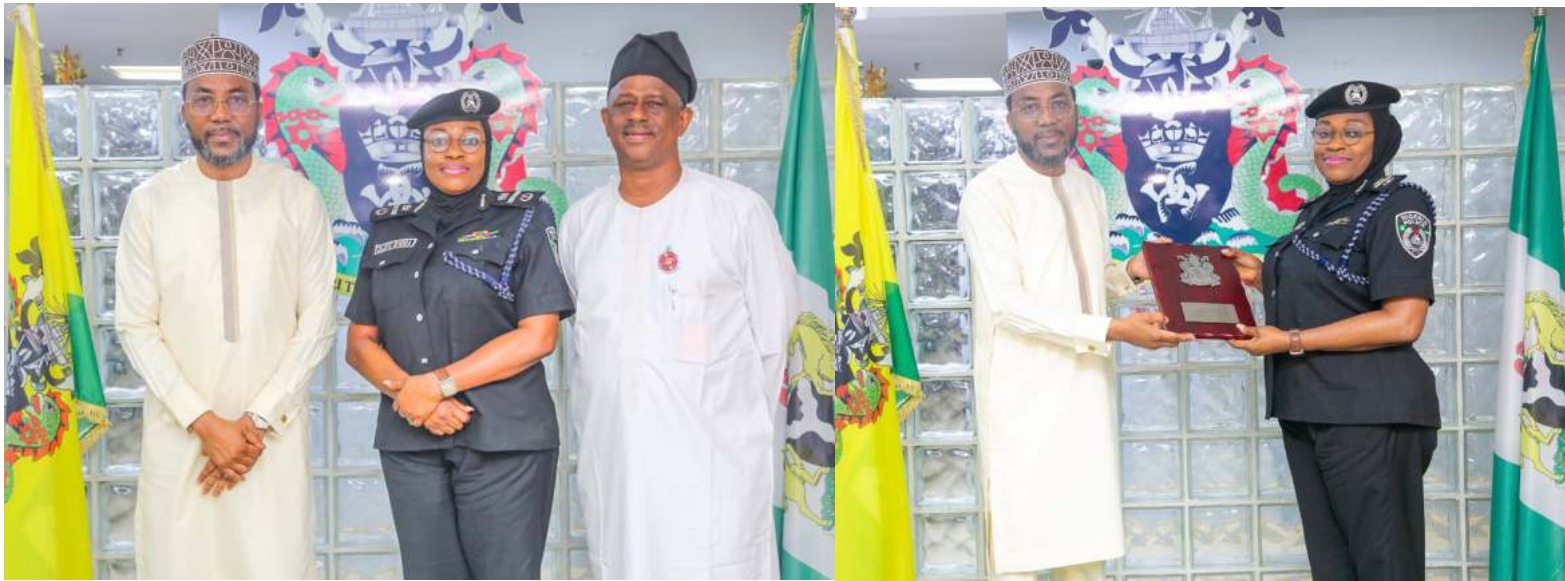




NPA MANAGEMENT COLLABORATES WITH EXCO OF NAGAFF



MD NPA PLAYS HOST TO AIG MARITIME



COMMISSIONING OF NIGERIA SEAFARERS CENTRE, APAPA

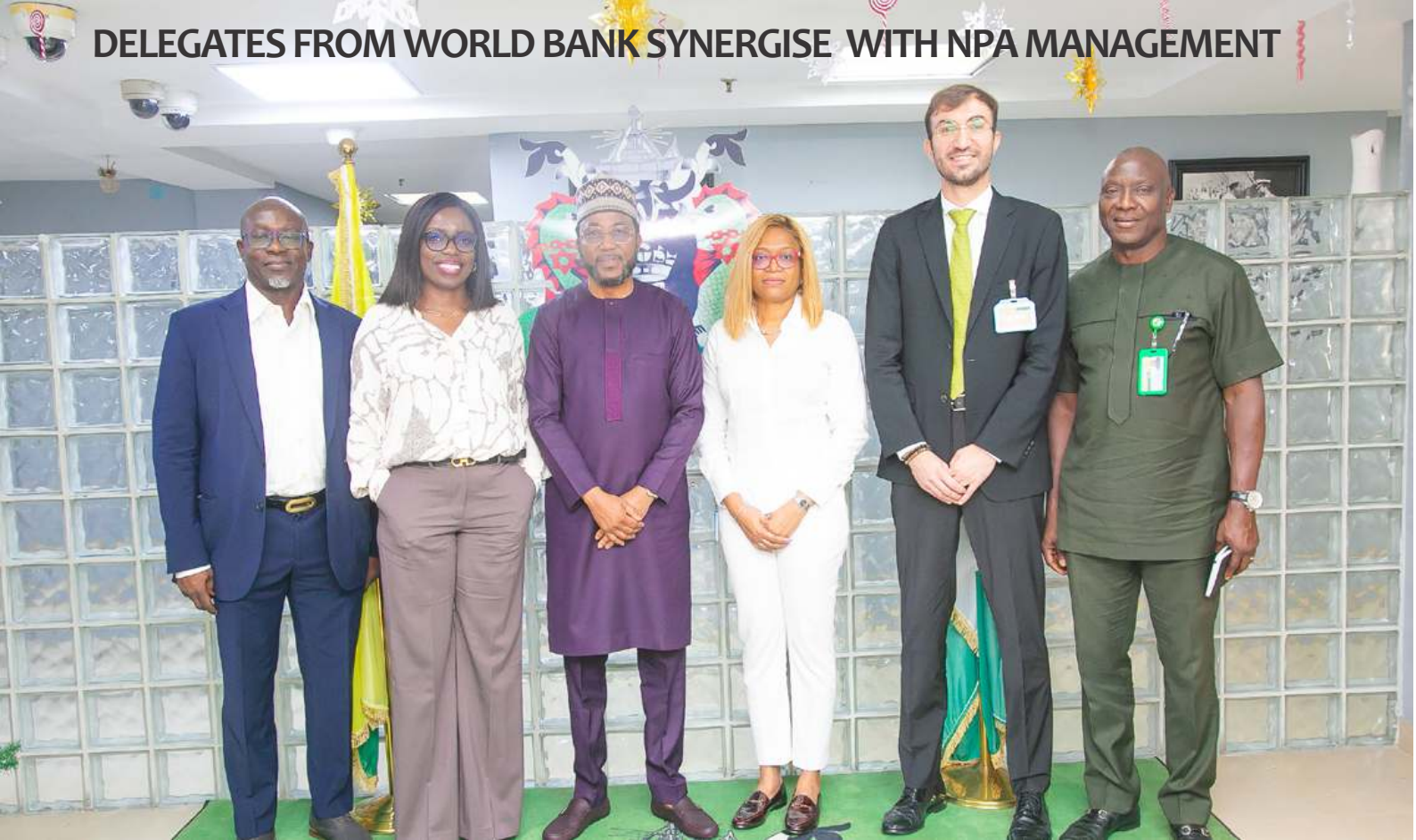




PERFORMANCE MANAGEMENT WORKSHOP IN LAGOS



DELEGATES FROM WORLD BANK SYNERGISE WITH NPA MANAGEMENT





MD NPA AT THE INTERNATIONAL TRADE SEMINAR IN LAGOS



NPA HSE HOLDS ANNUAL HEALTH ASSESSMENT PROGRAMME



Brinin kudu rock painting



JIGAWA

State With Uncommon Tourist Locations

BY PAUL ERAKHIFU

Tourism has come to stay all over the world, and countries now invest and develop their tourism industries to attract tourists and travellers.

Nigeria is blessed with lots of tourist centres, and Jigawa State is one of the states with attractive tourist locations in Nigeria. The state has some uncommon tourist attractions that need to be exploited, among others. Below are some tourist locations in Jigawa state, Nigeria.

KIYAWA HISTORICAL MUSEUM

Historians and researchers would find this museum useful because it houses artifacts, and relics of Jigawa State. Also, there are collections of archaeological finds, historical documents, ethnographic exhibits, and a lot more.

DUTSE EMIR'S PALACE

This palace is a captivating masterpiece with superb architectural design located in Dutse, the capital of the emirate's history and traditions. It displays the cultural heritage, designs and traditional relics of the state. There's a beautiful courtyard in the palace where visitors and

picnickers can relax and enjoy the solemn serenity within the palace.

JIGAWA STATE CULTURAL CENTRE

This centre is where various cultural and traditional events take place. Musical performances, traditional dances, artistic exhibitions, theatrical shows, and festivals are done at the cultural centre.

HADEJIA EMIR'S PALACE

This palace is a hub of culture and tradition. Apart from its architectural and local customs displayed in the palace for visitors and travellers to have a glimpse of the rich heritage of the state.

BRININ KUDU ROCK PAINTING

This site is located in a town called Birnin Kudu in Jigawa State.

It is known for its ancient rock paintings that depict the hunting activities of the people and shows the state's artistic heritage.

TUMBIN GIWA ROCK

This is one tourism centre where visitors, tourists, and travellers would want to be to see the national wonders of nature.

The Tumbin Giwa Rock which is located near the town of Gwaram, is a towering rock formation that offers a panoramic view of the surrounding landscapes. Visitors and travellers would want to climb the rock to see the unique aspect of the state from the rock.

GWARAM LOCAL GOVERNMENT SECRETARIAT

This is one of the most beautiful and the most well-built modern designed local government secretariats in Nigeria. Situated in the heart of the town, you see visitors gazing at the secretariat during the field period.



Jigawa State Cultural Centre



Dutse Emirs Palace



Dutse International Airport



NPA Wins FEPSGA Games For The Umpteenth Time

- ALBERT OREM, SEGUN ADERINTO
AND M.Y BELLO

The curtains have finally been drawn on the 2023 Federal Public Service Games (FEPSGA) held at Minna, Niger State, with NPA emerging overall champion and winner of the games giant trophy. NPA had won the 2022 games in Jos achieving what is generally called back-to-back champions in sports.

The annual games, which took place in Minna between the 5th to 13th of December, saw NPA emerging champions with 22 Gold medals, 12 Silver, and 6 Bronze medals totalling 40 medals. In second position was the

Federal Ministry of Works and Housing with 14 Gold medals, 6 Silver medals, and 10 Bronze medals, totaling 30 medals, while Team Niger, representing the host state emerged third with 9 Gold medals, 6 Silvers medals and 7 Bronze medals totaling 22 medals.

Speaking on this achievement in his office recently, the Port Manager Lagos Port Complex LPC who also double as the Team Manager for all sports in NPA, Mr. Charles Okaga, described the success of the NPA contingent to 2023 FEPSGA games in Minna as a result of the steadfast motivation of the management, as well as the unreserved commitment of the sports team. He also attributed the win to the Authority's performance based reward system, such that after



every achievement and successes like recently achieved, management always provide bonus to deserving shortsmen and women, while exceptional ones are given letter of commendation accordingly.

The Team Manager also assured that the success will be maintained since management had prioritized the development of sporting facilities across the port locations, adding that the development of these sport facilities has guaranteed that the future of sports in the organization hold promises of great hope.

Earlier, in closing remarks, the Governor of Niger State, Umar Mohammed Bago, who was represented by the secretary to the state government, Comrade Ibrahim Ladan, commended all the Athletes for participating in the 2023 FEPSGA

games, adding that they should take pride in participating, as it is the case with the Olympic games, where every participant are regarded as winners no matter their position on the medal table. He assured that the state government will be happy to host another FEPSGA games anytime the organizers decides to come to the state.

Similarly, The National President of FEPSGA, Mr Aloku Amaebi, had described the huge success while

appreciating the government of Niger State for the great support for FEPSGA, especially in the area of provision of facilities and adequate security. He added that the games achieved its purpose which include bonding among Civil Servants across Ministries, Departments and Agencies(MDA) and also the unity of purpose, which was achieved with the convergence of Civil Servants across the 36 states and the FCT.



AFCON 2023:

4 reasons Nigeria's Super Eagles lost 2-1 to Ivory Coast

Nigeria's wait for their fourth Africa Cup of Nations title continues after they lost 2-1 to Ivory Coast in this year's final.

At the end of the first half, it appeared the Super Eagles would have lifted the trophy again, after William Troost-Ekong's goal.

The captain rose highest to head in a corner kick and give Nigeria the lead.

But second half goals from Franck Kessie and Sebastien Haller saw the Elephants win the title on home soil.

So what went wrong?

1. **Peseiro got his tactics wrong:**

Credit to Jose Peseiro. After the 1-1 draw with Equatorial Guinea in the opening group fixture, he switched

to a 3-4-3 tactical system that saw Nigeria go all the way to the final. However, from the semi-final against South Africa, the cracks in that setup began to show. And against the hosts, the Portuguese needed to switch it up again, possibly return to a back four.

2. **Too many poor performances:**

From back to front, there were a few poor displays from Nigerian players. Calvin Bassey was shaky. Zaidu Sanusi returned to the starting XI, but remained unreliable. Ola Aina chose to have his worst game in the final. Alex Iwobi was merely a passenger on the pitch, while Samuel Chukwueze had no business starting the game.

3. **Weight of history:** The Super Eagles have never defeated a host country in an AFCON final. And from

the moment Ivory Coast snuck into the knockout stages as the last team to qualify, it felt ominous. There was a call of destiny they had to answer. It was crowned by Sebastien Haller getting the winner. Almost two years ago, he was diagnosed with cancer. And on finals of AFCON, he was helping his country make history.

4. **Poor officiating:** For most of the tournament, fans and pundits hailed the use of Video Assistant Referees (VAR), urging the top European leagues to learn a thing or two. But officiating for the final was an eyesore. The referee seemed jittery and overwhelmed. Most of the 50-50 calls went the way of the hosts. Kessie, who equalized for the hosts, could have easily seen red after elbowing Sanusi.



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Julius Berger Services Nigeria Limited has expanded its offerings to include a regular Liner Service between North Europe and West Africa / Julius Berger Warri Port Terminal, Nigeria, in cooperation with Universal African Lines (UAL) – a leading provider of shipping services, specialized in breakbulk and project cargoes.