

Event Report on Resolving the Apapa Gridlock

Location: Lagos, Nigeria

Date: April 16, 2019

Attendees

	Name	Organisation
1.	'Tobi Afolabi	SIFAX
2.	A Ali Ibrahim	NPA
3.	A.A Iawal	NPA
4.	A.O Vincent	AREFFN
5.	Abdullahi M Inuwa	NARTO
6.	Abiola Ebohen	PDF II
7.	Aboderin Foluso	BDHC/TCO
8.	Adaora Nwonu	Nigerian Shippers Council
9.	Adebuyi Akingbade	Association of truck owners maritime
10.	Adeorole Ganiyu	ALRAINE
11.	Adeyemi Adenaike	MAERSK
12.	Adeyinka Adewumi	Fedex Red Star
13.	Affiong Bassey	OPTASIA MEDIACOM
14.	Akomah Clement	ENL
15.	Albert C. Onyeka	NPA
16.	Anda E.O	NPA
17.	Anna Okon	Punch
18.	Ascanio Russo	PINC
19.	Ayuba J.D	NPA
20.	Babatimehin Oluwasayo	Red star Express (Fedex)
21.	Ballah Sarah	NPA
22.	Bello. A	GMT Shipping
23.	Bokonte Davies	NPA
24.	Bolaji sunmola	PCC
25.	Bukar Kaumi	NPA
26.	CAPT Jerome Angyunwe	NPA
27.	CAPT R. Ebubeogu	NPA
28.	Chief Increase Uche	NAGAFF
29.	Chief Kris Keme	Apapa Community Association
30.	Chief Remi Osunbemi	Association of maritime truck owners
31.	Christian Holm	HULL BLYTH
32.	Dangana Raymond	GIZ

33.	Daniel Odibe	APMT
34.	David Oladimeji	National business Newspaper
35.	Durowaye. A	NPA
36.	Ekanem Etim	DANGOTE
37.	Emmanuel Ohambele	Association of registered freight forwarders Nigeria (AREFFN)
38.	Engr AR Mohammad	NPA
39.	Engr Emmanuel Akporherne	NPA
40.	Enwe Jatto A.A	NPA
41.	Femi Falana	Lawyer to Apapa
42.	Gospel Obele	
43.	Hon A.A Abubakar	Apapa Community
44.	Ibukunoluwa Akinrinde	NESG
45.	Ifeora C.A	NSC
46.	Igweon Andrew	ENL
47.	J.C Njoku	PTOL
48.	John Butter	PIL
49.	Joho Jenkins	PCHS
50.	Joshua Akinyemi	Media
51.	Jude Oboh	EBES
52.	Juliana Saka	Nsc
53.	Kenny Olubi-neye	MAERSK
54.	Leonard Ugbajah	CTBA
55.	Leri Ehad	Ladsel Zim
56.	LT CDR Abdullahi	NAVY
57.	LT CDR Farouk	Navy
58.	LTL Livinus	Navy
59.	Mark Emokaro	Unilever Nig PLC
60.	Mohammed	GMT
61.	Mrs H.M Mohammed	NPA
62.	Murtala Zabar	NASCON
63.	Mustapha Yakubu	NASCON
64.	Nana Nwachukwu	PDF II
65.	Nnogo Uche	Optasia Media
66.	Nwike Evelyn	
67.	O. B Alaba	PDF II
68.	Obosi Philip	British Deputy High Commission
69.	Ochuko Piserchia	PDF II
70.	Odimegwu Obih	COBALT
71.	Oginni Victor	NPA
72.	Okojie Solomon	JPS
73.	Oladeji Maria	PDF II
74.	Oladini Femi	HAPAG-IIOYD
75.	Olatunbosun Olugbenga	AWAEMAP
76.	Olubodun Damilola	Demerilda
77.	Olufemi Kayode	ANLCA
78.	Olumekun bumi	Exporter
79.	Olusegun Oyename	GDNL
80.	Omafu Mathew	Apapa Community
81.	Onigbolu Oluwaseyi	West Africa Export
82.	Paul Erakhifu	NPA
83.	Paul James	NASCON
84.	Prince Aderemi Olikuntuyi	Apapa Community Association
85.	Rev. Jonathan Nicol	Shippers Association
86.	Richard Adeniyi	National Daily
87.	Sabrina Nwonye	PDF II
88.	Tolani Adesanya	Ray Power FM
89.	Tunde Balogun	Tourism

90.	Tunde Keshiro	PTML
91.	Ulegbolu EC	NPA

Event Overview

Apapa gridlock is an existential problem for the country. The poor quality of port access roads, complex port procedures and ineffective truck call-up system in the Apapa area, among other factors, continue to lead to delays and inefficiencies, with huge costs to the economy. In addition, its impact on the community is unbearable and has resulted in reduction in property valuation as well as environmental and health hazards.

To this end, the Enabling Business Environment Secretariat (EBES) in partnership with UKAID put together a one-day forum to dissect the issues surrounding the gridlock and develop an actionable blueprint to tackle the identified challenges. Several key stakeholders were invited to provide suggestions in tackling the gridlock situation; identify their roles and responsibilities and hold each other accountable in the course of implementation.

The forum began with an opening remark from representative of PDF II and EBES, which was followed by a presentation on port traffic management and cost of doing business in Nigeria. The forum proceeded with a discussion session with stakeholders, who stated specific challenges relating to the gridlock situation as well as proposed solutions to address them. Thereafter, there was four parallel breakout sessions, a feedback and concluding session.

From the discussion, there was a general view that the port infrastructure in Lagos state has not expanded to accommodate the rising population and growing external trading activities in the state, suggesting limited capacity and leading to congestion. In addition, the insufficient truck parks and holding bays coupled with poor maintenance of existing infrastructure are largely responsible for the gridlock. To address these infrastructure-related challenges, participants proposed the development of ports in other regions of the country to decongest the Lagos ports. The use of intermodal means of transport to ensure seamless movement of cargoes, and the immediate opening of Lilypond, TINCAN and 'Abuja' trailers park for trucks in transit were also suggested at the forum.

In terms of processes, it was agreed that the lack of full automation of port processes, the ineffective truck call-up system, poor space management within the port as well as non-compliance to government regulations by terminal operators are crucial issues that result in port inefficiencies and delays. As a way forward, participants called for complete automation of port processes and effective implementation. It is believed that this will significantly reduce delays and corruption and also ensure seamless cargo clearance. To tackle the issues of undue bureaucracy and corruption, participants suggested that port scanners should be privatised to ensure they are operational on a consistent basis. Furthermore, participants called for the removal of any other exit clearance done by the Customs after the obtaining Terminal Delivery Order (TDO). They noted that the TDO should be the final clearance document before exiting the port. This will reduce clearance delays and ease traffic flow in and out of the ports.

To optimise available space in the port, participants proposed on-the-spot auctioning of all overtime cargoes; evacuation of unused equipment and the transfer of import good containers to bonded terminals. In the aspect of traffic management, they suggested that an effective

call-up and traffic management system needs to be designed and agreed by relevant stakeholders including the Unions and Taskforce, among others. Once such system is in place, truckers must be made to comply with set rules or face severe punishment as agreed with their Unions. Also, sanctioning of terminal operators that fail to comply with port regulations, particularly those that relate to the management of traffic, should be considered by port regulators. In addition, it was proposed that empty truck flatbeds/vessels should be mandated to evacuate empty containers from the port (as they leave the port) to free-up space and reduce the number of trucks accessing the port. Finally, participants echoed the need to reduce the number of checkpoints on port access roads to ensure free flow of traffic. They proposed that all necessary checks and clearances should be done at the port.

One crucial key success factor is reforming the Nigerian Customs Service for effectiveness and efficiency. The agency has an important role at the ports and must therefore be engaged at the highest level to ensure the aforementioned challenges are addressed. Similarly, EBES needs to ensure that all relevant government agencies at the ports work together to achieve efficiency.

Opening Remarks

Mrs Titi Ojo, PDF II

The forum commenced at 9:18am. Mrs Ojo welcomed participants and noted that the objective of the forum is to find a lasting solution to the perennial gridlock in Apapa through a collaborative process involving all stakeholders. The forum is a technical session, targeted to dissect the issues, develop and align solutions that will positively affect the traffic situation in Apapa axis and the truck call-up system. Mrs Ojo stated that the forum is primarily convened by the Enabling Business Environment Secretariat (EBES) with support from PDF II.

Dr. Jumoke Oduwole, Senior Special Assistant to the President of Nigeria on Industry, Trade and Investment

Apapa gridlock is an existential problem for the Nigerian economy. This problem can only be resolved through collaborations. EBES's approach is to identify solutions across three areas- Infrastructure, People and Process. Discussions at this forum needs to be solutions-driven and practical, revealing what is working and what needs to be fixed in line with best practices. The outcome of the dialogue will feed into the Federal Government's Transition work which is on-going and will be presented to the Vice President. The Federal Government has enough political will to intervene and is committed to ensuring swift implementation. In addition, roles and responsibilities need to be clearly articulated as stakeholders need to be held accountable during the implementation process.

Mr Jude Oboh, Enabling Business Environment Secretariat (EBES)

This forum is a working session aimed at examining how a workable truck call-up and traffic management system can be developed and adopted in Apapa. One major outcome is to develop a solution/blueprint for the gridlock situation; therefore, participants must provide practical and actionable suggestions. Several stakeholders including the Shipping lines, Freight-forwarders, government agencies etc were invited and are present.

Ports Traffic Management and Cost of Doing Business in Nigeria Presentation by Dr Olumuyiwa Alaba, Trade Expert and PDF II Consultant

Dr Alaba began the presentation by providing some background information on Seaports. He noted that:

- Seaports are the largest entry and exit points for freights all over the world.
- The growing volume of world trade is largely driven by the sea-freighted cargoes and has directly been linked to the growth of world economy (Jansson and Shneerson, 1987 and Kumar, 2002).
- Efficiency in the administration, procedures and logistics at ports and customs/entry points are crucial. Efficiency must be achieved at the minimum possible cost and time.
- Reducing costs and time element is the key objective of the Trade Facilitation Agreement signed by Nigeria in Bali Indonesia in November 2013.
- Efficiency in ports administration, procedures and logistics is one of the key objectives of the Executive Order 1(EO1) on business environment reform and the implementation strategy documents:
 - National Action Plans (NAP 60, 2.0, 3.0 and the ongoing 4.0)

Gridlock Situation

- On international shipment processes component of the World Bank Logistic Performance Index (LPI), Nigeria occupied 107th position in 2014 but moved backward to 110th in 2018 (<https://lpi.worldbank.org/international/global>).
- NGN803 million is lost daily as a result of port congestion.
- “Efficiency at the nation’s port had earlier saved the economy an estimated US\$800 million annually in congestion fees alone” – Akintola Williams Deloitte.
- According to Lagos Chamber of Commerce and Industry (LCCI), N3.06 trillion in non-oil export and N2.5 trillion corporate loses are recorded annually.
- Apapa has lost huge competitive industrial and commercial presence with the exit of major multinationals.

Interactive Session

Following the presentation, the Session was opened for comments and suggestions from participants. Participants were urged to ensure comments are solutions-driven and are actionable suggestions that can be implemented by the relevant stakeholders to address the gridlock challenge around the port. The challenges and proposed solutions were discussed using the EBES reform framework of **Infrastructure, Process and People**.

The following stakeholders were represented and contributed to the discussion:

- Association of Nigerian Customs License Agents (ANCLA)
- Freight-forwarders
- Nigerian Port Authority (NPA)- Represented by the GM, Port Operations and Port Manager of Lagos Port Complex
- Taskforce - Head of NPA component
- Nigeria Shippers Council
- Shipping Lines Operators
- Terminal Operators
- Shippers Association, Lagos State
- Truckers Association
- Apapa Community Representative

Identified Challenges and Proposed Solutions

Infrastructure

- **The poor state of the port access roads in Apapa leads to unbearable traffic, delays and time wastage for both road and port users and results in losses to businesses.** With a rapidly increasing population and trade activities in Lagos over several decades, the port access roads and other infrastructure have not been expanded to accommodate current realities. In addition, **Congestion of the Lagos ports is partly as a result of the neglect of ports in other regions of the country.** The ports in the eastern part of the country do not have enough berths and other necessary infrastructure. These factors have made the ports uncompetitive both in terms of efficiency and charges to port users.

Proposed Solution: The government must summon the political will to decongest Lagos ports by developing ports in other regions. The Nigerian Port Authority should concentrate on developing berths in other ports.

- **The concentration of the government on road transport, which has reached its limit is a major source of concern.** Limited use or the non-existence of inland maritime transport as well as the absence of the modal split system reduces port efficiency.

Proposed Solution: The government needs to develop intermodal transportation between and within ports.

- **Insufficient truck parks and holding bays around the port.** An estimated 85% of trucks parked on the roads carry empty containers and ideally should utilise holding bays and garages. Few shipping companies own holding bays while the existing holding bays are

usually filled to capacity. The limited number of operational holding bays is a major challenge. Worst still, shipping companies and terminal operators do not have control of trucks accessing ports roads. Furthermore, as noted by Shipping Lines operators, the cost of managing the holding bays are excessively high while ensuring proper inflow and outflow from and to the holding bays is also hinged on the availability of good port access roads. In addition, most trailer parks around the ports are not fully operational, while some functional parks are neglected by the truckers due to ineffective call-up system.

Proposed/On-going Solutions:

- Representative from the NPA stated that Lilypond is being converted to a trailer park for trucks in transit i.e. trucks will only utilise this park for 24 hours.
- In the short term, the Federal Ministry of Works need to handover the completed portion of the trailer park in TINCAN. The NPA is working on the operational model for Lilypond and the TINCAN trailer park, which would be available for use by the end of April 2019. NPA needs to fast-track the handover process.
- Likewise, the trailer park in ‘Abuja’ area in Apapa should be used for short stay.
- The Lagos State government needs to provide a large piece of land to serve as a trailer park and trucks that have been called-up can therefore make their way to the port from the park within 24 hours.
- There is a standard gauge rail coming into Apapa Port through Lilypond. The government is working on an intermodal transport system that can move containers into the port.

- **Over-stretch of existing infrastructure and poor traffic management.** A study showed that the port area and access road which was termed the Lagos Logistic Ring (LLR) can only accommodate 2,500 trucks; however, there are over 7,500 trucks plying this area on a daily basis leading to congestion.

On-going Solutions:

- The NPA has created a “Port Area” which covers Mile 2, Costain, Ijora Olopa, and Apongbon. The Port Area has nothing to do with increasing revenue of NPA. Any truck moving within the Port Area must provide proof of invitation from a host. If such proof is not provided, it will be assumed that the truck is in transit, hence, the trucker must utilise dedicated lanes for transit users. The NPA is working to improve the system of dedicated lanes. Electronic systems will thereafter be considered to improve this process, once it has proven to be effective.
- The NPA is also engaging with Dangote on the on-going construction of some sections of the port access road to ensure the provision of palliatives (service lanes, diversions, etc.) during the construction. The contractors must optimise traffic management, port operations and project execution.

- **Dilapidated and poor state of Nigerian trucks.** The average age of a truck is 50 years, hence, the frequent breakdown on the roads.

Proposed Solution: Nigeria needs to implement long-term reforms to sanitise the port and transport system. There is need for a plan to phase-out trucks that are in poor state.

Process

- **Lack of full automation of port processes resulting in time-wastage and port congestion.** Some processes in the ports are automated especially when dealing with the Nigerian Customs Service (NCS). However, due to the “Nigerian factor”, port users still visit the ports physically to complete transactions. This leads to time wastage and huge inflow of individuals/containers.

Proposed Solutions

- Full automation of port processes and effective implementation will significantly reduce traffic by an estimated 60%, leading to seamless cargo clearance out of the port. As done in other countries, goods can be cleared without physical presence at the port.
- The Scanners and other equipment need to be operational to ensure random sampling based on the peculiarities of the container’s country of origin to reduce the need for physical inspection. The Nigerian Customs Service must make use of intelligence in its operation to strike the right balance between physical inspection (where necessary) and automation. Also, to tackle the issues of undue bureaucracy and corruption, port scanners should be privatised to ensure they are operational on a consistent basis.

- **Ineffective truck call-up system is largely responsible for the neglect of existing truck parks.** In February 2019, the truck call-up system was reviewed and several agencies including the taskforce, truck associations, NPA among others, worked to ensure effectiveness of the system prior to the visit of President Muhammadu Buhari. The truckers were mandated to utilise existing garages and parks. As noted by stakeholders, the ineffectiveness of the system three weeks after the President’s visit was due to enforcement challenges, undue interference of security personnel that have vested interests, disobedience of rules by truck owners who are highly-placed and weak coordination among truck associations, government agencies, security agencies, etc.

Proposed Solutions

- The NPA and other officials of the taskforce agreed to query why the system put in place in February 2019 only worked for 3 weeks and will provide solutions.
- An effective call-up and traffic management system needs to be designed. All relevant stakeholders including the Unions and Taskforce must be carried along in the process. The NPA should drive the process. Once such system is in place, truckers must be made to comply with set rules or face severe punishment.

- **There is the challenge of space management within the port.** There are numerous empty cargoes and containers in the ports occupying space and leading to congestion. As a matter of fact, there are over 1,500 cars stationed at the port for over a year, while shipping lines make losses from having numerous empties on the roads. The last auction of goods was executed over 5 years ago. Similarly, good import containers have been at the ports for several years occupying significant amount of space.

Proposed Solutions

- To ensure adequate space management, there needs to be an immediate and on-the-spot auctioning of all overtime cargo at the ports.
- Unused equipment need to be evacuated from the ports.
- Import good containers should be moved to bonded terminal.
- Empty truck flatbeds/vessels should be mandated to evacuate empty containers from the port (as they leave the port) to free-up space and reduce the number of trucks accessing the port.

- **Non-compliance of some terminal operators with government rules and regulations.** As stated by representatives of the NPA, some terminal operators (APM Terminal in particular) do not comply with the regulation that requires the submission of list of trucks that are expected to access the port on a daily basis. Failure to comply, results in poor traffic management and delays. Several meetings have been held with relevant terminal operators but they are yet to comply with the regulation.

Proposed Solutions

- The representative of APM Terminal mentioned that the company has formally written to NPA stating that it will comply with the regulation. The company is also developing an electronic call-up/booking system which will provide the required information and will be launched by the end of April.
- As proposed by some participants and a representative of NPA, sanctions on erring terminal operators will be considered by regulators. The large terminal operators in Nigeria must comply with local rules set by the NPA or relevant government agencies or face sanctions.

People/Agencies

- **There are numerous stoppages and checkpoints (over 15) manned by officials of agencies such as the NCS, Police Force, etc, on port access roads.** These stoppages of trucks lead to delays, downtime and obstruct traffic flow. In addition, there is the challenge of undue arrests of truckers and unlawful auctioning of their trucks by Custom Officers.

Proposed Solution: Immediate removal of unnecessary checkpoints from port access roads.

- **Lack of effective cooperation among government agencies.**

Proposed Solutions

- EBES must encourage synergies among government agencies.
- The Nigerian Customs Service is a key agency in the ports system. The NCS needs to be thoroughly reformed to ensure its processes and actions conform with best practices. PEDEC needs to engage the NCS at the highest level to ensure these challenges are addressed.

Comment from representative of Apapa Community Association

The community is at the receiving end of all the problems. Apapa streets have become parks for trailers and the drivers defecate on the streets, causing health and environmental hazards. The NCS and other security agencies make huge amount of money from the infractions at the ports. These problems have led to significant losses in property valuation, bad roads, absence

of street lights among others. Signed agreement between and among stakeholders are not implemented. Failure to urgently address the situation would lead to an uprising in the community.

Breakout Sessions

From the discussions, the following solutions were identified as crucial in resolving the gridlock situation in Apapa. The solutions were grouped into three categories which have been separately colour-coded. The categories are:

- **Efficient Space Management within the Ports** ■
- **Efficient Traffic Management & Call-up System** ■
- **Other Reform Areas** ■

	Identified Solution	Colour code
1.	On-the-spot auction of overtime cargo	■
2.	Import good containers should be moved to the bonded terminals	■
3.	Ensure efficient truck/vessels utilization where trucks/vessels do not leave the port empty-handed	■ ■
4.	Implement Intermodal transport systems of evacuating cargoes	■ ■
5.	Removal of old and non-functional scanners in the port/Privatisation of new scanners to ensure they are operational and well managed	■ ■
6.	Reduction of physical examination and embracing automation to ensure faster clearance of cargoes	■ ■
7.	Activation of the trailer park in Lilypond, TINCAN and “Abuja” area	■ ■
8.	Removal of unnecessary Customs checkpoints on port access roads	■
9.	Fixing of port access roads	■
10.	Design and implement an effective electronic traffic management system to manage call-ups	■
11.	Develop a long-term plan to phase-out old trucks in the country	■
12.	Review concession agreements	■
13.	Reform the Nigerian Customs Service	■
14.	Design and Implement sanctions for erring operators, government officials and other stakeholders in the port system	■

Recommendations of the four Breakout Sessions

Breakout 1- Efficient space utilisation within the port

- Ensure on-the-spot auctioning of overtime cargo/container. Beneficiaries of the auction must be given seven days ultimatum to remove the cargo from the port. **Implementers: NCS and Terminal Operators.**
- Prioritise access into the ports in the following order: refrigerated cargoes, cargoes to be exported and empty cargoes. **Implementer: Taskforce.**
- Fast-track cargo clearance by totally eliminating physical examination. Old scanners at the port must be removed and replaced with new ones, which must be privatised.
- Ensure there are functional holding bays dedicated to empty containers. **Implementers: Shipping companies, Truckers.**
- Maintain effective communication among stakeholders in the port as well as ensure systems upgrade to manage cargo inflow and outflow. **Implementers: Terminal operators and Taskforce.**
- Truck/Vessel utilisation- Enforcement that trucks/ships that bring goods to the port should be made to lift a laden. **Implementers: Shipping line, Terminal operators.**

Breakout 3 – Traffic Management System & Call-up (Electronics and Manual)

- Truckers must be made to have in possession, relevant information on the cargo such as delivery order information, booking form for export etc.
- Promotion of batch movement. There should be a dedicated batch area for full and empty containers.
- Reduce the number of checkpoints on port access roads to ensure free flow of traffic. All necessary checks and clearances should be done at the port. **Implementer: All Agencies**

Breakout 2 – Gridlock- Getting trucks off the road

- Provide scheduled movement for batch operators to move units in and out of the terminals. The absence of such scheduled movement results in lack of cooperation of major terminal operators. **Implementer: NPA**
- Compel major terminal operators to utilise bonded terminals outside the port. This will decongest the port and allow more units to be admitted in the terminal **Implementer: The Federal Government though NPA**
- In the short term, trucks carrying containers should utilise the Mile 2 axis going into Apapa. This would ensure avoidance of the numerous checkpoints on the Ijora axis.
- Address corruption in port management/truck movement process. Taskforce and other agencies need to be urgently sanitised. **Implementer: The Federal Government.**
- Need for dialogue among port operators and agencies on the best workable solution for handling empty trucks/containers on the road at any given time. **Implementers: Major terminal operators, NPA and taskforce.**

Breakout 4 – Traffic Management System & Call-up

- Removal of any other exit clearance done by the Customs after the obtaining Terminal Delivery Order (TDO). The TDO should be the final clearance document before exit. TDO should be valid for call-up a day after it was issued.
- Develop an effective booking system (as used in the aviation industry- flight booking). Agents should be able to fill information on their cargo online- truck number, container pick-up date, etc. This information can be used to regulate what comes into the port at regular intervals by the traffic managers.
- Mandate all export transaction to be completed at an inland container depot or the owner's bonded warehouse. This is to ensure every container is cleared before accessing the road. From such facility, a list of exports ready to access the port can be generated.
- Empty truck flatbeds/vessels should be mandated to evacuate empty containers from the port (as they leave the port) to free-up space and reduce the number of trucks accessing the port
- All suggestions should be subjected to further tests before deployment.

Following the Breakout Sessions, stakeholders agreed on some actions that can be executed in the immediate/short term. They include:

- Truck optimisation: There needs to be an arrangement where individuals or organizations that have goods are matched with trucks that have offloaded goods in order for these trucks to not leave the port empty.
- Acknowledge the 33 existing truck parks in Apapa and ensure the relevant truck associations decide the tariffs for the utilisation of these truck parks by non-members.
- Immediate opening of Lilypond, 'Abuja' park and TINCAN park
- Removal of any other exit clearance done by the Customs after the obtaining Terminal Delivery Order (TDO). The TDO should be the final clearance document before exit. TDO should be used for call-up a day after it was issued.
- Maritime Police and the NCS must be fully involved in resolving this concern.

Conclusion

As stated by Mr Jude Oboh, volunteers were selected from the audience to further the discussion and drive implementation of agreements. The following stakeholder-groups present at the forum were identified for further discussion:

- NPA
- Freight-forwarders
- Shipping lines
- Truckers
- Taskforce
- Exporters

The forum ended at 2:00pm.

List of Abbreviations

ANLCA	-	Association of Nigerian Licensed Customs Clearing Agents
EBES	-	Enabling Business Environment Secretariat
EO1	-	Executive Order 1
LCCI	-	Lagos Chamber of Commerce and Industry
LLR	-	Lagos Logistic Ring
LPI	-	Logistic Performance Index
NCS	-	Nigerian Customs Service
NESG	-	Nigerian Economic Summit Group
NPA	-	Nigerian Port Authority
NSC	-	Nigeria Shippers Council
PDF II	-	Policy Development Facility Phase II
PEBEC	-	Presidential Enabling Business Environment Council
TDO	-	Terminal Delivery Order