

Public Enterprises and Export - Import Promotion and Entrepreneurship Development in Nigeria

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Abstract: *Entrepreneurs drive the wheel of economic activities in developed countries where they are the largest employers of labour. Even in Nigeria, where government is the primary mover of the economy, entrepreneurs' roles will remain critical in sustaining economic growth and development. The paper notes that although the non oil-sector in the Nigerian economy has a great potential of becoming the economic mainstream especially in foreign exchange earnings, crude oil has continued to be the major source of Nigerian's foreign exchange earnings: a situation that is attributable to, among other things, poor education or outright lack of it, on export – import procedures. It examines the roles of Public enterprise, using the Nigerian Shippers Council as analytically framework, vis-sa-vis the responsibilities of other stakeholders in import-export business and grosso modo posits that the over reliance of the nation's economy on oil and gas could be corrected by promoting entrepreneurship development in the specific direction of exposing entrepreneurs to how the problems of export-import procedures and documentation processes in the Nigerian polity could be overcome to pave the way for increased participation of the non-oil revenue earning minerals /produce in the international market.*

Keywords: *Export Culture, Freight Forwarding, Local Sufficiency*

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INTRODUCTION

Crude oil has remained the major source of foreign exchange earnings in the Nigeria notwithstanding government's effort to promote the non- oil sector of the economy. In an attempt to correct the over reliance of the nation's economy on oil and gas, the federal government had encouraged the non- oil sector through the establishment of the Nigerian Export Promotion Council (NEPC), the Raw Materials Research Council (RMSC), the Nigerian Shippers' Council, to mention but a few. All these have existed to encourage the exportation of goods in Nigeria.

Public enterprises are organizations that are set up as corporate bodies and as parts of the government apparatuses for entrepreneurial or entrepreneurial-like objectives (Laleye, 2002:28, Basu 2008). The Nigerian shippers council was established in 1978 with the responsibility for organizing the shippers (importers and exporters) such that the country's dream of becoming

export oriented rather than import based country may be better realized by providing educational services, advisory services, information services, shippers support services, advocacy and research services, etc to the shipper (Biu, 2011). By the year 2006 government had moved to address the problem of graduate unemployment in the country by engendering the production of a crop of graduate entrepreneurs with the appropriate economic skill and attitude to encourage self dependence (Amara *et al.*, 2011:3); hence the emphasis about entrepreneurship education.

The role of the entrepreneur in sustaining economic growth and development cannot be overemphasized. This becomes even more critical when one considers that Nigeria needs business diversification now more than any other time, especially in the face of *boko hararm*, *fulani herdsmen* and other ethnic irredentists' unholy mission to dismember the country thereby engendering the imperative of each region to look inwards, outside oil and gas, for economic sustenance.

It is against the backdrop of the foregoing that this paper examines the roles of public enterprises, especially the Nigerian Shippers Council, vis-a-vis the responsibilities of other stake holders in the Import-Export business with a view to exposing entrepreneurs to the *nitty gritty* of import-export procedure and documentation process in Nigeria, in the hope that practitioners may increase the tempo of participation of the non-oil revenue earning minerals/produce in the international market.

The paper comprises six parts. Besides the ongoing session there are Clarification of Concepts; Export Procedure; Import Procedure; Responsibilities of other Stake holders in Import-Export business; and the Roles of the Nigerian Shippers' Council in promoting export business, in that order.

CLARIFICATION OF CONCEPTS

EXPORTER

Exporter refers to the person(s) that sell goods and services in a foreign market. We can further classify the exporters into:

- i. *Exportation Merchant* buys goods/products from the manufacturer or producers.
- ii. *Export Agent/Broker* does not actually export, but serves as a go-between between the owner of the cargo and the buyer, and the contact between the overseas importer and the local exporter. At the end of the transaction, he may receive commission for his professional services.
- iii. *Enabling Environment* is conducive environment for the export trade to thrive. The import and export trade policies created by government i.e. Port dues, Rents, Tariff charges, etc. should be competitive enough to encourage local producers. Other factors may include:
 - a. Stimulation for production on the basis of the country's comparative advantages.
 - b. Appropriate management of the foreign exchange of the nation in favour of the export economy.
 - c. Product potential survey in a specific export market.
 - d. Capacity to produce high quality standard products.
 - e. Effective export promotion policy of the government /country.

EXPORT CULTURE

This refers to the culture of the nation's export sector. This should be based on the country's

comparative advantage. Exporters, Manufacturers, Export Agents, etc should understand the basic ingredients in the development of export trade if appropriate export culture must be sustained.

The following aspects are critical for a meaningful export trade.

- Information gathering about foreign prospects of the products to be exported.
- Attending workshop's seminars conference in other to acquire knowledge of export.
- Ignorance about export business.
- Pick- up trial export contracts.

FREIGHT FORWARDING

A freight forwarder is an international business man, an agent, who takes off the burden of business transaction from the shoulders of the consignee from the point of delivery of such consignment to the destination point in conformity with the terms of contract. Freight forwarding, the world over, is an international business. It has local functions of clearing and forwarding. The freight forwarder takes orders of the goods, type, form, total purchase and process of delivering to the destination point. The freight forwarder sources for the goods from the suppliers, ensures that goods meet standard and specifications of the owner. He arranges for the documents, selects an appropriate mode of transport for the goods and ensures that the goods are well loaded in the ship. He pays for the insurance of the goods and ensures that there is smooth processing of documents and clearing procedures and loading of the goods at the port of destination for onward delivery to the consignees (if his contract covers that). His other services may include packaging of the goods, consolidation, ware housing, haulage, arranging of ship brokers/chatterers (Ndikom, 2006).

However, it does appear that many Nigerian freight forwarders are not aware of their role in the international trade facilitation process and the very fact that they are responsible for the movement of goods from the port of sale to the port of destination. Hence clearing and forwarding in Nigeria is a localized function with no international dimension. In Nigeria, they are commonly referred to as customs licensed agents whose functions include: the clearing of goods assigned to them and forwarding same through an appropriate mode of transportation to the consignee who wishes to appoint him. Freight forwarding practices vary from the advanced countries to the developing nations.

For a typical Nigerian port the following documents are required.

- i. Endorsed original bill of landing
- ii. Attested invoice
- iii. Final invoice and combined certificate of value and original (CCVO)
- iv. Carrier certificate
- v. Manufacturer certificate of production
- vi. Bank approved form
- vii. Risk Assessment Report (RPR)
- viii. Packing list
- ix. Insurance certificate
- x. Laboratory Test Certificate for Chemicals, Food, Beverages, Pharmaceutical, Electrical appliances and others (where applicable).

CARGO IMPORTATION

Cargo importation is an international act of buying goods through an established import-export marketing strategy. This strategy is based on certain confirmed external and internal conditions which include the following:

- (i) External Factors: They are uncontrollable variables like competition environment, institutional and legal system.
- (ii) External factors: These are controllable variable, which include product price, promotion and physical distribution.

ASYCUDA PROCEDURE

This is an electronically driven freight forwarding mechanism that allows for uniform standard best practices at ports the world over. The procedure requires that the exporter completes the bank transactions, identifies a carrier after certifying the demands of Export Pre-shipment Agencies before the goods are transported to the port of shipment for Customs formalities and inspections by the relevant agencies in the port. The exporter (or his agent) shall submit all the export documents to the schedule officer at the customs command, where the shipment point is situated. The relevant documents are certified satisfactory after which the complete set of documents are dispatched to ASYCUDA system at the Customs processing centre (CPC) for electronic data capturing, processing and storage. Finally, having captured the data, the same set of documents is dispatched back to the export seat for physical examination, i.e. 100% examination, subsequent to release and shipment authorization formalities.

With the inter connectivity levels in places connected with the customs processing centre (CPC), the Direct Trades input Terminal Operations, Authorized Banks, the Destination Inspector Shipping Companies, the Vessel etc, the ASYCUDA++ can then set to function. The electronic manifest can be keyed in the ASYCUDA++ system electronically, the respective modules will trigger the registration of the declarations in the manifest: The Risk Assessment Report (RAR) from the scanning companies is received on-line with the details of the ASYCUDA ++, the Single Good Declaration (SGD) Form C 2010 which has the attached details of documents are keyed together in the ASYCUDA ++ platform. The ASYCUDA ++ selectivity in the CPC is triggered on the various lanes — Green, Blue, Yellow and Red are reflected in the system and routed to the different lanes for necessary actions of examination and releasing.

SHIPPER

A shipper is simply an importer or exporter. Shippers play a very important role in the development of the international trade of any nation. This is so because cargo is a vital component of international trade as without cargo there would be no shipping - no ports, no ships etc.

LOCAL SUFFICIENCY

Local sufficiency refers to the level of availability of the product to be exported. Export business is based on the level of local sufficiency of the product where it is being exported. Any country that is involved in product exportation must have large quantities or reasonable sufficiency of the product. The demand for such product must be based on the value for money i.e. earned profit by the sales of the products or services in the foreign market (Okoh, 2004).

EXPORT BUSINESS

Export businesses in Nigeria are classified into commercial and noncommercial exports.

Commercial Exports include:

- a. Oils (Crude Oil, Refined Oil, Liquefied Natural Gas, (LNG)
- b. Dried Cargo (Cocoa Beans, sesame Seed, Enamel Wears, and Nigerian Cotton, Processed Leather).

Non- Commercial Exports comprise personal effects, periodicals/magazines, gift items, trade samples, machinery, plants and equipment for repairs abroad or, and for execution of specific contracts, returns of empty containers, transshipment, UN supplies, Diplomatic/Consular Mission. (Solindo: 2007)

EXPORT PROCEDURES

Correct documentation of export trade has been identified as “lubricant” of international trade. Incorrect documentations have caused delay at ports in the process of exporting goods. This has resulted to extra cost, failure to meet the delivery time and date; and in most cases, resulted to seizure of the goods by the Nigerian Custom Service (Ndikom, 2006). It is important to state that most exporters suffer because of poor documentation thus giving a bad reputation to export business.

EXPORT DOCUMENTATION

The documents required for export business include:

1. SGD Form C 2010
2. NEPC (Nigerian Export Promotion Council Certificate)
3. NXP (Nigerian Export Procedure Form)
4. CCI and (RFI) Clear Certificate of Inspection and Request for Information
5. NCX (Non Commercial Exports)
6. Specific product regulatory certificates e.g. SON, NAFDAC etc
7. EIJR I Form
8. Shipment document (Bill of exit, Ship manifest / Airway bills etc)
9. Packing List

EXPORT INCENTIVES

The following instruments have been provided as incentive to promote export:

1. Negotiable Duty Credit Certificate (N DCC)
2. Introduction of new manufacturing in-bound scheme
3. Removal of levies / charges on beneficiary of duty-draw back and export expansion grant (EEG)
4. Export expansion grant (EEG)

CHALLENGES FOR EXPORT TRADE

The above notwithstanding, export business in Nigeria has been marred by the following:

1. Poor Infrastructure
2. Non-user friendly Ports / Airports
3. Dilapidated road network
4. Poor Storage facilities

5. Lack of access to credit facilities
6. Ignorance about export business
7. Desire for preference on foreign goods
8. Inconsistency in Government Policy.

MEASURES TO IMPROVE EXPORT TRADE

Research has indicated that export trade could be improved through specific actions by government especially by:

1. Provision of modern facilities in ports
2. Creating enabling laws to back up credit facilities for exporters
3. Repairs of local roads to create accessibility to the hinterland
4. Less restrictions to foreign exchange by government
5. Encouraging foreign investment
6. Ensuring improved internal security like in eliminating the incidences of *book haram* and kidnapping for ransome.

EXPORT PROHIBITIONS

The following are prohibited for export in Nigeria for various reasons.

1. Maize
2. Unprocessed rubber latex / lumps
3. Raw hides and Skin
4. Timber Raw / Sawn
5. Scrap metals
6. Artefacts / Antiquities
7. Wild life animals (endangered species)

IMPORT BUSINESSES

A businessman is involved in importation when he buys from another businessman abroad and engages in export when he sells products to another businessman in another nation. Goods imported into Nigeria shall by statute be entered as;

- Home use in Nigeria
- Ware housing
- Transit
- Transshipment goods.

IMPORTATION PROCEDURES

Importation procedure is the overall process of procuring goods through the use of importation guidelines of such goods from a foreign country into a particular destination in Nigeria. In the maritime sector, cargo importation procedure and documentation are complex and risky processes that involve the framework policy formulation and the business of the maritime industry.

Importation procedure can be based on the following functions; The nature of the product (Perishable, flammable)

- The source of the product
- The nature of the market product

- The product availability
- Suppliers ability syndrome
- Cost implication of the imported product
- Buyers experience/ability
- The level of competition

CONDITIONS FOR IMPORTATION

There are certain conditions an entrepreneur venturing into importation business must fulfill:

- (i) The importer must gather information about the nature of his intended product import
- (ii) The importer has to set up his objectives for that particular importation.
- (iii) The importer has to work out the operational modalities of the importation business.
- (iv) The importer has to control the procedures for the importation.

IMPORT DOCUMENTATIONS (FORM 'M')

The importer shall complete form 'M' which is submitted to the authorized bank with the following information:

- a. Description of goods, commercial name for each item, brand of product, new, used or refurbished and standard.
- b. Quantities and measurement
- c. Unit cost of the products
- d. Total cost
- e. Freight cost
- f. Mode of transport (sea, air, road)
- g. Details of shipment (full container load FCL) Low Container Load (LCL). Bulk, Loose
- h. Other charges reflected (if any)
- i. Country of origin
- j. Pro forma invoice (details of physical address, e-mail, phone numbers)
- k. Other details (NAFDAC, Pharmaceutical Board of Nigeria) and any additional document as prescribed by the Government.

A duly completed and approved form 'M' should be submitted to the respective scanning and Risk Service Provider not later than (5) five working days. The acceptance of form 'M' shall be confirmed by the authorized dealers of Bank by either rejecting or accepting form 'M' within one day. It should be noted, however, that form 'M' for plants/machineries have a validity period of one year.

RESPONSIBILITIES OF THE STAKE HOLDERS IN IMPORT-EXPORT BUSINESS

RESPONSIBILITIES OF THE IMPORTER

- i. Ensures the supplier makes available the *pro forma* invoice with regards to the procedures for importation for the country.
- ii. Ensures that all documents are forwarded to the Authorized Dealers Bank.
- iii. Ensures that the requirements listed under the import procedures are forwarded to the authorized Bank and are genuine and verifiable.

- iv. The importer shall advise the supplier on the status of the relevant form 'M' before shipment.

RESPONSIBILITIES OF SUPPLIER

- i. The overseas suppliers provide the combined certificate of value and the origin (CCVO), the mode of Transportation Packing list to the relevant Bank documents.
- ii. Forward 2 sets of importation documents through his/her bank to the overseas bank for the foreign exchange transaction on those imports in which certificate of capital importation would be issued or those involving suppliers credit. A set of importation documents are also sent to authorized dealer's bank that opened the form 'M'
- iii. In case of bill of collection / unconfirmed Letters of Credit (LC), two *sets* of documents should be forwarded through the suppliers Bank to the issuing bank and another copy to the Nigeria Authorized Bank.
- iv. For imports NOT VALID for foreign exchange transactions 2 sets of documents are forwarded directly to the designated authorized Bank where the form 'M' was opened.
 - v. Also dutiable personal effects, 2 sets of documents are forwarded to the designated Bank, but normal personal affects 2 sets of documents should be forwarded to the appropriate Risk management agents and the Service providers.

RESPONSIBILITIES OF SCANNING COMPANY

- i. The scanning company shall accept the form 'M', *pro forma* invoice and other import documents and carry out the following functions:
 - a. Preliminary review of the application.
 - b. The accepted form 'M' is then distributed as:
 - i. Copy retained by the scanning company
 - ii. Copy of the customs area controller of the port of clearance of goods.
 - iii. Copy of customs headquarters.
 - ii. The importer shall produce the foreign exchange through his authorized dealers Bank or if it is Letter of Credit (LC) transactions, the supplier is then advised to arrange for shipment of the goods.
 - iii. If the form 'M' is rejected, the scanning company should return to the documents to the affected bank for ratification.
 - iv. Generation of Risk Assessment Report (RAR)
 - The scanning company shall generate the Risk Assessment Report (RAR), not later than (5) five working days (shipment by sea) and (2) two days (shipment by land/air) after receiving the importation documents and form 'M' from the Authorized Dealers Bank.

RESPONSIBILITIES OF AUTHORIZED BANK

- i. Upon receipt of duly completed copies of form 'M' and other detailed documents, received directly (in case of "NOT VALID" for foreign exchange) transaction, dutiable personal effects the authorized Bank shall forward copies duly signed by the authorized signature of the Bank to the Risk management / Service providers of the issuance of Risk Assessment Report (RAR).

- ii. Authorized Bank shall be guided by the provisions of the memorandum of understanding 27 (X) of the foreign exchange manual (the need of policy issues in case of any doubt in importation)
- iii. Authorized Bank shall ensure that the guidelines on importation procedures are given priority attention to their customers (importers) correspondent Bank, suppliers for compliance.
- iv. Authorized Banks, importers, suppliers, shipping lines etc are expected to ensure compliance with relevance guidelines for imports.

RESPONSIBILITIES OF SHIPPING LINES

- i. To ensure that all goods being consigned for shipment to Nigeria are covered by the appropriate product form 'M'.
- ii. Form 'M' must be reflected on the bill of landing / Airway bills for such goods.
- iii. An advance summary of the manifest of the cargoes on board a vessel must electronically be made available to the scanning companies within (5) five working days after shipment for goods by sea and (2) two working days by other modes of transport.

THE NIGERIAN SHIPPERS' COUNCIL

The Nigerian Shippers' Council is a parastatal established in 1978 under the Federal Ministry of Transport and charged with the responsibility of protecting, defending and promoting the interest of Nigerian shippers on all shipping matters as well as offering constructive advice on all such matters to the Federal Government of Nigeria. The Nigerian Shippers' Council Act Cap N133 LFN 2004 stipulates NSC's functions which cover a wide spectrum of matters related to shipment of goods into and from Nigeria. It is a platform for organizing the shippers for strong bargaining position with a view to protecting Nigeria's cargo interest in shipping and international trade and serves as the national machinery for consultations on shipping matters, aimed at representing and protecting the cargo-interests of the importers and exporters.

In line with provisions under the act Cap 327 of the Federal Government, which established the Nigerian Shipper's Council, it performs the following statutory functions:

- To provide a forum for the protection of the interest of shippers on matters affecting the shipment of imports and exports to and fro Nigeria.
- To provide a forum for consultation between the conference and non— conference lines, tramp-owners, the Nigerian Ports Authority and the Government of the Federation on matters of common interests.
- To encourage the formation of Shippers Association all over the country.
- To liaise with the Government of the Federation and other organizations in assessing the stability and adequacy of existing services and make, appropriate recommendation in that behalf.
- To advice the Government of the Federation, through the Minister on matters relating to the structure of freight rate, availability and adequacy of shipping space, frequency of sailings, terms of shipment, class and quality of vessels, port charges and facilities and other related matters.

- To negotiate and enter into agreements with conference lines and non- conference lines, ship-owners, the Nigerian Ports Authority and any other bodies on matters affecting the interests of shippers.
- To consider the problems faced by shippers with regards to coastal transport, inland waterways transport and matters relating generally to the transportation of goods by water and advise Government on possible solutions thereto.
- To promote and encourage the study of and research into problems affecting shippers in Nigeria.
- To arrange from time to time seminars and conferences on any matter relating to its functions, and
- To carry out such activities as are conducive to the discharge of its functions under the act.

NIGERIAN SHIPPERS' COUNCIL AND IMPORT-EXPORT BUSINESSES

The roles of the Nigerian Shippers' Council in import and export businesses are entrenched in the seven major service products by which the council discharges its statutory responsibilities as stipulated by its enabling act. These products include:

- Education and Enlightenment Services
- Advisory Services
- Shipper Representation Services
- Information Services
- Shipper Support Services
- Advocacy services
- Research Services.

Education and Enlightenment Services

The Nigerian Shippers' Council regularly organizes seminars, workshops and conferences on shipping and trade issues. Such programmes enable shippers understand their rights and obligations in international trade as well as boost their capital bases, build strategic alliances for growth. Also, clinics and talk-shops are organized to address specific problems faced by shippers.

Advisory Services

Under this product, shippers are advised on the best ways to avoid pitfalls and negative consequences of developments in international trade. The Council also provides legal advice and aids relating to rights and responsibilities under conditions of affreightment, documentation and conflict resolution procedures and advises the Federal Government on policy formation and implementation as they affect shippers' interests.

Shippers Representation Services

The Nigerian Shipper' Council represents shippers' interests in local and international shipping, airfreight and trade related forums and organizations such as International Maritime Organization (IMO), Maritime Organizations of West and Central Africa (MOWCA), Union of African Shippers' Council (UASC) and the United Nations Conference on Trade and Development (UNCTAD). Other areas of shippers' representation include the Air Freight Stakeholders forum and the Ports Anti-Corruption Committee where issues relating to cargo

handling at the airports and seaports are discussed respectively.

Such representations provide veritable platforms for discussing and resolving problems of freight rate, freight allocation and even conflict resolution or other issues affecting shippers. They also create a level playing ground for equitable flow of information on import/export cargoes for effective competition.

The Council also negotiates rates on behalf of shippers with shipping lines, ship owners, terminal operators, Nigerian Ports Authority, courier companies and other agencies offering ancillary shipping services to shippers in order to ensure a cost effective management of the demand side of the shipping industry and efficient supply to shippers.

The Council encourages the formation of Shippers Association nationwide to empower shippers for meaningful negotiations with providers of shipping services. In the South East, there are four Shippers Associations namely:

- Abia State Shippers Association
- Anambra State Shippers Association
- Imo State Shippers Association
- Enugu/Ebonyi States Shippers Association

Membership is categorized on the bases of seize and frequency of shipment. The Council investigates illegal and arbitrary charges levied on import/export cargoes by shipping service providers with the view to ensuring that approved charges are paid. This takes the heat off the shippers and the national economy.

Information Services

The Nigeria Shippers' Council is a repository of trade information as well as reliable source of freight and market intelligence. The Council's strategies to attain this position include the establishment of a Maritime Resource Library and the some working relationships with agencies involved in import/export businesses and also the creation of linkages with related institutions, commodity groups and product markets, plus subscription to current and reputable economic development journals. The Council has established Shippers, Information Centres in all Council's offices nationwide. The centres are one-step shop for information where shippers can receive and send e-mails to their business partners in any part of the world.

It is also compiling a national register of shippers and is involved in the publication of indicative freight rates, shipping positions and local shipping charges which would assist shippers make informed shipment choices as well as compete freely, fairly and effectively in international markets. Such publications support Council's creation of databases on cargo flow and freight rates. It also provides reliable statistics for shippers and the maritime industry. In addition, the Council disseminates information electronically through the Council's website, www.shipperscouncil.com.

Advocacy Services

The Council intervenes in shippers' complaints relating to cargo losses, damages, short-shipped or non- delivery of goods. It also follows up on complaints associated with excessive port/shipping charges, cargo handling/terminal charges, refund on container deposits, and thereby providing solutions to day-to-day problems of shippers and ensuring that shippers are not exploited. In addition, the Council arranges legal services for shippers and mediates between

users and providers of shipping services on legitimate shipping trade disputes referred to the Council.

Shipper Support Services

In response to the evolution of a more complex and modern door-to-door multi-model concept involving all transport modes, the Nigerian Shippers' Council is facilitating the establishment of Inland Container Depots and Container Freight Stations at different locations in the country. Another means through which the Council renders support services to the shipper is through the Cargo Defense Fund. Under this scheme, aggrieved shippers with damaged, short-shipped, pilfered cargoes are assisted by the Council to pursue their legitimate claims or seek redress through arbitration or litigation. The establishment of Truck Parks at strategic locations nationwide is another shipper-support service of the Council. The Parks are to serve as comfortable stations for truck drivers carrying shippers' cargoes to stop, observe some rest and check their vehicles before continuing on their journeys.

Research Activities

As part of its statutory functions, the Council conducts research studies on relevant trade issues to provide scientific basis for Council's constructive advice to both the Government and shippers on shipping and other international trade issues.

PUBLIC ENTERPRISES

The theory of public enterprises holds that state intervention through economic planning and public enterprises can help countries catch up decades of poor growth and slow developing (Bash; 2008). Public enterprises exist for development i.e. provision of social services, management of goods and services for public good, protection of the consumer, provision and management of goods and services that have indivisibility characteristics e.g street lights, roads, rails and bridges; and of course national security and defense among others, (Amara, 2013: 35-40). There is no doubt that all these would go nowhere without adequate provision of information; a role the Nigerian shippers council has been in the lead on.

CONCLUSION

The paper examined importation and exportation as entrepreneurial ventures, within the ambit of public enterprises. It looked at the disequilibrium in the position of non-oil minerals/produce in maintaining import-export balance, which hitherto tilts in disfavour of the non- oil sector as revenue earner in the international market, to observe that it would appear that a lacuna exists between government's expectation in promoting entrepreneurship development and the *status quo* in import- export businesses. It accordingly, ex-rays the roles of stake holders in the sector, with emphasis on Nigerian Shippers' Council, to come to the conclusion that the unfavourable imbalance in import-export businesses for non-oil revenue minerals/produce could be reversed if entrepreneurship development programmes are directed at exposing Nigerian businessmen and women to information on import-export procedures and documentation processes as adumbrated in the paper.

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