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INTER-AGENCY COLLABORATION AND NATIONAL SECURITY IN NIGERIAN PORTS: EVIDENCE FROM TIN CAN ISLAND PORT COMMAND (1976–2023)

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Abstract

This study examines the impact of inter-agency collaboration on national security in Nigerian ports, focusing on the Tin Can Island Port Command from 1976 to 2023. Nigerian ports are strategic hubs for international trade but remain vulnerable to crimes such as smuggling, arms trafficking, and drug importation. Guided by Systems Theory and Collaborative Governance Theory, the study adopts a qualitative historical approach using secondary data from scholarly publications, policy documents, and institutional reports. The findings reveal that inter-agency collaboration is hindered by bureaucratic rivalry, overlapping mandates, weak communication, inadequate information sharing, limited technological integration, and low institutional trust. These challenges create operational inefficiencies and security gaps that criminal networks continue to exploit. The study concludes that strengthening collaboration among port security agencies is essential for improving port security and national security. It recommends institutional reforms, integrated technological systems, enhanced intelligence sharing, and coordinated governance frameworks to promote effective inter-agency cooperation.

Keywords: Inter-agency collaboration, national security, Nigerian ports, Tin Can Island Port Command, collaborative governance.

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1.0 INTRODUCTION

Ports occupy a central position in the global economic and security architecture, serving as critical gateways for international trade, logistics coordination, and the movement of goods and services across national boundaries. In developing economies such as Nigeria, maritime transport accounts for a significant proportion of external trade, making seaports indispensable to economic growth and national development. However, beyond their economic relevance, ports also represent sensitive security zones due to their

vulnerability to transnational criminal activities, including smuggling, arms trafficking, drug importation, and human trafficking (Bichou, 2008, p. 5; UNODC, 2019, p. 18). In Nigeria, the strategic importance of seaports has increased significantly over the decades, particularly with the expansion of global trade and the country's growing dependence on imports. Ports such as Apapa and Tin Can Island Port in Lagos serve as major entry points for goods into the country, handling millions of tonnes of cargo annually. Despite this importance, Nigerian ports have been persistently challenged by inefficiencies and security lapses, which undermine both economic performance and national security objectives (Notteboom & Rodrigue, 2005, p. 309; World Bank, 2010, p. 27). These challenges are often linked to systemic institutional weaknesses and poor coordination among relevant agencies.

The complexity of port operations necessitates the involvement of multiple government institutions, each with distinct mandates. In Nigeria, agencies such as the Nigeria Customs Service (NCS), Nigerian Ports Authority (NPA), Nigerian Navy, Nigerian Immigration Service, and National Drug Law Enforcement Agency (NDLEA) are actively engaged in port management and security. While this multi-agency arrangement is intended to enhance efficiency and strengthen security enforcement, it has often resulted in overlapping responsibilities, duplication of functions, and operational conflicts (Adeleke, 2012, p. 68; Okechukwu, 2014, p. 101). Inter-agency collaboration has therefore become a critical factor in addressing the challenges associated with port management and security. Collaboration involves the coordination of activities, sharing of intelligence, and joint implementation of policies among different institutions working towards common objectives. Effective collaboration can significantly improve operational efficiency, reduce redundancies, and enhance the capacity of agencies to respond to emerging security threats. As argued by Comfort (2007, p. 189), coordinated institutional efforts are essential in managing complex systems characterized by uncertainty and interdependence.

However, in the Nigerian context, inter-agency collaboration within port environments remains

weak and largely ineffective. Bureaucratic bottlenecks, inter-agency rivalry, lack of trust, and poor communication systems have continued to undermine coordinated efforts. These challenges often result in delays in cargo clearance, inconsistent enforcement of regulations, and security vulnerabilities that are exploited by criminal networks. According to the World Bank (2010, p. 32), inefficiencies in Nigerian ports are largely attributable to fragmented institutional arrangements and weak coordination mechanisms. In addition to institutional challenges, technological limitations have further constrained effective collaboration among port agencies. Modern port systems rely heavily on integrated information and communication technologies (ICTs) for real-time cargo tracking, risk assessment, and intelligence sharing. In Nigeria, however, the lack of interoperable digital platforms among agencies limits information exchange and reduces the effectiveness of joint operations. This technological gap significantly weakens the overall security framework of Nigerian ports (UNCTAD, 2020, p. 58).

Furthermore, corruption remains a pervasive issue affecting port operations in Nigeria. The prevalence of informal practices such as bribery, under-declaration of goods, and unauthorized clearance processes undermines regulatory enforcement and facilitates illegal activities. These practices not only compromise security but also distort economic outcomes by reducing government revenue and discouraging legitimate trade (Transparency International, 2018, p. 16; Hope, 2000, p. 26). Tin Can Island Port Command, established in 1976, provides a critical case for examining these issues due to its strategic importance in Nigeria's maritime sector. As one of the busiest ports in the country, it handles a substantial volume of cargo and hosts multiple security and regulatory agencies. The high level of activity within the port increases both its economic significance and its exposure to security risks. Incidents of smuggling, illicit trade, and regulatory breaches reported within the port highlight the need for more effective inter-agency collaboration (UNODC, 2019, p. 25).

Despite the recognition of these challenges, there is limited empirical research focusing specifically

on how inter-agency collaboration influences national security outcomes within Nigerian ports. Existing studies tend to examine port efficiency or institutional performance in isolation, without adequately addressing the dynamics of cooperation among multiple stakeholders. This gap in the literature limits the development of comprehensive strategies for improving both operational efficiency and security. It is against this background that this study examines inter-agency collaboration and its implications for national security in Nigerian ports, with particular focus on Tin Can Island Port Command from 1976 to 2023. The study seeks to provide a deeper understanding of the institutional, technological, and operational factors influencing collaboration among port agencies, and to identify practical measures for strengthening coordination in order to enhance national security outcomes.

2.0 CONCEPTUAL CLARIFICATIONS

Conceptual clarification is essential in scholarly research as it provides precise meanings of key terms and ensures a common understanding of the variables under investigation. In this study, major concepts such as inter-agency collaboration, national security, port security, and maritime trade and logistics are clarified to establish a solid analytical foundation

2.1 Inter-Agency Collaboration

Inter-agency collaboration refers to a structured and purposive interaction among autonomous organizations working together to achieve shared goals that cannot be effectively attained independently. It involves pooling of resources, joint planning, shared responsibilities, and coordinated execution of tasks. According to Thomson, Perry, and Miller (2007, p. 25), collaboration is a governance process that requires continuous negotiation, mutual adjustment, and collective decision-making among stakeholders. This definition underscores the dynamic and process-oriented nature of collaboration, particularly in complex institutional environments such as port systems. In public sector administration, inter-agency collaboration has become increasingly important due to the growing complexity of governance challenges. Issues such as security, trade regulation, and transnational crime often cut across institutional boundaries, requiring

integrated responses from multiple agencies. O'Leary and Vij (2012, p. 509) argue that collaborative governance enhances policy implementation by leveraging the comparative advantages of different organizations. In the context of port operations, collaboration allows agencies to combine expertise in customs regulation, maritime security, immigration control, and law enforcement.

Effective collaboration is built on several key elements, including trust, communication, shared goals, and clearly defined roles. Trust among participating agencies fosters openness and willingness to share sensitive information, which is critical in security operations. Bryson, Crosby, and Stone (2006, p. 44) emphasize that without trust, collaborative arrangements are likely to break down due to suspicion and competition. Communication, on the other hand, ensures that all actors are informed and aligned in their actions, reducing the risk of duplication and conflict. Despite its benefits, inter-agency collaboration is often difficult to achieve in practice due to institutional and behavioral constraints. Bureaucratic structures, rigid hierarchies, and organizational cultures can impede cooperation among agencies. In many developing countries, including Nigeria, agencies tend to operate in silos, prioritizing their individual mandates over collective objectives. This fragmentation undermines the effectiveness of collaborative efforts and creates inefficiencies in service delivery (Adeleke, 2012, p. 69).

Another critical challenge to inter-agency collaboration is the issue of power dynamics and resource control. Agencies may compete for authority, funding, and recognition, leading to conflicts that hinder cooperation. As noted by Agranoff and McGuire (2003, p. 12), collaboration requires a shift from hierarchical control to network-based governance, where power is shared and negotiated. However, such a shift is often resisted in environments where institutional autonomy and authority are strongly protected. In the Nigerian port system, inter-agency collaboration remains a significant concern due to overlapping mandates and weak coordination mechanisms. The presence of multiple agencies with similar functions often leads to duplication of efforts and operational

conflicts. These challenges highlight the need for institutional reforms aimed at strengthening coordination frameworks, enhancing communication systems, and promoting a culture of collaboration among port stakeholders.

2.2 National Security

National security is a broad and evolving concept that encompasses the protection of a nation's core values, including its sovereignty, territorial integrity, economic stability, and the well-being of its citizens. Traditionally, national security was viewed through a military lens, focusing on defense against external aggression. However, contemporary perspectives recognize that security threats are multidimensional and include economic, environmental, and social dimensions (Buzan, 1991, p. 20). The modern understanding of national security extends beyond the state to include human security, which emphasizes the protection of individuals from threats such as poverty, crime, and environmental hazards. According to UNDP (1994, p. 22), human security is concerned with safeguarding people's freedoms and ensuring their survival and dignity. This broader perspective highlights the interconnectedness of different security dimensions and the need for comprehensive approaches to security management.

Economic security is a critical component of national security, particularly in countries that rely heavily on international trade. Disruptions in trade flows, whether due to criminal activities or inefficiencies, can have significant economic consequences. In Nigeria, the dependence on imports and exports through seaports makes port security a key determinant of economic stability. Weak security at ports can lead to revenue losses, market distortions, and reduced investor confidence (World Bank, 2010, p. 29). Another important dimension of national security is internal security, which involves maintaining law and order within the country. Activities such as arms smuggling and drug trafficking, often facilitated through ports, can contribute to internal instability and crime. As noted by Bichou (2004, p. 324), the security of maritime gateways is directly linked to the overall security of the state. Therefore, ensuring effective control over port operations is essential for preventing the entry of illicit goods and maintaining internal stability.

The concept of national security also involves the capacity of institutions to respond to threats effectively. This includes the ability to detect, prevent, and mitigate risks through coordinated actions. Institutional capacity is particularly important in managing complex security environments such as ports, where multiple actors must work together. Weak institutional capacity can lead to gaps in security coverage and reduce the effectiveness of response mechanisms (Collier, 2007, p. 45). In the Nigerian context, national security challenges are compounded by issues such as corruption, weak governance structures, and limited technological capacity. These factors undermine the ability of institutions to perform their functions effectively and create vulnerabilities that can be exploited by criminal networks. Addressing these challenges requires a holistic approach that integrates institutional reforms, technological upgrades, and improved inter-agency collaboration.

2.3 Port Security

Port security refers to the comprehensive set of measures designed to protect port infrastructure, personnel, cargo, and operations from threats such as terrorism, smuggling, piracy, and other criminal activities. It involves both physical and procedural components, including surveillance systems, access controls, cargo inspections, and regulatory enforcement (Talley, 2007, p. 50). The importance of port security has increased significantly in the context of globalization, where the volume and complexity of maritime trade have grown rapidly. Ports serve as critical nodes in global supply chains, and any disruption can have far-reaching economic and security implications. According to Cullinane and Song (2002, p. 753), ensuring the security of port operations is essential for maintaining the integrity of international trade systems.

The introduction of the International Ship and Port Facility Security (ISPS) Code marked a major milestone in global efforts to enhance port security. The ISPS Code establishes standardized measures for risk assessment, security planning, and incident response, providing a framework for countries to strengthen their maritime security systems. Compliance with these standards is essential for ensuring the safety and reliability of port operations (IMO, 2004). Effective port

security requires the integration of multiple components, including technology, human resources, and institutional coordination. Advanced technologies such as container scanning systems, biometric identification, and automated tracking systems play a crucial role in detecting and preventing security threats. However, the effectiveness of these technologies depends on their proper implementation and integration within the broader security framework (UNCTAD, 2020, p. 61).

In Nigeria, port security is managed through a multi-agency framework involving various government institutions. While this arrangement provides comprehensive coverage, it also creates challenges related to coordination and efficiency. Overlapping mandates and lack of clear communication channels often lead to duplication of efforts and gaps in security coverage. These challenges highlight the importance of effective inter-agency collaboration in ensuring port security. Furthermore, the effectiveness of port security is influenced by governance issues such as corruption and accountability. Weak enforcement of regulations and the prevalence of informal practices can undermine security measures and facilitate illegal activities. Addressing these issues requires strong institutional frameworks, transparent processes, and effective oversight mechanisms.

2.4 Maritime Trade and Logistics

Maritime trade refers to the movement of goods across international waters, while logistics involves the planning and management of the flow of goods from origin to destination. Together, they form the backbone of global commerce, accounting for the majority of international trade (UNCTAD, 2020, p. 3). The efficiency of maritime trade depends on the effectiveness of logistics systems, including port operations, transportation networks, and supply chain management. According to Stopford (2009, p. 14), efficient logistics systems reduce costs, improve delivery times, and enhance competitiveness. Ports play a central role in this system, serving as hubs for the transfer of goods between sea and land transport.

In developing countries, inefficiencies in maritime logistics can significantly hinder economic growth. Factors such as poor

infrastructure, inadequate technology, and weak institutional frameworks contribute to delays and increased costs. In Nigeria, port congestion, bureaucratic procedures, and lack of coordination among agencies are major challenges affecting logistics performance (World Bank, 2010, p. 34). Maritime logistics is also closely linked to security, as inefficient systems can create opportunities for illegal activities. Delays and lack of transparency in cargo handling can facilitate smuggling and other forms of illicit trade. Therefore, improving logistics efficiency is not only an economic priority but also a security imperative.

Technological advancements have transformed maritime logistics, enabling real-time tracking, automated processes, and improved data management. However, the adoption of these technologies varies across countries. In Nigeria, limited technological integration among port agencies reduces the effectiveness of logistics systems and hinders coordination (UNCTAD, 2020, p. 59). Addressing these challenges requires investments in infrastructure, technology, and institutional reforms. Strengthening logistics systems can enhance trade efficiency, reduce costs, and improve security outcomes. This underscores the importance of integrating logistics management with broader port security and governance frameworks.

2.5 Relationship Among the Concepts

The concepts of inter-agency collaboration, national security, port security, and maritime trade and logistics are closely interconnected within the framework of this study. Each concept influences and reinforces the others, creating a complex system of relationships that shape outcomes in port environments. Inter-agency collaboration serves as the coordinating mechanism that links different institutions involved in port operations. Effective collaboration enables agencies to share information, coordinate actions, and respond collectively to security threats. This, in turn, enhances the overall effectiveness of port security measures (Comfort, 2007, p. 191).

Port security is directly linked to national security, as ports serve as entry points for goods and people. Weak port security can facilitate the inflow of illicit goods, posing risks to internal

stability and economic development. Therefore, strengthening port security is essential for safeguarding national interests (Bichou, 2004, p. 325). Maritime trade and logistics provide the economic context within which these interactions occur. Efficient logistics systems support trade and economic growth, while inefficiencies can create vulnerabilities that are exploited by criminal networks. The integration of security measures within logistics systems is therefore critical for achieving both economic and security objectives.

The relationship among these concepts is further influenced by institutional and technological factors. Strong institutions and advanced technologies can enhance collaboration, improve security, and support efficient logistics. Conversely, weak institutions and limited technological capacity can undermine these outcomes. Understanding these interrelationships is essential for developing comprehensive strategies aimed at improving port operations and national security. By addressing the underlying factors that affect collaboration, security, and logistics, policymakers can enhance the overall effectiveness of port systems.

3.0 THEORETICAL FRAMEWORK

The theoretical framework provides the intellectual foundation for analyzing the relationship between inter-agency collaboration and national security within port environments. It offers structured explanations of how institutions interact, how coordination occurs, and how outcomes such as security effectiveness are produced. For the purpose of this study, two key theories are adopted: Systems Theory **and** Collaborative Governance Theory. These theories are particularly relevant in explaining the complexities of multi-agency interactions within Nigerian ports and their implications for national security.

3.1 Systems Theory

Systems Theory provides a holistic framework for understanding how different components of a system interact to produce collective outcomes. The theory, which originated from the work of Ludwig von Bertalanffy, posits that a system is composed of interrelated and interdependent parts

that function together as a whole. According to Bertalanffy (1968, p. 37), the behavior of a system cannot be fully understood by analyzing its individual components in isolation, but rather by examining the interactions and relationships among those components. In the context of public administration, Systems Theory emphasizes the importance of coordination and integration among various institutions involved in governance. Ports, as complex operational environments, can be viewed as systems comprising multiple agencies, technologies, processes, and stakeholders. Each of these components performs specific functions, but their effectiveness depends on how well they interact and coordinate with one another. As noted by Easton (1965, p. 21), systems operate through inputs, processes, outputs, and feedback mechanisms, all of which must function cohesively to achieve desired outcomes.

Applying Systems Theory to port operations in Nigeria, inter-agency collaboration can be seen as the mechanism that ensures the smooth functioning of the port system. Agencies such as the Nigeria Customs Service, Nigerian Ports Authority, and Nigerian Navy represent subsystems within the larger port system. Their ability to share information, coordinate activities, and respond to threats collectively determines the overall effectiveness of port security. When these subsystems operate in isolation, the system becomes fragmented, leading to inefficiencies and security vulnerabilities. One of the key strengths of Systems Theory is its emphasis on interdependence. In port environments, no single agency can effectively ensure security independently due to the complexity of operations and the diversity of threats. For example, customs authorities rely on intelligence from security agencies, while maritime authorities depend on regulatory agencies for compliance enforcement. This interdependence necessitates a coordinated approach to decision-making and operations (Meadows, 2008, p. 11).

However, Systems Theory also highlights the potential consequences of system failure. When one component of the system fails or operates inefficiently, it can disrupt the entire system. In Nigerian ports, breakdowns in communication, lack of coordination, and institutional rivalry can

lead to systemic inefficiencies. These failures create gaps that can be exploited by criminal networks, thereby undermining national security objectives. Furthermore, feedback mechanisms are essential in ensuring system adaptability and improvement. Effective port systems require continuous monitoring, evaluation, and adjustment of processes based on feedback. In Nigeria, weak feedback mechanisms such as poor data sharing and lack of performance evaluation limit the ability of agencies to learn from past experiences and improve their operations. Strengthening these mechanisms is therefore critical for enhancing system performance.

In summary, Systems Theory provides a comprehensive framework for understanding the interconnected nature of port operations and the importance of coordination among agencies. It underscores the need for integrated systems, effective communication, and continuous feedback in achieving efficient and secure port operations.

3.2 Collaborative Governance Theory

Collaborative Governance Theory offers a framework for understanding how multiple stakeholders, particularly public sector institutions, engage in collective decision-making and joint action to address complex problems. The theory is rooted in the recognition that contemporary governance challenges often exceed the capacity of individual organizations, requiring cooperative approaches that involve shared responsibility and collective problem-solving. Ansell and Gash (2008, p. 544) define collaborative governance as a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative. In the context of inter-agency relations, collaborative governance focuses on the interaction among public institutions working together to achieve common objectives. It emphasizes principles such as inclusiveness, transparency, accountability, and mutual trust. These principles are essential for fostering effective collaboration, particularly in environments characterized by complexity and uncertainty. According to Emerson, Nabatchi, and Balogh (2012, p. 2), collaborative governance involves shared motivation, joint capacity, and principled engagement among stakeholders.

The relevance of Collaborative Governance Theory to this study lies in its ability to explain how multiple agencies within Nigerian ports can work together to enhance security outcomes. Port operations involve a wide range of stakeholders with different mandates, interests, and capacities. Collaborative governance provides a framework for aligning these diverse interests through structured interaction, negotiation, and consensus-building. This is particularly important in addressing security challenges that require coordinated responses. One of the central elements of collaborative governance is trust-building among stakeholders. Trust facilitates open communication, reduces conflicts, and enhances cooperation. However, in many developing countries, including Nigeria, trust among public institutions is often weak due to historical rivalries, competition for resources, and differences in organizational culture. As noted by Ansell and Gash (2008, p. 550), the absence of trust can significantly hinder the success of collaborative initiatives.

Another important aspect of the theory is the role of institutional design in shaping collaborative outcomes. Effective collaboration requires clear rules, defined roles, and mechanisms for conflict resolution. In Nigerian ports, the lack of clearly defined coordination frameworks and overlapping mandates among agencies often leads to confusion and inefficiency. Collaborative governance theory suggests that establishing formal structures and protocols can enhance coordination and improve performance. The theory also highlights the importance of leadership in facilitating collaboration. Strong leadership can provide direction, mediate conflicts, and motivate stakeholders to work towards common goals. In the context of port management, leadership is required to coordinate the activities of multiple agencies and ensure alignment with national security objectives. Weak leadership, on the other hand, can result in fragmented efforts and poor outcomes.

Despite its advantages, collaborative governance is not without challenges. Power imbalances among stakeholders, resource constraints, and resistance to change can hinder effective collaboration. In Nigerian ports, dominant agencies may exert control over decision-making

processes, marginalizing other stakeholders and reducing the effectiveness of collaboration. Addressing these challenges requires deliberate efforts to promote inclusiveness, equity, and shared ownership of outcomes. In summary, Collaborative Governance Theory provides a robust framework for analyzing inter-agency collaboration in Nigerian ports. It emphasizes the importance of trust, institutional design, leadership, and shared responsibility in achieving effective coordination. By applying this theory, the study can better understand the factors influencing collaboration among port agencies and their impact on national security.

3.3 Relevance of the Theories to the Study

The integration of Systems Theory and Collaborative Governance Theory provides a comprehensive analytical framework for this study. While Systems Theory explains the structural and functional interdependence of port agencies, Collaborative Governance Theory focuses on the processes and relationships that facilitate effective collaboration. Together, these theories highlight that achieving national security in port environments requires both structural integration and relational coordination. Systems must be designed to enable interaction, while governance processes must foster trust, cooperation, and shared responsibility. The combination of these perspectives allows for a more holistic understanding of inter-agency collaboration and its impact on security outcomes.

In the context of Tin Can Island Port Command, these theories help explain how institutional fragmentation, weak coordination mechanisms, and lack of trust among agencies contribute to security challenges. They also provide insights into potential solutions, such as strengthening communication systems, establishing clear coordination frameworks, and promoting a culture of collaboration. Ultimately, the application of these theories enhances the analytical depth of the study and provides a solid foundation for examining the relationship between inter-agency collaboration and national security in Nigerian ports.

4.0 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

This study has demonstrated that inter-agency collaboration remains a critical determinant of national security outcomes within Nigerian ports, particularly at Tin Can Island Port Command between 1976 and 2023. While the presence of multiple agencies within the port system is intended to strengthen regulatory enforcement and security, the findings reveal that weak coordination mechanisms, bureaucratic rivalry, overlapping mandates, and poor communication structures significantly undermine these objectives. Rather than functioning as a cohesive system, port agencies often operate in fragmented silos, resulting in duplication of roles, operational inefficiencies, and persistent security gaps. These systemic weaknesses have created opportunities for transnational criminal activities such as smuggling, arms trafficking, and illicit trade, thereby posing serious threats to Nigeria's economic stability and internal security. The study further establishes that inadequate technological integration and limited information-sharing platforms exacerbate these challenges, reducing the capacity of agencies to respond effectively to evolving security threats. Drawing from Systems Theory and Collaborative Governance Theory, the study concludes that effective port security and by extension national security depends on both structural integration and relational coordination among agencies. Strengthening inter-agency collaboration requires comprehensive institutional reforms that address issues of trust, accountability, and clearly defined roles, alongside the development of integrated coordination frameworks. Equally important is the adoption of modern information and communication technologies to facilitate real-time data sharing, intelligence coordination, and efficient cargo management. The study therefore emphasizes that improving collaboration is not merely an administrative necessity but a strategic imperative for safeguarding Nigeria's maritime gateways.

4.2 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance inter-

agency collaboration and improve national security outcomes in Nigerian ports:

i. There is a need to establish a centralized coordination framework for port operations. Such a framework should clearly define the roles and responsibilities of each agency and provide mechanisms for joint planning, decision-making, and execution of tasks.

ii. The government should invest in the development and integration of advanced information and communication technologies (ICTs) within port systems. This includes the implementation of unified digital platforms for cargo tracking, intelligence sharing, and risk assessment.

iii. Efforts should be made to strengthen institutional trust and cooperation among port agencies. This can be achieved through regular joint training programs, inter-agency workshops, and team-building initiatives aimed at fostering mutual understanding and collaboration.

iv. There is a need to review and harmonize existing policies and regulations governing port operations. Overlapping mandates and conflicting regulations should be addressed to eliminate ambiguities and ensure consistency in enforcement..

v. Anti-corruption measures should be strengthened within port operations to improve transparency and accountability. This includes the enforcement of strict penalties for corrupt practices, the adoption of automated processes to reduce human discretion, and the establishment of monitoring mechanisms to ensure compliance with regulations.

vi. Capacity building should be prioritized to enhance the skills and competencies of personnel involved in port security and management. Training programs should focus on modern security practices, technological proficiency, and collaborative skills.

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