

# NIGERIA

*A Guide  
for Canadian Exporters*

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# I. THE COUNTRY

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Nigeria is situated on the west coast of Africa between 4 and 14 north latitudes. Roughly the size of British Columbia, the country is 923,769 square kilometres (356,669 square miles) in area, spans 1,046 kilometres (650 miles) from north to south and 1,126 kilometres (700 miles) from east to west. Nigeria has common borders with Benin (formerly Dahomey) on the west, Niger on the north, Chad on the northeast, and Cameroon on the east. Two major rivers, the Niger and the Benue, meet in the centre of the country, at which point the Niger changes its course southward to the Gulf of Guinea.

Wide variations in topography are found throughout the country. The southern coastal area comprises swampy, tropical rain forest. Savanna and open woodland are found in the central areas. The central Jos Plateau covers an area of about 7,700 square kilometres (3,000 square miles), with elevations as high as 1,830 metres (6,000 feet) above sea level. The extreme north, which borders on the Sahara Desert, is arid.

## History and Government

Archaeological evidence indicates that Nigeria has been inhabited by man since ancient times. In the absence of written records, however, little is known of Nigeria's history until the arrival of Portuguese explorers and traders in the fifteenth century. Early European contact with Nigeria was based principally on agricultural trade, notably vegetable oil and palm kernels. Nigeria was also a major centre of the slave trade for North America, South America and the Caribbean.

The country came under British influence in the nineteenth century when Lagos became a crown colony in 1862. In 1914, Lagos and the Protectorate of Northern and Southern Nigeria merged and became the Colony and Protectorate of Nigeria. Forty years later, the 1954 constitution made provision for a federal government in Lagos and separate governments in three regions, each of which attained internal self-government by 1959.



Nigeria achieved independent dominion status on October 1, 1960 and on October 1, 1963, the country became a republic, still within the British Commonwealth.

In the mid-1960s, Nigeria experienced a great deal of political unrest. Two military coups d'état ensued in 1966 and civil war broke out in mid-1967. The civil war, which lasted for 30 months, resulted in extensive loss of life, damage to property, and the disruption of communications and commerce. The war ended in January 1970 and, because of the magnanimous attitude of the federal government to the former secessionists, harmonious relationships have been restored.

Originally, the country was divided into three and then four regions. In 1967 the country was divided into 12 states which were redivided in 1976 into the current 19 states. In 1979 the first civilian government since the 1960s was elected with a constitution modelled on that of the United States.

The President's party, the National Party of Nigeria (NPN) controls eight states and is the largest single party in the Senate and House of Representatives. The major opposition parties are the United Party of Nigeria (UPN) and Nigerian Peoples Party (NPP). (The next general election is scheduled for September 1983). A list of current government leaders and advisors is attached as Appendix B.

Each state has its own governor and State Assembly elected for a four-year term. While states have jurisdictional responsibility in such fields as education, medical services and public works, they have limited financial resources and rely heavily on Federal government revenue allocations.

## The People

Nigeria is by far the most populous country in Africa with an estimated 80 to 100 million people. Population density is about 97 per square kilometre (250 people per square mile). There are only about 65,000 Europeans in the country, nearly half of whom live in Lagos.

The Federal Capital of Lagos and surrounding metropolitan area, including Apapa, Mushin, Surulere,

Yaba and Ikeja, is the political and economic centre of Nigeria. It is the nation's chief port and major point of entry for international travellers. The sprawling population is estimated to exceed five million. Ibadan, an industrial city located 145 kilometres (90 miles) north of Lagos, is the second largest city with an estimated population of two million. It is situated in the heart of the cocoa producing area of Oyo State and is Nigeria's leading university town.

Kano is an important commercial centre in the north and serves as an alternative point of entry for international air travellers. Industries located here include textiles, tanning, groundnut oil extraction, meat processing and soap manufacturing.

Other major cities include Kaduna, a well-planned city in central Nigeria noted for its many textile mills; Benin City which is becoming increasingly industrialized and is a significant timber centre; Warri, site of the direct reduction steel smelter complex; Port Harcourt which is an important centre for the petroleum industry and the second major port, and Enugu, the former administrative centre for the eastern region.



**Table 1. The States of Nigeria**

<b>State</b>	<b>Capital City</b>	<b>Estimated Population* (millions)</b>
Anambra	Bunugu	5.2
Bauchi	Bauchi	4.2
Bendel	Benin	4.8
Benue	Makurdi	3.2
Borno	Maiduguri	5.6
Cross River	Calabar	4.8
Gongola	Yola	4.6
Imo	Owerri	7.0
Kano	Kano	10.4
Kaduna	Kaduna	6.8
Kwara	Ilorin	2.2
Lagos	Ikeja	3.6
Niger	Minna	2.0
Ogun	Abeokuta	3.2
Ondo	Akure	4.8
Oyo	Ibadan	9.0
Plateau	Jos	3.2
Rivers	Port Harcourt	2.8
Sokoto	Sokoto	7.6
<b>Total</b>		<b>95.0</b>

\* These population figures are based on the 1979 voter registration survey which preceded the presidential elections. World Bank estimates of the total population are substantially lower at 83 million for 1981.

## General Information

**Language** — English is the official and commercial language of Nigeria. There are however, about 200 indigenous languages. Hausa and Fulani are common in the north while Yoruba is widely spoken in the west and Ibo in the east. Other major languages are Tiv, Kanuri, Edo, Urhobo, Itsekiri, Ijaw and Efik.

**Religion** — Nigeria practices freedom of religion. An estimated 47 per cent of the people are Moslems, a religion which is particularly dominant in the north. A diverse range of Christian denominations are

practiced by 35 per cent of the population. The remaining 18 per cent adhere to ancient cults and faiths and are found mostly in remote areas of the country.

**Climate** — Nigeria's climate is tropical. The coast is hot and humid throughout the year with temperatures between 21°C (70°F) and 32°C (90°F). The north is generally much drier with greater extremes in temperature. A more temperate climate is found in the higher plateau regions.

During the dry season (November to May), weather conditions are largely caused by the northeasterly Harmattan, a hot, dry, dust-filled wind from the Sahara. The Harmattan has its greatest effect in the northern states where the thick haze and impaired visibility often disrupt air traffic, particularly during December and January. The wet season (May to November) is influenced by the wet southwesterly winds from the Atlantic. Annual rainfall ranges from 200 to 300 cm (80 to 120 inches) along the coast, and from 50 to 140 cm (20 to 55 inches) in the northern regions.

**Currency** — The unit of currency is the Naira (N) which is further divided into 100 Kobo. As of July 1982, N1.00 was equivalent to Can \$1.87. Foreign exchange controls limit the amount of Nigerian currency which may be taken into or out of the country. The present limit is N50 for travellers arriving or departing.

**Measures** — The metric system is used in Nigeria. All equipment and products imported into Nigeria should show metric measures only.

**Electricity** — Industrial electricity is supplied at 380/400 volts, three phases, 50 cycles AC. The electricity supply for domestic use is 230/240 volts, single phase, 50 cycles AC. A wide variety of mostly British style plugs and sockets is in use.

**Holidays** — Both Moslem and Christian holidays are observed nationally. The Moslem lunar calendar has only 354 or 355 days. Since Muslim holidays (Ids)

depend on actual sightings of the moon, they are approximately 11 days earlier from one Gregorian (Standard Canadian) year to the next. The exact beginning of each Id is only known a few days (or hours) beforehand.

The following is a list of official public holidays in Nigeria:

**New Year's Day** — *January 1*

**Id El Maulid (Prophets Birthday)** — *(1 day)*

**Good Friday** — *March or April (as in Canada)*

**Easter Monday** — *March or April (as in Canada)*

**Id El Fitr (end of fasting month)**— *July 20 or 21\**  
*(maximum of two days)*

**Id El Kabir (Hajj Festival)** — *September 28 or 29\**  
*(officially two days)*

**National Day** — *October 1*

**Christmas Day** — *December 25*

**Boxing Day** — *December 26*

\*Approximate for 1983

**Local Time** — Nigeria is one hour ahead of Greenwich Mean Time; six hours ahead of Eastern Standard Time; and five hours ahead of Eastern Daylight Saving Time.

**Business Hours** — Government offices are usually open from 0730 - 1530 (7:30 a.m. - 3:30 p.m.), Monday to Friday. As a rule, government offices are also open Saturday mornings, but there is a trend in some states toward working alternate Saturdays or no Saturdays at all.

Banks are open to the public from 0800 - 1300 (8:00 a.m. - 1:00 p.m.) Monday to Friday. Commercial offices are generally open from 0800 - 1230 (8:00 a.m. to 12:30 p.m.) and from 1400 - 1630 (2:00 p.m. to 4:30 p.m.), five days a week. Stores remain open Saturday mornings.

In the north, where the Moslem religion predominates, government and commercial offices usually close at 1300 (1:00 p.m.) on Friday.



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## II. ECONOMIC INFORMATION

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Nigeria has the largest population and gross national product (Can \$65 billion in 1980-1981) of any nation in Africa. Its economy is dependent on oil production which provides 75 per cent of government revenues and more than 90 per cent of export earnings. The rapid changes in the international petroleum market have caused major changes in Nigeria's foreign exchange reserves in the last years. These rose from \$1.9 billion in 1978 to a high of \$10.2 billion in 1980 — only to fall below \$1 billion in early 1982. The large fluctuations in Nigeria's financial position have led to major shifts in government development plans and trade policies. During the current period of financial restraint the government has been obliged to limit spending on its ambitious national development plan and increase import regulations to reduce the level of imports.

### The Fourth National Development Plan, 1981-1985

Since independence Nigeria has sought to foster economic development through a series of economic plans. Recently, these have featured major government investment in infrastructure and heavy industry. Many large government projects, launched during the Third National Development Plan period which ended March 31, 1980, are still being completed. These include the iron and steel complexes at Ajaokuta and Aladja (near Warri), the construction of the new federal capital in Abuja, and massive investments in roads, telecommunications networks and port facilities. The Fourth National Development Plan, first outlined in January 1981, specifies the completion of previous projects but also stresses the need to consolidate previous advances. With an overall objective of improving the living conditions of the Nigerian people, the following order of development priorities has been established: (1) agriculture (2) education and manpower (3) health and housing (4) infrastructure — especially water and

power supplies (5) heavy industries and (6) export industries. The latest development plan outlines capital expenditures of almost Can \$150 billion based on revenues from high levels of oil production (in excess of two million barrels per day over the five-year period) at the price levels prevailing in early 1981.

The fall in oil production and prices in the last 12 months has undermined the financial base for the plan and the government has announced a reduced project list. As part of the re-evaluation process, the President announced in April 1982 that all new capital projects, which had not yet started, would be reviewed by the Cabinet Budget Committee.

The inability to achieve the Third National Development Plan objectives and the problems likely to be encountered in implementing the Fourth National Development Plan are closely related to the shortage of skilled manpower. The current development plan seeks to address this problem but shortages of experienced technical and administrative personnel will remain a major problem.

A detailed Fourth National Development Plan document has not been released. However, copies of the 91-page *Outline of the Fourth National Development Plan 1981-85*, published in January 1981, are available from the Africa Division, Office of Trade Development, Department of External Affairs, Ottawa K1A 0H5.

## Constraints to Development

Nigeria, despite major efforts and investments, continues to face significant development constraints. Noteworthy among these are:

- inflation of more than 20 per cent
- inadequate and unreliable supplies of electricity
- poor telecommunication facilities within the country
- inadequate numbers of trained managers and technicians
- shortages of housing, water, sewerage systems and other infrastructure.



## Major Economic Sectors

### Petroleum

Significant oil production began in Nigeria in the 1960s but it was not until the major price rises of 1973 that it became the dominant source of government revenue. Since that time, the Nigerian petroleum industry has developed the capacity to produce in excess of two million barrels per day and has attained that figure in all years except 1975, 1978, 1981 and 1982. Reserves are estimated at approximately 20 billion barrels, which would assure production at current levels for about two decades. While additional new reserves are thought to exist, there has been limited new exploration due to the reluctance of major oil firms to accept Nigerian government terms.

In addition to oil, Nigeria has significant unexploited gas reserves which it hopes to use as the basis for industrial, petrochemical and liquid natural gas (LNG) projects. A direct reduction steel mill is already in operation at Warri and a contract has been signed for a fertilizer plant. Proposals for a LNG plant have been delayed due to difficulties in obtaining the necessary financing but both this project and a major petrochemicals project will likely be started within the next three years.

The Nigerian National Petroleum Corporation (NNPC), is the government agency which handles Nigerian participation in the production, refining and export of crude oil as well as the domestic distribution of refined products, in collaboration with major international producers such as Shell, Gulf, Mobil, Agip, Texaco, and Elf.

Good sales opportunities for Canadian exporters exist in the provision of services and equipment to the NNPC as this organization increases its direct participation in the fields of oil and gas exploration, production and processing.

### Agriculture

Nigeria is traditionally an agricultural country. This sector absorbs more than 60 per cent of the working population and contributes 20 per cent of the gross national product.

In the last 10 years, the relative importance of agriculture has declined and Nigeria's food imports have risen sharply. As a result, the government has placed great emphasis on revitalizing the industry which is considered to have large underutilized potential. State organizations have been established to promote the production of root crops, cereal grains and livestock and river development authorities have been formed to develop irrigation projects. The World Bank is also participating in this sector through numerous rural development projects (valued at more than Can \$700 million) aimed at increasing the technical and physical services available in rural regions. Development plans include increased mechanization and the provision of seeds, fertilizers and extension services.

There is substantial interest in the application of North American style mechanized dry land farming in northern Nigeria and opportunities exist for agricultural equipment sales.

Many Nigerian groups have expressed an interest in turnkey agri-business joint ventures with foreign firms whereby the foreign company will take an equity interest in the project and provide or train a management team. While this approach is fully supported by the Nigerian government new ventures have been limited. Areas of possible interest to Canadian firms include integrated complexes for poultry, pigs or livestock and large-scale grain farming. All such projects would require capital investment by the Canadian firms and long-term management responsibilities.

## Mining

Nigeria's non-oil mineral resources have not been fully explored. The country has commercially developed coal and tin mines and is currently developing a major iron ore mine at Itakpe hills in conjunction with its iron and steel industry. Other minerals known to exist include lead, zinc, columbite, tantalite lime and uranium.

The development of mineral resources has been assigned to a number of state corporations reporting to the Ministry of Mines and Power. These include the Nigerian Coal Corporation, the Nigerian Mining

Corporation and the Associated Ores Mining Company. The best opportunities for Canadian firms in this sector are believed to lie in the provision of equipment and services for development of the Itakpe iron ore mine.

## Manufacturing

The manufacturing sector in Nigeria has grown rapidly in the last 10 years. Major activities include the production of beer and soft drinks, cotton textiles, apparel, tobacco products, soaps and detergents, cement, metal products, and locally assembled vehicles and equipment. The sector's contribution to real value added in 1980/1981 was estimated at 6 per cent. In line with government policy almost all industrial enterprises are largely locally owned.

A major consideration of foreign manufacturing concerns in establishing Nigerian joint-ventures in Nigeria is the large domestic population. While most firms have been successful, they have complained of frequent power cuts, high maintenance costs, occasional delays in arranging port clearances for raw materials, and competition from cheaper imports and smuggled goods. Because production costs for manufacturing in Nigeria are considered to be high, most firms depend heavily on tariff protection.

Major new enterprises being developed by government agencies include the iron and steel complex at Ajaokuta, pulp and paper mills under construction at Jebba, Calabar and Iwopin and a nitrogen fertilizer plant planned near Port Harcourt.

## Transportation and Energy

Nigeria has spent heavily on transportation and power generation projects in the last seven years. Seaport development has now expanded to such an extent that there is concern about over-capacity. Major ports include Lagos (Tin Can Island and Apapa), Port Harcourt, Warri, Calabar and Onne.

The existing railway is being modernized and a major program to build new standard gauge railway lines has been launched. A major road building program has relieved the worst congestion in the large cities and long-distance trunk roads now link all important



towns and cities. Much still remains to be done in building feeder roads and developing maintenance programs for the new road systems.

It is in the area of electrical supplies that Nigeria has had its greatest challenge. The Nigerian Electric Power Authority (NEPA) has been hard pressed over the last 10 years to keep its power grid in operation. During this period, installed generating capacity has increased to more than 2,000 MW and demand has quadrupled. Current projections estimate the installed generating capacity to be 5000 MW by 1985. An extensive program to build transmission and distribution systems is also planned. Canadian engineering firms have played a significant role in the electrical power sector and opportunities exist for the supply of power-related equipment.

## Construction

Building and construction has been one of the fastest growing sectors in Nigeria and accounts for 10 per cent of the gross national product. Recently awarded major federal contracts include \$300 million for a fertilizer plant near Port Harcourt, \$750 million for the Igbini power station, \$600 million for the Ajaokuta steel complex and \$1,208 million for new railway line construction. These contracts are totally separate from smaller federal projects, state government projects and ventures financed by private business.

Two additional projects which may be delayed because of the economic downturn include additions to the Ajaokuta steel works and construction in the new federal capital Abuja. The investment in each case is likely to range from \$1,000 million to \$2,000 million during the next five years.

Separate from infrastructure projects there is a pressing need for commercial and residential accommodation. The development plan for housing forecasts federal expenditures in excess of \$2 billion over the period 1981-1985. While this level of expenditure may be reduced, the need and popular support for housing projects remain strong and opportunities for sales of construction equipment and building materials are likely to continue.

All firms interested in contracting in Nigeria for government projects are required to form joint

ventures with local partners. The major international construction firms operating joint ventures in Nigeria include: Bouygues, Fougerolle, Spie Batignolles and Dumez of France, Julius Berger and Strabag Construction of Germany, Costain, Biwater Shellabear and Taylor Woodrow of Britain and Marubeni of Japan.

## Communications

The difficulties in communicating with and within Nigeria have been well known by businessmen for many years. Major investments in the period from 1975 to 1980 greatly improved international service to Lagos and local service within that city. Services to the other major cities in Nigeria however, remain unreliable or non-existent. In recognition of the importance of telecommunication services, the Fourth National Development Plan 1981-1985 allocated nearly \$3 billion to communications and on-going telecommunication projects. Work in progress in 1981 alone has been estimated at \$2 billion. While many of the decisions have already been made for the purchase of major telephone systems, substantial opportunity continues to exist for telecommunications equipment and other communications hardware.

Major equipment suppliers now in the market are ITT, Siemens, Marubeni and Ericsson.

## Foreign Trade

Nigeria's balance of trade has fluctuated with the rise and fall of oil exports and prices.

The following table, based on the IMF Direction of Trade Year Book, reflects the changes in foreign trade.

	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>
Exports	9,956	17,122	25,086	17,319
Imports	12,811	9,268	16,182	21,824
Trade balance	-2,855	7,854	8,904	-4,479

Machinery and transport equipment constitute the most significant Nigerian import, followed by



manufactured goods and food products. Nigeria's major suppliers in order of importance in 1980 were Britain (22 per cent), West Germany (15 per cent), the United States (11 per cent), Japan (10 per cent), France (7 per cent) and Italy (6.7 per cent). Its major export markets in the same year were the United States (46 per cent), Netherlands (12 per cent), France (10 per cent), West Germany (7 per cent) and Britain (1 per cent).

## Canada-Nigeria Trade

Canadian trade with Nigeria (Tables 3a and 3b) has been relatively modest compared to the market potential. Canadian exports have mostly been semi-manufactured goods, industrial equipment and food items. Not included in the trade figures are sales of consulting and education services which have been in the range of \$20 to \$30 million in the last three years.

Nigeria represents a market for almost everything Canada produces. However, through the current period of restraint, exporters are likely to find the greatest interest in items responding to basic infrastructure problems (i.e. — transport, communications and power) or those meeting political/social needs, such as food supplies and housing.

Areas of greatest potential in the future are likely to be:

- foodstuffs especially grains and fish;
- semi-fabricated materials for newly established light industries;
- capital equipment for the power sector (generation, transmission and distribution); telecommunications sector; transportation sector (rail and air); agricultural sector; petroleum sector; and construction sector (including building materials).

**Table 3a Canadian Exports to Nigeria**

	(Can \$ million)		
	1980	1981	1982*
Mackerel, frozen	0.069	2.2	
Evaporated milk	22.192	10.2	0.75
Food flavouring, colourings, food preparations	0.996	2.7	1.5
Asbestos	13.68	12.5	2.8
Yarn/thread/fabrics	2.728	3.75	
Steel, various forms	11.7	1.45	1.5
Aluminum, bar, ingots	13.116	7.89	3.7
Copper bar	1.045	1.96	0.8
Zinc blocks	4.529	5.71	6.7
Boilers, equipment, parts	0.033	2.769	0.76
Construction, machinery, equipment	2.776	3.08	1.00
Pulp, paper machinery	4.449	7.74	1.5
Railway equipment, parts	2.503	4.58	2.3
Motor vehicles, parts, accessories	1.084	1.94	0.3
Telephone sets, commercial telecommunications equipment	0.142	0.82	0.77
Air conditioning, refrigeration equipment	0.261	5.51	2.3
Measuring, control equipment, parts	0.028	1.55	
Total	102.424	96.80	52.76

**Table 3b Canadian Imports from Nigeria**

	(Can \$ million)		
	1980	1981	1982*
Crude petroleum	41.290	111.7	64.2
Total	41.750	112.0	64.5

\*To October 1982

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### III. BUSINESS INFORMATION

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Doing business in Nigeria is not recommended for the small company with limited resources. While Nigerian business offers significant rewards, substantial expenditures are required. Foreign competition is strong, and careful attention must be given to market conditions, methods of importation, buying patterns, channels of distribution and business practices.

Factors in Nigeria which favour imports are the large population, the strong tendency to buy imported goods, the considerable oil revenues, the ambitious development plans and the limited level of industrialization.

Acting as limiting factors, however, are government regulations designed to reduce import levels, foreign exchange controls, communication and transport difficulties within Nigeria, shortages of trained service people, strong European competition, payment delays and inefficient government bureaucracy.

For many products, price is the overriding consideration in marketing, followed closely by delivery time. It is also important to establish confidence in the Canadian product with clients and agents. Approaches by mail accomplish little on their own. Rather, a substantial commitment to the Nigerian market is required. This includes regular personal visits.

Given the British colonial experience and Nigeria's proximity to Europe, the market shows a definite orientation toward European sources. There is, however, a receptive attitude toward other suppliers of competitively-priced quality merchandise who are prepared to develop a sustained and aggressive marketing program. Suppliers from the Far East and the United States have been particularly successful in penetrating the market on this basis.

#### Sources of Financing

Nigeria traditionally has financed its development needs without relying on foreign capital. Since 1981,



however, government organizations have taken a greater interest in obtaining credit from suppliers. Major federal and state projects have utilized financing from Britain, France, Germany, Italy and Japan.

## **Business Customs**

Few things annoy and confuse foreign businessmen as much as demands for bribes, known locally as "dash". The demand for dash, both large and small, is ever present in Nigeria but it is important not to assume that it is general. Some businessmen and officials never indulge in the practice and others differentiate between a small payment made to facilitate a service (a gratuity paid in advance) and a large sum offered to win a contract. It is worthwhile to remember that the Nigerian bureaucracy is slow and has an elaborate system for verifying and approving contracts. The so-called "juicy contracts" an agent may claim to be able to deliver may no longer be attractive by the time final approval is given. Equally important, bribery of any type is unlawful in Canada and in Nigeria.

Claims by an agent to have special influence on key decision-makers because of ethnic or blood ties are often difficult to evaluate. While it is true that personal loyalty to family and ethnic group is extremely strong, such a bond is more useful in ensuring a hearing of the merits of a proposal than in guaranteeing its acceptance. Senior officials are unlikely to fully endorse a weak proposal that cannot stand on its own merits in the contract review process.

## **Marketing Information**

### **Representation**

Successful marketing in Nigeria often depends on the appointment of a reputable well-established representative. Good agents and distributors invest time and money in a serious marketing effort and therefore normally seek an exclusive arrangement for all of Nigeria. Alternatively, where one local firm is not sufficiently well established, a number of franchisees could be appointed covering different parts of the country.

Smaller Canadian exporters supplying a limited range of products may find it advantageous to work through export agents who know the market well. Some export agents visit Nigeria frequently and deal directly with Nigerian wholesalers, effectively eliminating the need for a local agent.

Medium and small-size Nigerian wholesalers and distributors handling building materials, raw materials, foodstuffs, pharmaceuticals and other products often prefer to deal with a single supplier. Preferred suppliers are diversified, international manufacturers capable of offering a broad range of merchandise, provided, of course, that price and delivery terms are competitive.

The companies handling the greatest volume of non-food imports are generally foreign-owned trading companies, long established in Nigeria. The retail trade, however, except for a few larger outlets, is locally controlled. Most businesses in the distributive trade are required to be 100 per cent Nigerian-owned. The exceptions are companies handling machinery and technical equipment, large supermarkets and department stores which have 60 per cent Nigerian participation.

Finding a good importer/distributor in Nigeria is often a difficult task. While there is never a shortage of volunteers, the challenge is in finding someone with the experience to handle the administrative complexities of importing, the resources to finance the transaction, the influence to obtain the necessary entry approvals, the technical capacity to provide on-site service and the management skill to bring everything together.

Before entering trade for the first time in Nigeria, Canadian firms should check with the Canadian High Commission in Lagos to obtain credit references and bank reports on the individual or company involved. The High Commission has lists of *bona fide* firms and can frequently provide information on their size and capabilities. Where a company is not known, a request for reference can be directed to its bank. North American style credit bureau services are not well developed in Nigeria and detailed credit reports are difficult to obtain. A local agent of Dun and Bradstreet, Taibeth Associates, is located in Lagos. The quality of investigation, however, is not



comparable and cost per report begins at N 100. Other private credit agencies are neither better nor cheaper. Other sources of reference include publications such as (1) Major Companies of Nigeria (2) the Times Industrial and Trade Directory (3) the Directory of Incorporated (and Registered) Companies in Nigeria.

## Government Purchasing

The public sector (federal and state ministries and public corporations) frequently offers the best opportunities for overseas suppliers.

Many significant purchases are publicly tendered either through tender boards or by the institution itself. The foreign supplier must take the initiative to identify likely needs, as in many cases there is insufficient lead time to prepare a proper bid. An alert representative can usually be aware of up-coming projects well before their formal announcement. British specifications are commonly used, although a strong advance marketing effort can make officials receptive to others.

Most major government purchases are on a supply and install basis, since design is normally undertaken by independent consultants or the government organization itself. The "turnkey" approach has been used but is more frequently viewed with caution.

Maintenance and training for one or more years is commonly required. A spares package of five to 10 per cent is often purchased with the original order. Non-price factors such as delivery standardization, special training packages and reliability can also be important.

The British Crown Agents are still extensively used by state governments and by some public corporations. Of late there has been a trend by Nigerian corporations to specify preferred manufacturers. Canadian suppliers seriously pursuing business through British Crown Agents should ensure that they are registered as suppliers and that they have made themselves known to the client.

The Nigerian National Supply Company (NNSC) was created in 1972 by the Nigerian government to act as a national bulk purchasing organization. While its role has been diminished by increased competition from private commodity traders, it continues to be a major

purchaser of such staples as flour, salt, evaporated milk, stockfish, rice, cement, and other building materials. There are no formal procedures for registration but potential suppliers are advised to express their interest to NNSC in writing, providing current prices and, where practical, samples. The NNSC requests bids from those who have pre-qualified. Tenders are rarely published.

## Consulting Services

Canadian consulting firms are solidly established in the Nigerian market, and more than half a dozen have set up local offices, generally in partnership with local interests. Shortages of technical manpower in Nigeria will likely continue for some time and opportunities exist in many sectors (electrical, transportation, petroleum, urban planning, resource studies, water and sewerage, forestry and agriculture).

Anticipating the needs of potential clients is particularly important and it is advisable to submit prequalification documents in advance. Most often, only selective invitations to bid are made, based on the information at hand.

According to Nigerian regulations, normally only 20 per cent of consulting fees can be taken in foreign currency. Exceptions are possible, but difficult to obtain.

## Manufactured Goods

Manufacturers of intermediate technology products should be aware that the Nigerian government has a strong interest in developing local production facilities for such products in the power, transportation, communication and agricultural sectors. Such products include appliances, telecommunications equipment, building products, automotive parts, electrical hardware and foodstuffs. Firms will likely be approached for possible joint-ventures with either private or government partners or both. Such proposals require careful consideration. Most firms find local costs of production high because of inadequacies in infrastructure (water, power, communications), shortages of skilled staff and regulatory delays. At the same time, preferred access to a market with strong growth potential may be



considered adequate compensation for the required investment of capital and personnel. Joint-venture proposals are long-term commitments, and few firms can hope for a fast pay-back.

Purchasing decisions for specialized industrial equipment in Nigeria are usually made jointly by the Nigerian implementing agency and the foreign technical or management partner. Sales efforts should be directed to both parties to ensure best results. In the case of more general purpose equipment the emphasis is on price, reliability and adequate servicing. The latter is difficult to arrange and will likely require extensive distributor support through regular visits and the training of local service personnel.

## Raw and Semi-fabricated Materials

The growth of local manufacturing and processing industries, plus the level of construction activity, have created an interesting market for raw and semi-fabricated materials. Price is the main marketing factor. A large proportion of such materials is bought through intra-company relationships. Some of the trade is through Nigerian affiliates of major European trading houses or brokers.

There is an active wholesale trade in high-volume building materials including structural steel and cement. Many building material wholesalers import directly.

At various times Nigeria has placed certain building materials under import restriction. Exporters should verify whether their products can be imported into the country.

## Consumer Goods

Nigeria provides extensive protection for its food and consumer goods manufacturers through tariffs, licensing and prohibition. Protected items include textiles and garments, furniture, electrical appliances, fruit and vegetables, meat, poultry, beer and soft drinks.

The largest market for Canadian exporters is in basic merchandise for which price and brand loyalty are the main determinants. A smaller prestige market exists



for better quality imported merchandise but it is limited by high tariffs.

Imported consumer goods are usually handled through an exclusive agent who carries stocks and also takes large indent orders from wholesalers. Better quality merchandise is retailed through supermarkets, department stores, or specialized retail outlets in major cities. The greatest volume of goods, up to 80 per cent, however, is sold through the market trade which is dominated by women. Specialty items are, on occasion, imported directly by retailers.

## Investment

With very few exceptions, any company carrying on a business in Nigeria must be locally incorporated. The formalities of incorporation are time-consuming and the services of a Nigerian lawyer and accountant are recommended.

Nigeria welcomes most foreign investment but requires from 40 to 60 per cent local participation. Certain businesses, by law, must remain exclusively in Nigerian hands. Legal provisions also exist to prevent the concentration of Nigerian ownership among the select few.

## Advertising

Significant advertising is normally undertaken only for consumer goods and is most effective when direct, forceful and continuous. Specialized technical products are best promoted with end users or in trade journals.

Newspapers and magazines, principally in English, are widely read and frequently used. Radio provides the greatest coverage and does not depend on the literacy of the potential customer. Television, which is government-owned, is used for selective advertising to the most affluent Nigerian. Billboards, posters and cinema advertising also provide good exposure. Merchandising vans with loudspeakers are widely used in market areas and are an effective means of promoting consumer items such as soap, pharmaceuticals or foods. Such vans normally carry stocks for direct sales.

There are a number of active advertising agencies in Nigeria, all of which are Nigerian-owned.

## Trade Fairs

General and specialized trade fairs are held regularly in Nigeria and offer good opportunities to introduce new products. Major up-coming fairs include an International Trade Fair to be held in Lagos in November, the Kaduna Trade Fair (February 1983) and the International Transport and Construction Exhibition in Lagos in March 1983.

In addition to these, there are small specialized trade shows held in major Lagos hotels and local state trade fairs. Costs of exhibiting at any such trade fair is generally high while the level of services varies according to the capabilities of the show organizer.

Give-away items are very popular but are frequently subject to duty. The local agent or distributor should be consulted before bringing such items into the country.

## Price Quotations

Prices should be quoted f.o.b. or preferably C&F Lagos/Apapa (or an alternative port if requested) in Canadian dollars, United States dollars or pounds sterling. Inland freight, in almost all cases, will be arranged locally. Where a Form 'M' is required, the price must be broken down into both f.o.b. and c.i.f. components.

Insurance coverage must be obtained from Nigerian sources.

## Unsolicited Enquiries from Nigerian Firms

Canadian firms should exercise caution in dealing with unsolicited enquiries and orders from Nigeria. Quite apart from any unscrupulous operators, there are a large number of small traders who are not always fully capable of handling imports directly, due to their lack of experience and their limited financial resources.

The Canadian Trade Commissioner in Lagos is prepared to assist Canadian exporters in obtaining information about Nigerian firms. Frequently such information can be supplied simply on the basis of the Nigerian firm's name and address. However, where information is not readily available, the name of

the Nigerian firm's banker is normally required. Obtaining credit information is a long process, as slow mail service is matched by the pace of the banks themselves.

Exporters should be particularly careful in responding to requests for air freight shipments where payment is to be made by certified bank draft. It is highly advisable to confirm the authenticity of the bank drafts through one's local bank before processing any shipment.

## Addressing Correspondence

All correspondence with Nigerian organizations, government or private, should be addressed to the entity, not to the attention of an individual. If addressed to the individual it will often be assumed to be personal mail. For example:

USE: General Manager  
Nigerian Electric Power Authority  
Marina  
P.M.B. xxxx  
Lagos, Nigeria

Attention: Mr. Bolaji Olowu

NOT: Mr. Bolaji Olowu  
General Manager  
Nigerian Electric Power Authority  
Marina  
P.M.B. xxxx  
Lagos, Nigeria

## Transportation, Communication Infrastructure in Nigeria

Internal transportation of cargo is almost always undertaken by the purchaser, either directly or through an agent, because of the complexities of handling cargo from ports and the need to clear customs at ports of first entry.

Road transportation is most commonly used. It is relatively unregulated and rates are negotiable. The government-owned Nigerian Railway Corporation offers rail services from Lagos and Port Harcourt on the coast to the north as far as Kano and Maiduguri. Internal Nigeria Airways flights and charter companies



carry air cargo. River cargo transport offers potential but is relatively undeveloped.

The Nigerian mail service is slow and often unreliable. Air mail between Canada and Nigeria may take six to 15 days. As a result, many Canadian firms rely almost entirely on courier services. The two major carriers that can be addressed from Canada are DHL Nigeria, affiliated with DHL (United States), and IMNL Nigeria, affiliated with IML (Britain).

The domestic telephone network is seriously overloaded, and making connections is a difficult and time-consuming process. International calls to and from Lagos are generally more reliable.

Nigerian External Telecommunications Ltd. (NET) has offices throughout Nigeria from which both telegrams and telexes may be sent.

International telephone, telegram and telex facilities are conveniently available in Lagos at NET's head office, NECOM House, 15 Marina; at Falomo Shopping Centre, Ikoyi Island; and at the Federal Palace Hotel, Victoria Island.

The major ports are Apapa and Tin Can Island at Lagos, Port Harcourt, Warri, and Calabar. Nigeria's port facilities have been substantially expanded in recent years so that there is no shortage of available berths. Delays at port still arise due to customs inspections and procedures but the basic infrastructure is considered more than adequate. Container and roll-on-roll-off facilities are available.

## **Import Procedures**

### **(A) *Form M***

In Nigeria the main instrument of import control is the "Application to Purchase Foreign Exchange" known as Form M. This form should be completed by importers for all imports before any order is confirmed or shipment takes place. The Form M application and proforma invoice are submitted to the Nigerian Central Bank which numbers the form, notes the value of the shipment and indicates on the form whether preshipment inspection by SGS Supervision Services Inc. is required.

The importer is responsible for sending to the seller a copy of the stamped Form M or some other notice that inspection is required. (*Currently almost all shipments valued at more than 5,000 Naira (Can \$9,350) are subject to inspection*). The importer's bank cannot open a letter of credit until a processed Form M is in its possession.

A condition of such letters of credit is that a "Clean Report of Findings" must be issued by the local office of the inspection company, SGS Supervision Services Inc. As SGS has also been asked to verify that the goods involved meet Nigerian import licencing regulations, it is advisable to consult the importer whether an import licence is required, and if so, the number of the licence to be given to the SGS inspector.

### **(B) *SGS Supervision Services Inc.***

The Nigerian government has a contract with the Swiss-based SGS Supervision Services Inc. whereby this company inspects goods bound for Nigeria for quality, quantity and price comparison. SGS Supervision Services provides these services in Canada through its Toronto office at 259 Lakeshore Blvd. E., Toronto, Ontario, M5A 3T7, Telex 06-23114, Telephone 416-363-8351. Exporters with confirmed orders from Nigerian buyers are advised to contact the SGS office well in advance of the proposed shipping date.

### **(C) *Import Deposits***

Importers are required to make advance deposits for imports before letters of credit are opened. The compulsory deposits are: 25 per cent for raw materials and spare-parts; 50 per cent for pharmaceuticals, food, building materials, capital goods, and books; 200 per cent for commercial motor vehicles and trucks; and 250 per cent for motor cars and other goods.

There is no local foreign exchange market in Nigeria. The Central Bank provides the commercial banks with cover for imports either in the form of sterling in London, or United States dollars in New York.

## *(D) Import Licences and Prohibitions*

Many items require an import licence in Nigeria. Although the licence is the importer's responsibility, the exporter should verify with the importer (or the Africa Division of the Office of Trade Development — Africa and Middle East, Department of External Affairs) if his product is subject to specific licence control. Such controls may be changed on relatively short notice.

Nigeria prohibits all imports from South Africa, Israel and Namibia. In addition, some items produced domestically are under total import prohibition.

## **Banking**

Nigeria is served by several major European and United States banks which have minority interests in local Nigerian banks.

Major commercial banks and merchant banks with international links include:

First Bank of Nigeria (Standard Chartered Bank, Britain); Union Bank of Nigeria (Barclays Bank, Britain); United Bank for Africa Limited (Banque Nationale de Paris, France); Société Générale Bank (Nigeria) Limited (Société Générale, France); Savannah Bank of Nigeria Limited (Bank of America, United States); Nigerian Acceptance Limited (Continental Bank, United States); Icon Ltd. (Merchant Bankers) (Morgan Guaranty Trust of New York, United States); International Merchant Bank (Nigeria) Limited (First National Bank of Chicago, United States).

In addition to these, there are a large number of indigenous Nigerian banks operating on a national or regional basis.

The following investment banks are owned wholly by the Nigerian government or its agencies:

Nigerian Industrial Development Bank, Nigerian Bank for Commerce and Industries, Nigerian Agricultural Bank Limited, Federal Mortgage Bank Limited.

There are no direct Canadian banking connections with Nigeria. Most Canadian banks have some form of correspondence link through their London offices.



## Methods of Payment

Exporters are generally advised to deal on a confirmed, irrevocable letter of credit basis when selling to Nigeria. Only in cases where the importer is well known to the exporter should requests for less secure terms of payment be considered. By avoiding the use of a letter of credit the Nigerian importer can save the relatively high bank fees charged for letters of credit and may reduce his import deposit requirements. In such a case, the exporter must be sure that the importer has the capability and resources needed to obtain the necessary foreign exchange.

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## IV. YOUR BUSINESS VISIT TO NIGERIA

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### Advise and Consult the Trade Commissioner

A business visit to Nigeria, particularly the first one, should be planned well in advance and in co-operation with the Canadian Trade Commissioner in Lagos.

The limited hotel space, frequent changes in internal airline schedules, poor communications and other similar logistical problems in Nigeria may cause travel difficulties. The Canadian High Commission in Lagos is prepared to make various arrangements for visiting businessmen — provided sufficient notice is given. Full information on the purpose of your trip, contacts you may have established, detailed product information and your exact time of arrival are, of course, essential. Last minute changes in plans are difficult to accommodate and can result in great inconvenience to the visitor.

### When to Go

There are no important seasonal factors to be taken into account when planning a visit to Nigeria. Ideally, businessmen should attempt to avoid Moslem holidays (notably the latter portion of Ramadan prior to ID EL Fitr), and July and August, when many local businessmen, particularly expatriates, take leave.

### Entry Permit

Canadians require a valid visa to enter Nigeria. Prior to departure from Canada, application must be made to the Nigerian High Commission in Ottawa. Normally, entry visas valid up to 90 days can be issued without reference to Lagos. Should a letter of invitation or other reference be required in completing the Entry Visa Application Form, business visitors should consult with the Africa Division, Department of External Affairs, Ottawa. It may be possible in such a case to use the Canadian Trade Commissioner in Lagos as a reference. It is possible to obtain an entry

visa from Nigerian High Commissions or Embassies in other countries although this is not advised because of the uncertain length of time it requires.

Passports bearing evidence of visits to, or residence in, Israel, Namibia or South Africa will not normally be issued an entry visa by Nigeria.

## Health Regulations

Visitors must have valid international certificates against yellow fever both on arrival and departure. The initial yellow fever vaccination does not take effect for 10 days.

Malaria tablets are strongly recommended. Travellers should ideally begin taking them two weeks prior to arrival and continue the program for six weeks after leaving Nigeria.

Upset stomachs are a common complaint and caution in eating or drinking tap water is advisable. If stomach problems do occur, one of the best short-term treatments is Guanimycin, which can be purchased locally.

## How to Get There

Lagos, and to a lesser extent Kano, are well served by major international airlines. Pan American and Nigeria Airways operate direct flights to Lagos from New York via Dakar, Monrovia and Accra.

European connections to Lagos can be made in London (both Heathrow and Gatwick), Amsterdam, Copenhagen, Frankfurt, Zurich, Paris, Rome, Brussels and Madrid on Nigeria Airways, British Caledonian, KLM, SAS, Lufthansa, Swiss Air, UTA, Alitalia and Sabena.

Egypt Air has two flights a week from Cairo. Generally, however, service from North Africa is poor.

Nigeria Airways, Ethiopian Airways and Pan American operate flights to and from East Africa. Pan American has services to and from Kinshasa.

Ghana Airways and Nigeria Airways operate between most West African coastal cities. Air Afrique has services to Lome and Cotonou, and Cameroon Airways and UTA to Douala and Libreville. Some



difficulties may be encountered in making good connections between French-speaking and English-speaking West African countries. Often it is most convenient to cover one set of countries on the way there and another on the way back.

An airport tax of N5 (Can \$9) is payable on departure from Nigeria.

The road from Lagos to Cotonou (Benin), Lome (Togo) and Accra (Ghana) is serviceable, but it is difficult to find suitable taxis or buses for through travel. Roads to Niger and Cameroon are poor.

## Arrival in Nigeria

Murtala Mohammed Airport is a challenging 20 kilometres (12 miles) from the centre of Lagos. Taxi fares range upward from N 15 and should be negotiated in advance. Only registered taxis should be used. Normal caution should be observed over unsolicited offers of assistance with transport, baggage or other facilities.

Visitors should be careful not to release their bags to anyone other than official airport porters.

## Internal Transportation

Meters in most Lagos taxis seldom work and aggressive bargaining is needed to ensure a reasonable fare. Since it is not always possible to hail a taxi, businessmen usually choose to retain a taxi on a time basis or to rent a chauffeur-driven car on days when they have a number of appointments. With proper bargaining, a taxi or rented car with driver should cost approximately N 60 (Can \$112) per day.

Intercity travel is most convenient by air. Nigeria Airways operates a fleet of 737s and F28s and serves Ibadan, Benin, Enugu, Port Harcourt, Calabar, Kaduna, Jos, Kano, Maiduguri, Yola and Sokoto. It is normally difficult to obtain confirmed reservations from overseas and schedules are occasionally altered on short notice. Savings can be gained by including internal Nigerian routings on your international tickets and leaving actual booking dates open.

## Hotels

Hotel space is tight in Lagos and other major cities. Canadian travel agents and airlines find it difficult to obtain confirmed hotel reservations that will be honoured. The Canadian High Commission in Lagos is prepared to help with hotel bookings on behalf of visiting businessmen. Advance notice is essential. Visitors may be requested to authorize non-refundable downpayments in their name in order to confirm room reservations or reservations will be made at hotels such as the Durbar (near the airport), which do not require a deposit.

Other principal hotels in Lagos are the Eko Holiday Inn, the Federal Palace (Victoria Island), the Ikoyi (Ikoyi Island), the Bristol (downtown), and the Mainland (Ebute-Metta). The Airport Hotel (Ikeja) is convenient to travellers staying one night in Lagos or doing business exclusively in Ikeja. Daily rates in the better hotels are approximately N 65 (Can \$125) for a single room. A new Sheraton Hotel being built near the airport in Ikeja is expected to be open in 1983.

## Credit Cards

Credit cards are generally not accepted. Travellers should carry sufficient travellers cheques to be able to pay cash for hotels and meals.

## Currency Regulations

While visitors may bring any amount of foreign exchange into Nigeria, they must complete incoming and outgoing currency declaration forms to account for its disposition. In addition, they are prohibited from the import or export of Nigerian currency in excess of N 50 (Can \$92). This can be purchased most conveniently at major European airports since Nigerian airport banks are frequently closed. Any foreign exchange transactions during the visit must be with authorized dealers (banks and hotels) and duly recorded on the traveller's copy of the currency declaration form. Travellers are advised to bring small denomination United States dollars or British sterling notes and travellers cheques to avoid having excess local currency remaining at the end of the visit. While there is provision for reconvertng Naira to foreign currencies, the process is awkward and time-consuming.

## Customs Formalities

Personal baggage, a camera, a typewriter, a dictaphone and other similar articles for the private use of *bona fide* visitors are admitted free of duty. Customs officers often take undue interest in tape recorders and radios but no duty should be assessed if they can be reassured that the item is not new, is intended for the traveller's own use, and will be re-exported.

Clearance of unaccompanied baggage and parcels is time-consuming. Such items should be sent well in advance or carried as accompanied baggage.

Arms, ammunition, drugs and narcotics are prohibited imports.

## Business Calls and Entertainment

To obtain maximum benefit from a visit, it is advisable to provide the Canadian High Commission in Lagos with substantial advance notice so that a list of potential contacts can be prepared before arrival. Unreliable internal telephone and mail communications virtually rule out confirmed appointments in advance, although local contacts can be alerted of pending Canadian business visits. Crowded traffic conditions in Lagos make it unrealistic to expect more than three or four business calls per day.

The usual form of entertainment is lunch or dinner at one of the several acceptable restaurants. Because of busy schedules, heavy traffic and distances to the centre of town, senior government and business officials are often reluctant to accept invitations unless a personal friendship has been developed.

Businessmen intending to offer hospitality should keep in mind that Moslem traditions generally rule out Friday lunch and lunch or dinner during Ramadan.

## Tipping

Hotel bills usually include 10 per cent for services. Tipping is not mandatory but is generally practised. Restaurants do not normally add a service charge; a tip of 10 per cent is usually adequate. Taxi fares, including a tip, should be negotiated in advance. Porters expect a minimum of one Naira per item.



## Clothing

Lightweight tropical suits are essential. Jackets or safari suits should be worn for visits to government officials. On other business calls, a long sleeved shirt and tie are frequently sufficient. Umbrellas are usually preferred to raincoats. Jackets are required in most restaurants in the evening. A sweater may be necessary during the cooler season in the north. Women usually wear light cotton dresses in the daytime and long cotton skirts for evening entertainment.

## Forms of Address

“Mallam” is frequently used for Moslems in place of “Mr.” Moslems who have undertaken a pilgrimage commonly use “Alhaji”. In the southern parts of Nigeria the traditional structure of “obas” and “chiefs” is still common. In use, these titles simply replace “Mr.”.

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## V. FEDERAL EXPORT PROGRAMS AND SERVICES

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The Canadian International Development Agency (CIDA) is currently developing a new program to support economic development in Nigeria. While the program is likely to be oriented to agricultural development, no specific projects have been identified. CIDA provides direct support for Canadian companies to investigate industrial co-operation opportunities in developing countries. The program funds proposals by Canadian investors for projects such as joint ventures, licencing agreements, management contracts or other commercial undertakings. For more information, please contact:

Director General  
Industrial Co-operation Division  
Canadian International Development Agency  
200, promenade du Portage  
Hull (Québec) K1A 0G4

Tel: (819) 997-7901

Telex: 053-4140 CIDA/SEL

To further Canadian export development objectives, two federal trade promotional programs are available:

- 1) the Promotional Projects Program (PPP) through which the Department of External Affairs plans and implements promotional projects abroad; and
- 2) the Program for Export Market Development (PEMD) through which repayable loans are made to individual companies to cover costs in developing export business which might otherwise not be undertaken.

Through the PPP, Canadian trade fairs abroad, trade missions and trade visits are initiated, organized and implemented by the departments. The range of these activities include participation in international trade fairs, solo shows and in-store promotions; the organizing of technical seminars and trade missions abroad; and the sponsoring of foreign visits to Canada

to stimulate the sale of Canadian products in various export markets.

In contrast to the PPP projects, proposals under PEMD are made by Canadian industry rather than the government. Through PEMD, the repayable loans are made to individual companies to cover costs incurred in developing export business, which, because of risks involved, might otherwise discourage such initiatives. PEMD is made up of several sections, each of which is designed to deal most effectively with a particular market in terms of the regions, products or services and marketing techniques concerned. Section A deals with Canadian participation in capital projects abroad; Section B with the export of Canadian products and services; Section C with participation in trade fairs abroad; Section D with the bringing of foreign buyers to Canada; and Section E with the formation of export consortia. In all sections, companies are encouraged to develop self-sustaining export markets for their products. For details see the PEMD brochure.

For further information regarding both the PPP and the PEMD programs, please contact the Africa Division, Office of Trade Development — Africa and Middle East, Department of External Affairs.

Of importance to Canadian businessmen is the Export Development Corporation (EDC), a Crown Corporation that reports to Parliament through the Minister for International Trade.

The main functions of EDC are:

1. to insure the Canadian exporter against nonpayment due to credit or political risks beyond the control of either the exporter or the buyer when export sales are made on normal credit terms. Almost all export transactions are insurable, not only those involving goods or technical services, but also those involving "invisible" exports such as managerial services, advertising programs, the licensing or sale of patents, trademarks, copyrights, and the like;
2. to issue appropriate guarantees to chartered banks or to any person providing nonrecourse supplier financing in respect of an export sale. Guarantees may also be issued in connection with a loan made to a foreign buyer for the purchase of Canadian goods and services;



3. to finance foreign buyers of Canadian capital goods and related services when extended credit terms are necessary and are not available from commercial lenders. Major engineering and other technical services may be financed, even when such sales are not related to the export of goods;
4. to insure Canadian investments abroad against non-commercial risks such as loss through confiscation, expropriation, war or revolution or the inability to repatriate capital or earnings.

For further information on EDC services contact:

**EXPORT DEVELOPMENT CORPORATION**

Head Office

110 O'Connor Street

Ottawa, Ontario

K1P 5T9

Tel: (613) 237-2570

Telex: 053-4136

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## *VI. USEFUL ADDRESSES*

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### In Nigeria

**Canadian High Commission  
Commercial Division**

New Niger House,  
5th Floor  
1-5 Odunlami Street  
P.O. Box 851  
Lagos  
Tel: 660130, 660153,  
660177

Telex: 21275 DOMCAN NG  
Cable: CANADIAN LAGOS

**Permanent Secretary  
Federal Ministry of  
Commerce**

Federal Secretariat  
Ikoyi Road, Ikoyi  
Lagos

**Permanent Secretary  
Federal Ministry of  
Planning**

New Secretariat  
P.M.B. 12558  
Ikoyi  
Lagos

**Governor  
Central Bank of Nigeria**

Tinubu Square  
P.M.B. 12194  
Lagos

**First Bank of Nigeria**

Unity House, 37 Marina  
P.O. Box 5216  
Lagos

**United Nations  
Development Program**

11 Queen's Drive  
Ikoyi  
P.O. Box 2075  
Lagos

**Permanent Secretary  
Federal Ministry of  
Industries**

Federal Secretariat  
Ikoyi Road, Ikoyi  
PMB 12614  
Lagos

**Permanent Secretary  
Federal Ministry of  
Finance**

Federal Secretariat  
Ikoyi Road, Ikoyi  
Lagos

**World Bank (IBRD)**

5th Floor, UBA Building  
Raymond House  
97-105 Broad Street  
Lagos

**Union Bank of Nigeria Ltd.**

40 Marina  
P.M.B. 2027  
Lagos

**Nigerian Industrial  
Development Bank**

NIDB House,  
63/71 Broad St.  
P.O. Box 2357  
Lagos

**Nigerian Society of  
Engineers**

1 Pantti Street  
Yaba  
P.O. Box 2299  
Lagos

**Association of Consulting  
and Research Engineers  
of Nigeria**

107 Itire Road  
P.O. Box 5756  
Lagos

**Manufacturers Association  
of Nigeria**

Unity House, 12th Floor  
37 Marina  
P.O. Box 3835  
Lagos

**Nigerian Institute of  
Management**

58 Adeladu Street  
Surulere  
P.O. Box 2557  
Lagos

**Nigerian Association of  
Chambers of Commerce  
Industry and Mines**

131 Broad Street  
P.O. Box 109  
Lagos

**Nigerian Enterprises  
Promotion Board**

Federal Ministry of  
Industries  
15 and 19 Keffi Street  
Southwest Ikoyi  
P.M.B. 12553  
Lagos

*Selected Federal Corporations Tendering Authorities*

**Nigerian National Supply  
Company**

160 Awolowo Road  
Ikoyi  
P.M.B. 12662  
Lagos

**Nigerian National  
Shipping Line**

Development House  
21 Wharf Road  
P.O. Box 169  
Apapa  
Lagos

**Nigeria Ports Authority**

NPA Building  
26/28 Marina  
Lagos

**Nigerian Railway  
Corporation**

Headquarters  
Railway Compound  
Ebute-Metta  
Lagos

**Nigeria Airways  
Corporation**

Airways House  
Murtala Mohammed  
Airport  
Ikeja  
P.O. Box 136  
Lagos

**Nigeria External  
Telecommunications  
Ltd.**

15 Marina  
P.O. Box 173,  
P.M.B. 12742  
Lagos



**National Electric Power Authority**  
Electricity Headquarters  
24-25 Marina  
P.M.B. 12030  
Lagos

**Nigerian Broadcasting Corporation**  
Broadcasting House,  
P.M.B. 12504  
Ikoyi  
Lagos

**Federal Capital Development Authority**  
15B Awdowo Road  
Marina, S.W. Ikoyi

## In Canada

**Africa Division**  
**Office of Trade Development — Africa and Middle East**  
Department of External Affairs  
Ottawa, Ontario  
K1A 0H5  
Tel: (613) 995-3351  
Telex: 053-3745

**Nigeria High Commission**  
295 Metcalfe Street  
Ottawa, Ontario  
K2P 1R9  
Tel: (613) 236-0521

**Nigerian National Petroleum Corporation**  
42/44 Warehouse Road  
P.M.B. 12650  
Apapa  
Lagos

**Federal Housing Authority**  
New Secretariat  
Ikoyi  
P.M.B. 12698  
Lagos

**Steel Development Authority**  
1 Ozumba Mbadiwe Street  
Victoria IS.  
Lagos

## Regional Offices in Canada

Additional information on marketing abroad is available through any of the regional offices of the Department of Industry, Trade and Commerce, and Regional Economic Expansion

### **Alberta and Northwest Territories**

Cornerpoint Building  
Suite 505  
10179-105th Street  
Edmonton, Alberta  
T5J 3S3  
Tel: (403) 420-2944  
Telex: 037-2762

### **British Columbia and Yukon**

P.O. Box 49178,  
Bentall Centre, Tower III  
Suite 2743  
595 Burrard Street  
Vancouver,  
British Columbia  
V7X 1K8  
Tel: (604) 666-1434  
Telex: 04-51191

### **Manitoba**

4th Floor  
185 Carlton Street  
Winnipeg, Manitoba  
R3C 2V2  
Tel: (204) 949-2381  
Telex: 075-7624

### **New Brunswick**

590 Brunswick Street  
Fredericton,  
New Brunswick  
E3B 5A6  
Tel: (506) 452-3190  
Telex: 014-46140

### **Québec**

Case postale 247,  
Succursale B  
Bureau 4328  
800, Place Victoria,  
37<sup>e</sup> étage  
Montréal (Québec)  
H4Z 1E8  
Tel: (514) 283-6254  
Telex: 012-0280

220, avenue Grande-Allée  
est  
Pièce 820  
Québec (Québec)  
G1R 2J1  
Tel: (418) 694-4726  
Telex: 051-3312

### **Saskatchewan**

Suite 400  
1955 Smith Street  
Regina, Saskatchewan  
S4P 2N8  
Tel: (306) 359-5020  
Telex: 071-2745

### **Newfoundland and Labrador**

P.O. Box 6950  
90 O'Leary Avenue  
St. John's, Newfoundland  
A1B 3R9  
Tel: (709) 737-5511  
Telex: 016-4749

**Nova Scotia**

Suite 1124, Duke Tower  
 5251 Duke Street,  
 Scotia Square  
 Halifax, Nova Scotia  
 B3J 1P3  
 Tel: (902) 426-7540  
 Telex: 019-21829

**Prince Edward Island**

P.O. Box 1115  
 134 Kent Street  
 Charlottetown,  
 Prince Edward Island  
 C1A 7M8  
 Tel: (902) 892-1211  
 Telex: 014-44129

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 Suite 4840  
 P.O. Box 98  
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 Telex: 065-24378



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# APPENDIX A — BIBLIOGRAPHY

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The following list of publications may be of interest to businessmen visiting Nigeria:

1. *Nigeria: Economic Prospects to 1985*  
Dr. C. Stevens, 1982. The Economist Intelligence Unit Ltd. London.
2. *Nigeria, Africa's Economic Grant*  
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5. *Major Companies of Nigeria*  
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6. *Annual Abstract of Statistics — 1981*. Federal Office of Statistics, Lagos.
7. *Major Companies of Nigeria*. 1982. Graham & Trotman, 14 Clifford St., London W1X 1KP. ISBN 0-86010-305-6 Bbk.
8. *A Guide to Trade and Investment in Nigeria*. 1981. Arthur Andersen & Co.
9. *ICON Nigeria Company Handbook — A Guide to Operating Business in Nigeria*. 1982. ICON (Merchant Bankers) Ltd. NIDB House, 63/71 Broad Street, Lagos.
10. *Nigeria Business Directory*. 1981-82. Lagos Chamber of Commerce and Industry.
11. *Industrial Directory*. 1981. Nigerian Investment Information and Promotions Centre, Federal Ministry of Industries, Lagos.
12. *Who Makes What in Nigeria*. 1981. Manufacturers Association of Nigeria.

13. *A Guide to Business in Nigeria*. 1979. Coopers and Lybrand.
14. *Doing Business in Nigeria*. 1982. Price Waterhouse.
15. *Foreign Economic Trends and Their Implications for the U.S. — Nigeria*. Semi-annual. U.S. Department of Commerce.
16. *Background Notes — Nigeria*. Biannual. U.S. Department of State.

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# APPENDIX B — Government of Nigeria

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(as of 14 February 1982)

**Head of State:** President Shehu Shagari

**Vice-president:** Alex Ifeanyichukwu Ekwueme

## Ministers

- Agriculture** — Adamu Ciroma  
**Aviation** — John Jatau Kadiya  
**Commerce** — Bello Maitama Yusuf  
**Communications** — Audu Ogbah  
**Defence** — Akanbi Oniyangi  
**Education** — Sylvester Ugoh  
**Employment, Labour and Productivity** —  
Emmanuel Osammor  
**External Affairs** — Ishaya Audu  
**Federal Capital Territory** — Iro Dan Musa  
**Finance** — Victor Igwe Masi  
**Health** — Daniel Chukwuma Ugwu  
**Housing and Environment** — Ahmed Musa  
**Industries** — Ibrahim Gusau  
**Information** — G. Wushishi  
**Internal Affairs** — Ali Baba  
**Attorney General, Justice** — Richard Akinjide  
**Mines and Power** — Muhammed Hassan  
**National Planning** — Adenike E. Oyagbola  
**Police Affairs** — Ndagi Mamudu  
**Science and Technology** — Wahab Dosunmu  
**Social Development, Youth, Sports and Culture** —  
Samuel Adebisi Ogedengbe  
**Steel Development** — Mamman Ali Makele  
**Transport** — Umaru Dikko  
**Water Resources** — E.Y. Atanu  
**Works** — Sunday Essang

## Ministers of State

- Agriculture** — Usman Sani, Ken Green  
**Commerce** — M.H. Jega  
**Communications** — U.I. Okon  
**Education** — Binyamin Usman Hadejia, E. Ivase  
**Establishment and Labour** — Olu Awotesu  
**External Affairs** — Patrick Bolokor, B.M. Kirifi  
**Federal Capital Territory** — Mark Okoye



**Finance** — Yomi Akintola, Buba Ahmed  
**Health** — Claudius Agboola Bamgboye  
**Housing and Environment** — I. Bunu  
**Industries** — Ishmael J. Igbani  
**Internal Affairs** — K. Asinobi  
**National Planning** — G. Ademola Thomas  
**Transport** — A.H. Fari  
**Water Resources** — E. Okoi Obuli  
**Works** — Asheiki Jarma

**Special Advisers to the President**

**Budget Affairs** — Theophilus Adeleke Akinyele  
**Economic Affairs** — Emmanuel C. Edozien,  
Joseph S. Odama  
**Information** — Timothy Olu Adebajo  
**National Assembly Liaison** —  
Kingsley Ozumba Mbadiwe  
**National Security** — Bukar Shaib  
**Petroleum and Energy** — Yahya Dikko  
**Political Affairs** — Chuba Okadigbo,  
Godwin A. Odenigwe  
**Statutory Boards** — Olasunmade Olufemi Olaifa  
**Secretary to the Government** — Shehu Musa





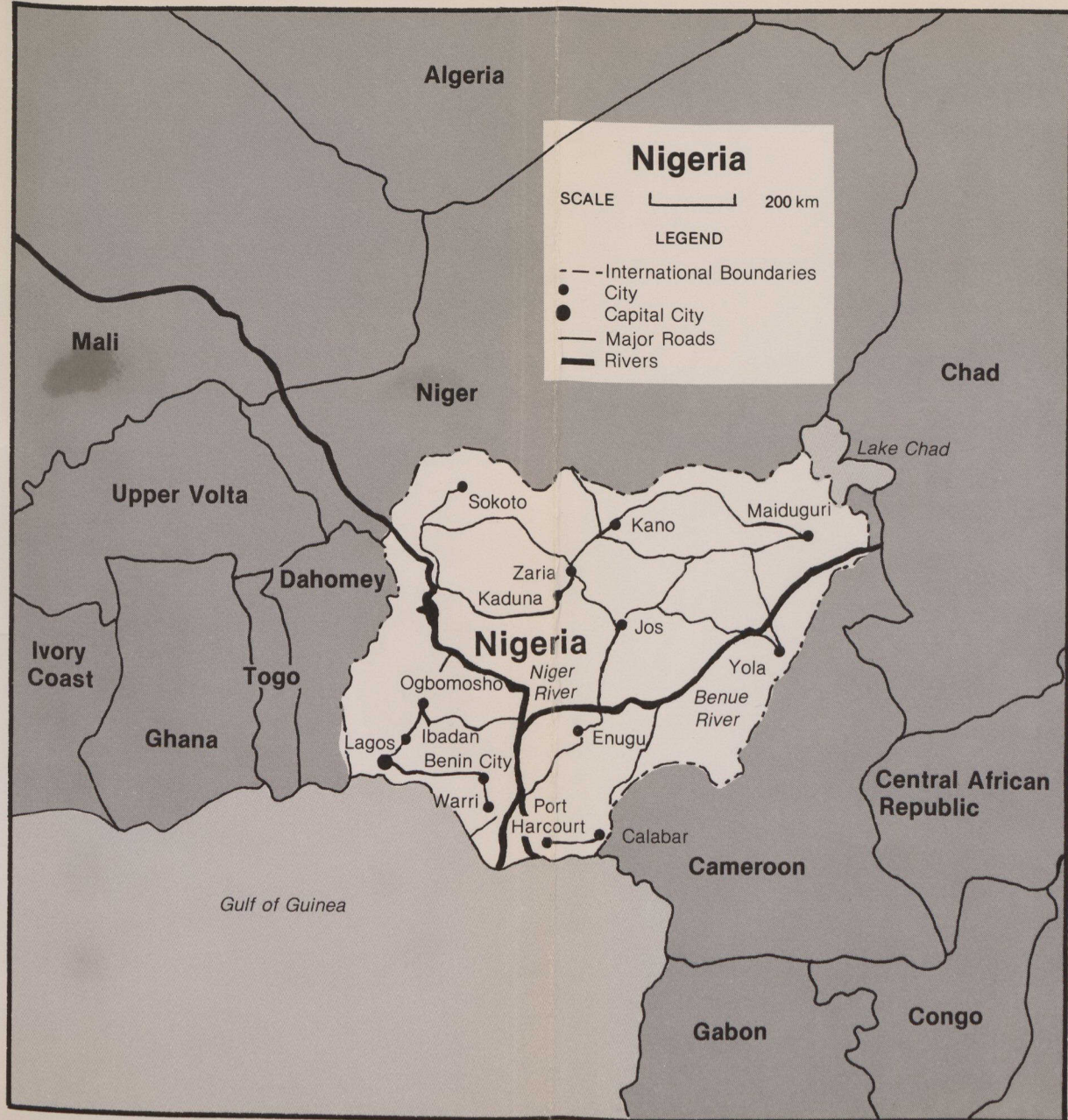


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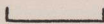
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- Major Roads
- Rivers

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Upper Volta

Lake Chad

Dahomey

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Ivory Coast

Togo

Zaria

Kaduna

Jos

Nigeria

Niger River

Yola

Benue River

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