



Nigerian Institute  
of International Affairs



**PBDC** | Peace Building  
Development Consult  
*...Making Peace*

# INTERNATIONAL SECURITY MANAGEMENT COURSE (ISMC)

**THEME**

## INTERNATIONAL BORDER SECURITY MANAGEMENT IN AFRICA

# REPORT

**DATE**

**6 - 9**  
September, 2021

**VENUE**

Nigeria Institute of International Affairs,  
Victoria Island, Lagos

**TIME**

**9:00am**



## INTRODUCTION

**SPECIAL GUEST; Ogbeni Rauf Aregboshola, Minister of Interior**

The International Security Management Course is a course of the Nigerian Institute of International Affairs (NIIA) and the Peace Building Development Consult (PBDC). The program held at the NIIA in Victoria Island Lagos, on 6<sup>th</sup> through 9<sup>th</sup> of September, 2021. The course drew her participants from the Ministry of Defence, Ministry of Interior, Ministry of Foreign Affairs, Defence Headquarters, Nigerian Army, Nigerian Navy, Nigerian Air Force, Nigerian Police, Nigerian Immigration, Nigerian Customs, NSCDC, EFCC, DSS, NNPC, PEF, Academicians, among others. With about 70 participants and 15 resource persons.

The program started at 9:30am with a welcome address by the Course Director and the Executive Director of the PBDC **Mr Kayode Bolaji**, he welcomed the participants and also welcomed the Director General NIIA **Prof Eghosa Osaghae** to give a welcome remark. The Director General NIIA welcomed the participants and the resource persons to the course. He said the job of border security is not only for the Customs or Immigration but the responsibility of every agency. Documentation of the influx of people should be properly done in order to keep track of everything happening in the country. Aliens have posed a serious threat for the growth and development of the country.

**Engr Dr Yakubu Sule Bassi** welcomed the participants and also congratulated the DG NIIA and PBDC for organizing this program, he said the event is very timely as the importance of border management cannot be over emphasized. He urged the various agencies present to learn to cooperate rather than compete with other agencies in order to find a lasting solution for the border insecurity that has bedeviled our country.

**CHAIRMAN; Engineer Dr Yakubu Sule Bassi,**  
Secretary, Nigerians in Diaspora Commission



**KAYODE BOLAJI,** Executive Director Peace Building Development Consult





## LECTURE 1

### THE POLITICAL AND SECURITY IMPLICATIONS OF CROSS BORDER MIGRATION BETWEEN NIGERIA AND HER BORDER

Dr Willie Eselebor, University of Ibadan

**D**r Willie gave a brief function of the ECOWAS which basically promotes the movement of people seeking for aspirations and other economic opportunities according to its protocol. Eselebor defines border in his presentation as the systematic processes and practices of controlling the mobility of people, goods and services in order to protect the state against violations and the influx of unwanted persons, goods and services that are prohibited by the law. The Federal Republic of Nigeria covers an area of 923,768sq.km on the shores of the Gulf of Guinea and the neighbours with shared land borders are:

Benin- 773 Km on its Western Side  
Cameroun -1,690 Km to the east and South East

Chad- 86 Km to the Northeast (Lake Chad Basin)  
Niger – 1.47 Km to the North West  
The Gulf of Guinea – 853 Km Maritime Domain in the Atlantic Ocean

He mentioned that the AUC/ECOWAS has formulated a number of treaties, frameworks that provide MSs/partners with guidelines for managing migration or opportunities for enhancing cooperation, dialogue on migration issues.

He furthered that the CBC was introduced & adapted into the Regional Integration Agenda in 2006. The aim is to promote local integration opportunities/projects in West Africa, to drive development & to achieve ECOWAS Vision of an “ECOWAS OF PEOPLES”. Thus, border security which entails an all-encompassing approach to maintaining an effective border

management is quite important for Nigeria as a country. There are of course security concerns along Nigeria's borders bordering on cattle rustling, banditry, terrorism, human trafficking, etc.

He concluded by saying to curb the menace of cross border migration, Nigeria must initiate dialogue with the G5 Sahel, the Lake Chad Basin and other multilateral agencies. A One Stop Border Post and the implementation of Migration Information and Data Analysis System (**MIDAS**), a Border Management Information System (BMIS) that allows States to process and record traveler information upon entering and exiting border crossing points. There is also the need to define parameters for operations and the conducting of risk analysis.

#### QUESTIONS/COMMENTS

1. How much have our security agencies especially the customs services helped in curtailing the

smuggling of petroleum?

2. Border security management shouldn't be all about physical security
3. What's the security architecture of Nigeria

#### **OPENING REMARKS BY THE SPECIAL GUEST OF HONOR; Ogbeni Rauf Aregboshola, Minister of Interior**

The special guest of honor welcomed the participants and resource persons to the course. He explained what modern security architecture means and how it can be used to detect threat and send a response quickly. He urged the participants to make good use of the opportunity to learn and unlearn. Interagency collaboration is encouraged in other to keep our borders safe and secured. He mentioned that once our borders are secured it will go a long way in tackling the influx of criminals and insecurity challenges in our country.





## LECTURE 2

### BILATERAL INFRASTRUCTURE DEVELOPMENT AND LOCAL COMMUNITIES SUPPORT IN THE BORDER AREAS IN AFRICA

Dr. Efem Ubi, Ag Director Research and Studies, NIIA

The resource person explained bilateral or crossborder infrastructure as developments that span two countries sharing boundaries with each other. Borders in Africa are marred in a number of issues such as terrorism, cattle rustling, trafficking, smuggling, etc. Infrastructural development in border areas are therefore a means of preventive diplomacy, preemptive peace and security.

He gave some of the benefits of bilateral Infrastructure Development as; economies of scale in provision of public or private (marketable) goods and services above and beyond what any country could achieve alone. It boosts regional and continental integration and reduces crime and other criminal activities.

He mentioned some of the major challenges of bilateral development as;

1. Lack of Resources. Cross border infrastructure has a high transaction cost. That's why donors have to come in to assist. Recent estimates by the African Development Bank suggest that Africa needs about US\$ 130–170 billion a year for infrastructure, with a financing gap in the range of US\$68–US\$108 billion.
2. Lack of legal framework and single decision-making body. Interests are always at a divergence in the issue of bilateral infrastructure.

In conclusion, the lecturer submitted that successful regional outcomes need regional ownership. In this sense, communities at the border areas need to be carried along. In the absence of services, often borderland populations become agents in illicit trade. In order to fight criminal activities and collect taxes, it is imperative that states include

borderland populations in their welfare and service delivery mechanisms and make them part of the legal trade structures.

### QUESTIONS/COMMENTS

1. How do we cooperate to ensure security through development as driven by Mc Namara?
2. There is the need to focus on Nigeria first before taking the

burden of engaging in bilateral infrastructure.

3. Addressing border issues is quite critical. We must consider the internal ethnic issues involved in Nigeria's internal borders and how such complex issues can also reflect in the process of bilateral infrastructural development.





DAY 2

CHAIRPERSON: Dr Adamu Adaji, Director General, National Boundary Commission

LECTURE 3

THE CULTURAL AND GEOGRAPHIC LANDSCAPE OF BORDER AND THE NATURE OF CROSS BORDER ACTIVITIES.

PROF CBN OGBOGBO, Director Research Nigerian Army Resource center.

The point in emphasis is that the boundaries in Africa were created without regards for historical, linguistic or cultural affiliations of the people in the pre-colonial period. While African peoples who had never been under the same political umbrella were brought together, a lot of others who are today referred to as borderland peoples were balkanized and made parts of two or more politically autonomous territories.

The point in emphasis is that pre-colonial African states had a clear sense of their borders and did defend them.... Some of these pre-colonial borders formed the foundations on which European induced borders were grafted. (CBN Ogbogbo 2020)

In the lecture he mentioned that one of the major consequences of the Berlin

Conference induced international boundaries in Africa is that it never took into cognizance the ethnic formations and differences of the people. It drew arbitrary lines across peoples, their cultures and territories in Africa and also led to the division of a good number of African peoples across administrative lines.

He furthered that, cross-border activities are regional problems, not just national issues which require not just bilateral but a joint regional and sub-regional cooperation among African and West African nations. It is important to posit that all borders are artificial creations, i.e., they are determined by men, even where natural features are used for such determination. To the extent to which they are determined by man, they are products of historical processes that take place over time.

He also submitted that borders in Africa

were created without regards for historical, linguistic or cultural affiliations of the people in the pre-colonial period. While African peoples who had never been under the same political umbrella were brought together, a lot of others who are today referred to as borderland peoples were balkanized and made parts of two or more politically autonomous territories.

He concluded the lecture on the note that, it is important to posit that all borders are artificial creations, i.e. they are determined by man, and even where natural features are used for such determination. To the extent to which they are determined by man, they are products of historical processes that take place over time. Borders in Africa were created without regards for historical, linguistic or cultural affiliations of the people in the pre-colonial period. While African peoples who had never been under the same political umbrella were brought together, a lot of others who are today referred to as borderland peoples were balkanized and made parts of two

or more politically autonomous territories.

### QUESTIONS/COMMENTS

1. Given the recent and evolving security challenges, is it not necessary for Nigeria to review her foreign policy to respond to these challenges?
2. People living in border communities are neglected and as such see no reason to support the Nigerian efforts in promoting border security.
3. What is the perspective on how security agencies can leverage on cultural and geographical landscape of borderland?
4. Why can't we have an African conference to counter the 1884-1885 Berlin Conference?





#### LECTURE 4

### EVALUATING THE BORDER MANAGEMENT STRUCTURES, POLICIES, LEGISLATION, ADMINISTRATIVE AND OPERATIONAL SYSTEMS FOR NATIONAL SECURITY

ACG Modupe Aremu, Assistant Comptroller General of Customs in Charge of Zone A

**A**CG submitted that there is a convergence of opinions globally that national security is key to national development and prosperity and no government can perform its primary role of securing lives, property of its citizens and territorial integrity in the absence of an effective Border Management Framework. The border environment is a complex environment of many actors with different interests and diverse mandates. Being a gateway, it holds the key to economic prosperity through trade and other exchanges for economic operators. On the other hand, the structures set up by governments which comprises of different Security Agencies complete with their hierarchies and mandates are to facilitate Legal Trade and ensure that National Security is not compromised through unauthorized access to the borders.

She emphasized that effective Border Management System therefore should recognize that facilitation and control are two equally important objectives that must be addressed at the same time. As part of the obligations to the citizens, every nation is concerned with security of lives, properties and national interest of her citizens. This constitutional responsibility of protection and preservation of lives as observed by Zamba (2009) is discharged by evolving strategies and security policies and measures that are positive, preventive and responsive to the needs of the human capital of the citizenry. The resource person made mention of some of the agencies present at most Nigerian borders as:

- a. Nigeria Customs Service (NCS).
- b. Nigeria Immigration Service (NIS).
- c. Nigeria Police Force (NPF).

- d. State Security Service (SSS).
- e. Nigerian Drug Law Enforcement Agency (NDLEA).
- f. National Agency for Food and Drug Administration and Control (NAFDAC).
- h. Standards Organization of Nigeria (SON).
- i. Port Health Service (PHS).
- j. Nigeria Agricultural Quarantine Service (NAQS).

She gave some of the effects of the absence of a rallying objective for all the agencies inevitably is the outright rivalry that has characterized the operations of Border Management Structures. This underscores the need for a paradigm shift to a new concept that draws its strength from collaboration rather than competition. Border Management in Nigeria is still characterized by bitter rivalry and duplication of efforts by border structures. The reforms that we need must be put in place regulatory framework that encourages Border Agencies to prioritize national Security as opposed to narrow mandates.

The resource person concluded by stating some of the challenges facing

Border Management in Nigeria as limited use of ICT, reporting system, inter agency rivalry and several others and also considering the number of illegal routes and the deficiencies of the policies. And also Border Management in Nigeria is still characterized by bitter rivalry and duplication of efforts by border structures. The reforms that we need must put in place regulatory framework that encourages Border Agencies to prioritize national Security as opposed to narrow mandates.

### QUESTIONS/COMMENTS

1. What is usually the requirement for agency collaboration? Should there be a combine team at the border and who should supervise?
2. To what extent is the Customs synergizing with other agencies to reduce the movement of illicit goods?
3. Integrated border security management should be encouraged with other security agencies, what's your comment on that?





## LECTURE 5

### INNOVATION IN CRIME MAPPING GEO SPATIAL TECHNOLOGY FOR BORDER SECURITY MANAGEMENT IN NIGERIA

Air Cdre PN Amadi, Nigerian Air Force

The lecture started out with defining Geospatial Technology as a term used to describe the range of modern tools contributing to the geographic mapping and analysis of the earth and human societies. He also stated that Crime mapping involves using known criminal behavior and known locations by security analysts to forecast or predict location of crime in order to take more effective security management decisions. Crime mapping involves using known criminal behavior and known locations by security analysts to forecast or predict location of crime in order to take more

effective security management decisions.

GEOINT is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the earth.

He furthered that developing ability to provide GEOINT in support for border management could provide some of the following tactical/operational advantages to commanders and decision makers such as;

- a. It will aid in command and control by allowing the commander to visualize.
- b. It will enable 3D terrain analysis based on visualization and accurate analysis of near, real-time geographical data.
- c. It also enables faster and more

effective decision making besides aiding in resolving complex boundary related conflicts.

d. It could be used for determining optimum and fastest routes to troubled areas.

e. It could help in detecting new structures (possible locations).

f. It could be used for target identification and tracking pattern of incidents.

He concluded that the ability to coordinate is necessary for the exploitation of GEOINT due to the heavy reliance on data from several remote locations. Coordination is also necessary to harness the multiple and sometimes disparate skill sets required to achieve GEOINT objectives.

## QUESTIONS/COMMENTS

1. What is the office of the NSA doing to harness relevant technology bordering on Geospatial Intelligence?
2. Crime mapping should be used in threats assessments because each border has its own security peculiarities. Mobility is not only important but the form of mobility is even more important.
3. What is the level of coordination between the Nigerian Air force and the Nigerian Army?





**DAY 3  
LECTURE 6**

**Chairperson; Mr Daniel Atokolo,**

Director of Operation, National Agency for the Prohibition of Trafficking In Person (NAPTIP)

**IRREGULAR MIGRATION AND THE PROTECTION OF MIGRANT RIGHTS**

**ACG Mohammed Aminu Mohammed,** Assistant Comptroller General of Immigration

The resource person began his lecture by helping participants identify the problem of smuggling and the various challenges involved with irregular migration at the Nigerian seaports. He continued his lecture by stating that the problem of smuggling and irregular migration can be traceable to variables such as;

- a. Nigeria's economy
- b. Nigeria's standing at the global/International stage
- c. Poor citizenry experience
- d. Public outcry

He furthered that when trafficking in person is mentioned, the following is usually to be watched out for;

- a. Recruitment, transportation, transfer, harboring or receipt of persons.
- b. Use of threat
- c. Force/coercion
- d. Fraud/deception
- e. Abuse of power or, of a position of
- f. Advantage of victims' vulnerability
- g. Exploitation: prostitution, sexual exploitation, forced labor or services, slavery, servitude or the removal of organs.
- h. Consent/No consent of a victim

He mentioned that Irregular migration refers to the following;

- a. Unauthorized Movement of persons regarding the entry into or exit from the State of origin, transit or destination
- b. Breach of a condition of entry, or the expiry of his or her visa
- c. Lacks legal status in a transit or host country

### QUESTIONS/COMMENTS

- 1. How do we manage the human rights of illegal migrants?
- 2. Some of the NGOs are part of the fraudulent activities of migration and claim they are here to assist us.

- 3. Their activities should be checked.
- 3. With consideration to national security. Does any security agency have the power to give directives on migration without the court rulings?
- 4. We should redefine or redesign our foreign policies with NGOs.
- 5. The agency should be very deliberate in its employment processes. Employ people with intelligence and experience.
- 6. What are they precautionary measures that are used to issue passports to people and to be sure





## LECTURE 7

### INVESTIGATING MONEY LAUNDERING AND TRANSBORDER TERRORISM FINANCING

**Muhammed Jiya**, Associate Director, Nigerian Financial Intelligence Unit (NFIU)

The resource person began by defining money laundering as the process of making money gotten from illegal activities and crimes that look like they are legitimate. He also said terrorism financing is one area that requires a critical attention given that for terrorism to thrive, funding must be made available. Tracing and tracking down on illicit financing present an effective strategy in combating terrorism.

He mentioned some of the effects of Money Laundering as

#### a. *Effects on Economic Development*

Money laundering damages financial sector institutions that are critical for economic growth, promoting crime slows down economic growth and has huge impacts on the economic sector.

#### b. *Effect on Tax Revenues*

Money laundering has great impact on tax revenues given the fact that huge tax returns that are supposed to accrue

to government find their way into the account of private individuals to the detriment of the government.

#### Concept of Terrorism Financing

According to the UNSC Counterterrorism Committee (CTC) notes that Terrorists require money to operate because without funding, they will be unable to procure weapons, equipment, supplies and services. The sources of funding may be licit or illicit and could be obtained from multiple small donations instead of one huge sum.

The resource person submitted that in gathering evidence in money laundering and trans-border terrorism financing, the investigator may interact with the individuals or representatives of the organization under investigation, as well as personnel of various local, national and international agencies, such as the local police forces, Inland

Revenue or foreign FIUs. The investigator plays a key role in collecting data, analyzing financial transactions records, generation of Intelligence Reports for the Law Enforcement Agents, tracing and freezing of assets where criminality is established and gathering of relevant evidence for prosecution. In conducting investigations, Investigators are able to use a wide range of investigative techniques suitable for the investigation of money laundering, associated predicate offences and cross-border terrorist financing.

### QUESTIONS/COMMENTS

1. Is NFIU looking at movement of money from one country to another?
2. Can you throw more light on the

operations of NFIU in our neighboring countries and smuggling?

3. There has been a perennial conflict in Zamfara always reoccurring during the dry season (climate change). The issue of rustling has always been in Zamfara. Is there is no relationship between mining in Zamfara and banditry.
4. We should design our local software rather than using a general software that the whole world has access to. There should be trained ethical hackers. Accounts that haven't been linked to BVN should be properly looked into.





## LECTURE 8

### NIGERIA'S BORDERS AND SECURITY CHALLENGES; INSURGENCY AND TERRORISM

**Maj Gen JJ OGUNLADE**, Former Force Commander,  
Multi National Joint Task Force, N'Djamena.

**B**orders indicate territorial limits within which countries exercise administrative and legal jurisdiction. The objective is to control and direct their relations with other neighbouring countries including immigration, diplomatic protocols and commercial activities. However, the Nigerian borders is largely that of a 19<sup>th</sup> century artificial creation leading to a myriad of issues with control. Some of these issues are explained below.

#### **Lack of Institution**

1. No Nigerian ministry is currently in control of the borders, though ministry of interior is in charge.

2. All government agencies at the borders work independently without a central control
3. There is the need for a border force

#### **Lack of Cooperation**

1. Lack of integration at different levels
2. Most border management efforts do not incorporate or include border communities
3. Some deployments of security personnel have most often been carried out without including local interests or partnering with locals

despite their intimate knowledge of the border terrain

### **Lack of Demarcation**

1. Lack of, and poorly, marked boundaries have greatly contributed to border insecurity in Nigeria
2. Managing Nigerian borders is a daunting task
3. Patrolling a country's borders may often lead to violations of neighbors' territories, as one cannot patrol what doesn't exist

Thus, the Nigerian maritime borders are even much more insecure due to the lack of resources to patrol them as very few maritime borders have been marked. There is also the issue of nonfunctioning border commissions and the issue of corruption. One of the issues to also consider is the fact that porous borders have had a huge factor to play with terrorism. This is based on the fact that weapons and illegal migrants have

the potential to smuggle arms and engage in gun running. The opportunity also doubles as a means for the spread of ideologies of various insurgent groups.

He concluded the lecture by recommending that a secured territorial sovereignty, preventing illegal entries/exiting of people & goods, ensuring national security by keeping out arms and adequate capabilities/resources (human, financial, and physical) should be encouraged.

### **QUESTIONS/COMMENTS**

1. What's the solution to system failure?
2. There should be proper registration of citizens in Nigeria as seen in other countries, right from birth.
3. In your opinion what is the best way to address Nigeria's borders and security challenges?





## DAY 4 LECTURE 9

### MARITIME SECURITY AND TRANSNATIONAL ORGANISED CRIME; THE ROLE OF NIGERIAN NAVY

**Rear Admiral AO ADAJI**, Chief of Training and Operations, Nigerian Navy

He began the lecture by giving some definition of maritime security as an operation performed by appropriate civil or military authorities and multinational agencies to counter the threat and mitigate the risks of illegal or threatening activities in the maritime. And organised crime as a structured group of three or more persons, existing for a period of time and acting with the aim of committing one or more serious crime in either to obtain, directly or indirectly financial or material benefit. On the other hand, transnational crimes refer to the following;

1. Committed in more than one state.
2. Committed in one state but preparation, planning, direction or control takes place in another state.
3. Committed in one state but involves an organised criminal group that

operates in more than one state.

4. Committed in one state but has effects in another state.

Some of the causes of transnational crimes include suitable geostrategic position, poor governance, corruption, inequality and social mobility issues.

He furthered that the Nigerian threat environment plays host to a number of threats ranging from kidnapping, militancy, piracy, sea robbery, illegal fishing, smuggling, oil theft etc. These threats to a large extent have implications on transnational organised crime.

The resource person listed some of the roles of the Navy in Transnational Organised Crimes in Nigeria as follows;

1. Patrols
2. Enhanced Maritime Surveillance

3. Inter-Agency Collaboration
4. Engagement with Partners

Also, some of the challenges militating against efforts at ensuring Maritime Security are;

1. Non operationalisation of MOU
2. Nature of Operating Environment
3. Inadequate Platforms
4. Weak Legislative/Legal Regimes
5. Funding

He concluded by mentioning some imperatives for countering maritime insecurity as;

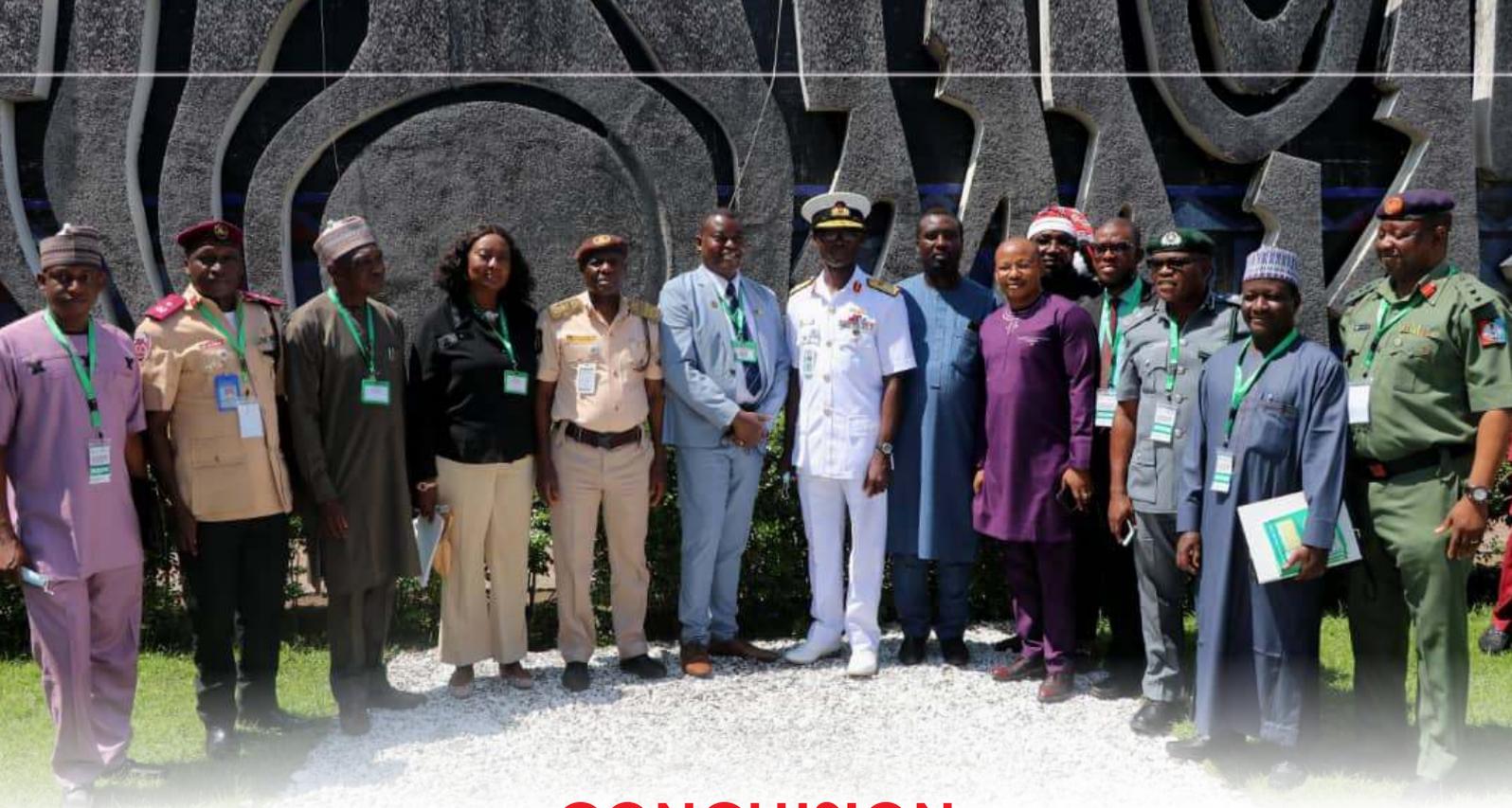
- a. Consolidation of Fleet Renewal
- b. Operationalisation of MOU
- c. Good Governance

- d. Enhanced Hydrographic Capacity
- e. Alternative Source of Funding

### QUESTIONS/COMMENTS

1. Some vested interest both foreign and domestic may be part of the piracy in the maritime domain. What is the Navy doing through collaboration to respond to this?
2. How is the issue of collaboration with the National Assembly used in promoting maritime security?
3. How close are we to getting submarines in Nigeria?
4. What is the Nigerian Navy doing to reduce illegal fishing on the Nigerian water ways?





## CONCLUSION

The International Security Management Course (ISMC) came to a close on the fourth day with syndicate presentations and assessments with panelists comprising the DG NIIA, Rear Admiral AO Adaji, ACG of Muhammed Aminu Muhammed and the Chief Librarian of the NIIA. The syndicate topics were drawn from the theme of the course. This was designed to promote an exchange of competencies, ideas and experiences. The topics included the following;

1. Assess the Role of Technology in Effective Border Control in Nigeria
2. Interrogate the Place of Interagency Collaboration in Border Security Management
3. How has Desertification affected Border Security in Africa
4. Examine the Challenges of Porous Borders in Counter Terrorism
5. Evaluate the Concept of Maritime Domain Awareness (MDA) as an instrument for Maintaining Maritime Borders
6. Assess the Existing Program by ECOWAS to curb the Proliferation of Small and Light Weapons

This was followed by presentation of certificates and NIIA Membership. The closing remark was given by the DG NIIA. He asked the participants to be consumers and distributors of the knowledge acquired in the course as their positions of influence will go a long way to affect other officers/staff of their various ministries, departments, agencies and organizations. With this, the course director led the participants to recite the national pledge. A group photograph was taken followed by the departure of the participants.



## RECOMMENDATIONS

The course came up with the following recommendations;

1. Customs should have patrol teams in our communities and not just at the borders.
2. Interagency cooperation should be encouraged.
3. The NIIA should create a direct link to the presidency for effective implementation of issues raised.
4. Implementation of communiqués issued in courses like this are quite critical as issues should not always remain theories. It is implementation that drives change.
5. We need to mainstream border security into our foreign policy.
6. Foreign affairs should revisit our foreign policy as regarding border security to include cultural affiliations and not just the kinetic approach.
7. Intelligence assets should be recruited from the border communities to fight illegal activities on the borders. However, to secure their loyalty and services, they have to be treated appropriately and provided with basic welfare security and relevant infrastructure by the Nigerian state.
8. Technologically supported devices should be made available to Customs and Immigration officers for effective detection of illegal products. Such could include AI, robotics, etc.
9. There is need for an effective Integrated Border Security Force with a lead agency for a more productive border security management.
10. There is the need to develop and support local technology and capacity in manning the borders through Geo Spatial Intelligence.
11. An Alternative Regulatory Framework harmonizing the operations of all the Agencies involved in Border Management should be put in place.
12. The WCO Coordinated Border Management (CBM) document should be adopted and modified to suit our Border environment.
13. The use of Information Communication Technology (ICT) solutions in Border Management should be enhanced.
14. Border Communities should be provided with basic amenities and involved in the overall scheme of Border Management.





## CONTACTS

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|--|--|
| DR EFEM UBI  | MR KAYODE BOLAJI   |
| AG DIRECTOR OF RESEARCH AND STUDIES, NIIA  | COURSE DIRECTOR  |
| 08152765680  | 08159679520  |
| <a href="mailto:researchdepartment@nia.gov.ng">researchdepartment@nia.gov.ng</a> | <a href="mailto:pbdfafrica@gmail.com">pbdfafrica@gmail.com</a> |
|  | <a href="http://www.pbdfafrica.org">www.pbdfafrica.org</a>     |