



Report of the Vision 2020  
National Technical Working Group  
on  
**Transport**



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## **1.0 INTRODUCTION**

### **1.1 Overview of the Transport Sector**

An efficient transport system is a key factor in the socio-economic development of a nation and improving Nigeria's transport infrastructure will be a necessary pre-condition for achieving the Government's 20:20:20 Vision. It is government's social responsibility to ensure that there is an efficient and effective transport system serving its citizenry. An efficient transport network will allow manufacturers or producers to obtain raw materials or supply national or international markets at minimum cost and with minimum delay, and allow them to access the widest possible number of suppliers or workers. To be most effective it will allocate the economic costs of providing and maintaining the underlying infrastructure between users and the taxpayer so that appropriate pricing signals are sent to manage demand without disadvantaging those who for reasons of income or geography would otherwise pay more than they can afford to access the same markets or suppliers. In planning an all encompassing transport system, government must also anticipate economic and social development of the country to ensure that future demands are considered.

Because of the significant social, political, and environmental impacts of transport, and the high cost of providing a national transport infrastructure, government has an important role in providing, managing, and regulating the national transport network, and this report sets out recommendations on how all levels of government in Nigeria should work together to meet the goals of the 20:20:20 Vision, and to engage the private sector, where appropriate, to deliver improvements and meet the needs and aspirations of Nigerians.

All members of society have access to, or depend on, some form of transport. Often the interests of different users will conflict and it is the responsibility of government to ensure fair access to a safe and efficient transport system. However, this report also explains where governments in the past have failed to deliver on their obligations with the result that a lack of adequate maintenance and investment in the transport network is imposing unnecessary costs on the Nigerian economy and will be a major obstacle to achieving the 20:20:20 Vision. The Working Group recommends a number of actions that government should take to address the country's infrastructure deficit and services, and provide the investment to meet the target of Nigeria becoming the world's 20<sup>th</sup> largest economy.

The working group's recommendations will highlight a significant lack of financial investments, institutional failings (policy, legal and regulatory frameworks) or a lack of accountability. The report recommends that existing policy to reform the institutions that are responsible for managing, regulating, and planning the transport network, and defining policy



for its use and development should be implemented as soon as possible. It also proposes how the burden of paying for the necessary investment should be shared between users and taxpayers. It discusses how greater efficiency can be achieved through better planning of investment to create a more integrated intermodal transport system, and how the private sector can be used to manage risks more effectively and provide greater transparency of cost and accountability for the quality of service to the user.

## **1.2 Scope of the Transport Sector**

The scope of this plan includes all forms of land, water, and air transport – from pedestrians and other road users, airline and maritime passengers, to the carriage of freight; from the provision of roads, railways, ports, inland waterways, pipelines and airports to the regulation of safety and environmental impact of transport networks. It discusses how the role of the private sector could be increased through Public Private Partnerships to provide investment and day to day management of some transport services, and highlights where additional training and investment in data collection will be necessary to support greater professionalism and efficiency in transport planning and delivery. It considers how better regulation can be provided to increase levels of safety and reduce other harmful effects of transport on the environment and costs on other transport users. It also considers the costs that are appropriate in setting out priorities for additional investment, bearing in mind that other sectors will be competing for scarce public and private sector financial resources as part of their contribution to the 20:20:20 Vision.

## **1.3 Overall target of Transport Sector**

Since transport is needed for the effective functioning of many other sectors of the economy, it is imperative that the overall objectives set for the sector should be such that the quality, cost, and quantity of service provided by different modes namely road, rail, inland waterways, shipping and airlines is optimized. That is:

- the different transport modes should be effectively integrated;
- there should be a balance and proper integration of the various modes of transportation
- there should be an appropriate balance between public and private provision of transport, particularly in urban areas;
- investment should be prioritized to maximize economic returns (including safety);



- user charges should take into account both the benefits and affordability to users, and should create a level playing field between different providers and transport modes;
- transport provision, and its costs, should provide genuine choice for users, and the transport of freight;
- costs imposed on future generations by borrowing to invest should be fair, and appropriate; where transport costs are subsidized, this should be in response to specific market failings or for quantifiable social benefit
- The procurement of private sector contracts should be based on fair and transparent competition, and decisions on the roles of public and private parties based on value for money.

Transport policy and investment should be based on an assessment of demand over 10 to 15 years taking into account population growth and demographics, expected developments in the industrial and agricultural sectors. This will require the collation of data on current and expected use of different transport modes and the price elasticity of demand. Traffic forecasts should be subject to sensitivity analysis and all public investment projects subject to detailed social and economic appraisal.

Specific targets for each sector and transport mode are provided in Section 3.1 of this report.

#### **1.4 Process Involved in Developing the Plan**

The approach taken by the Working Group has been to analyse the condition and effectiveness of Nigeria's transport system against comparable international benchmarks and advice from transport experts. The Government's existing policies and investment plans have also been factored into the discussions, including:

- The transport section of Vision 2010;
- The NEEDS document which contains an implementation framework for the three tiers of Government including action points for the States, Local Governments and Ministries, Departments and Agencies (MDAs);
- The Draft National Transport Policy document and its policy objectives and strategies for the attainment of an efficient transport system;
- The Master plan Integrated Transport Infrastructure



- Various International conventions on best practices and standards in transport
- 25Years Strategic Plan for Railway Development.
- Government White paper on the report of the Presidential Panel on Aviation.

Key indicators like modal connectivity, coordination and integration were then defined in order to assess the comparative advantages of various modes of transport as well as the institutions needed to plan and manage them.

The Group then considered the contribution that each sector and mode of transport can make to meeting the 20:20:20 objectives:

- an integrative assessment of the transportation infrastructure including roads, railway, airports, seaports, inland waterways and pipeline to be done;
- analysis of existing transport volume (demand);
- analysis of the current transport infrastructure (supply);
- estimate of the expected growth in transport demand and the need for further investment to improve the overall capacity and effectiveness of the transportation system for international, urban, rural and inter-State passengers and freight;
- a prioritised list of recommendations within each transport mode;
- recommendations for the institutional arrangements for the planning, operation and maintenance of each mode of transport, and the respective roles of government, regulators and the private sector;
- capacity in the transport sector was also assessed with reference to the technological components and management, control and operation of the various transport modes, and the need for training and other capacity building to meet the needs of the 2020 Vision;
- global trends in the transport industry were assessed in order to identify and benchmark best global practices.

Following this analysis, the Working Group has made specific recommendations for regulation, operations & management, and investment of Nigeria's transport system. It has also considered the need to re-balance the provision of transport services for both



passengers and freight across all sectors in order to optimise the overall effectiveness of the transport system, its safety, cost, efficiency, and so that its environmental impact can be minimised. The report concludes with a list of specific recommendations to government

## **2.0 CURRENT ASSESSMENT OF THE TRANSPORT THEMATIC AREA**

### **2.1 Global Trends in Transport Sector**

Increasing globalization of trade, and rising living standards, are increasing the demand for all modes of transport in both the developed and developing world.

Technological developments are making significant improvements to the safety and speed of travel, and in reducing some of its harmful effects such as noise, pollution, and carbon emissions, although many of these improvements are offset by the continuing growth in demand. The increased use of “containerization” has increased the efficiency of transporting goods between major container ports operating as hubs, and then transferring to smaller ports and onto the rail or road network.

In many countries, the increases in the number of journeys are resulting in significant congestion, particularly in urban areas, as existing transport networks reach their design capacity and land use and other budgetary constraints limit further increases. There is a growing recognition that demand for some modes of travel will have to be limited through higher taxes or charges simply because capacity cannot expand indefinitely to meet demand, and also to limit the growth in emissions because of climate change. Rising living standards and economic growth are therefore raising expectations for better transport although many people, particularly in developing countries such as Nigeria, do not have access to many modes of transport, and are therefore excluded from participating in many social or economic activities which depend on an efficient transport system.

Most modes of transport are dependent on petroleum, and this is increasingly being recognized as a scarce and potentially increasingly expensive resource. There is growing emphasis in the developed world on finding alternative sources of fuel, such as biodiesel, and in improving the fuel efficiency of transport, reducing its carbon footprint. Although national governments have increased the safety, and to a lesser extent the environmental, regulation of all modes of transport and increasingly influence behavior through taxation and charges, some international modes of transport such as air and shipping have been more difficult to regulate and tax, particularly through duty on fuel. Other modes, such as passenger rail services or public transport, depend on significant levels of public subsidy to remain viable. In many countries, road transport is usually heavily taxed through sales taxes,



fuel duty, and road tax in excess of public investment in the road network (North America being a notable exception) and in others motoring taxes (including tolls) are paid in to a fund which is exclusively used for investment back in to the road network. However, there has also been a strong resistance to increases in the cost of motoring through higher taxes, charges, or fuel prices and although some governments are starting to consider road user charging as a means to manage demand, this is generally restricted to heavy goods vehicles at present.

There is a clear correlation between the quality of a country's infrastructure and its growth potential, and certain countries such as China have invested heavily in their transport infrastructure. One of the links between transport and economic activity is the relative efficiency of moving goods to market, and the ability to access a wider pool of skilled labour and suppliers. Investing in projects that enable passengers or freight to switch between different modes has been shown to provide good economic returns. These so-called hubs, at airports or ports have become particularly important as international trade has grown. Attempts to provide an alternative to car use through better availability of public transport have been less successful, and in many countries use of railways for interurban journeys has not kept pace with the overall increase in journeys. Investment in public transport in urban areas has often been linked to attempts to discourage car use such as restrictions on parking, pedestrianisation, or congestion charging.

The role of government in owning and operating significant parts of the transport infrastructure has also been changing in recent years. Although the public sector has largely had exclusive responsibility for improving and maintaining a country's road infrastructure (with the exception of a tolled motorways or estuarial crossings), there has been an increasing move towards involving the private sector more in the management and operation of infrastructure such as airports, ports, and railways. Private sector companies are increasingly being contracted through fixed-term concessions for the operation of these facilities, or in the provision of other transport services, under terms set out in a concession agreement, often under the supervision of an independent regulator. In some cases the infrastructure has been fully privatized.

The private sector's role is also being increased through Public Private Partnerships (PPP) in sectors such as roads where previously the public sector has been responsible for management and delivery of the public service. International experience of concessions and PPP is an important factor in the recommendations for the institutional framework for reform of transport provision in Nigeria discussed later in this report.

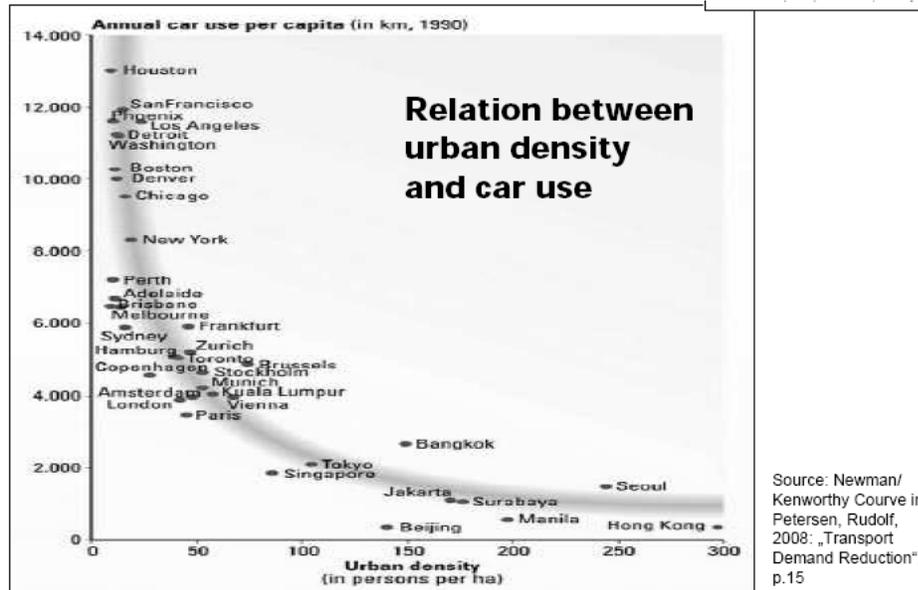


Countries with developed economies have a high speed inter-urban road and railway network. These transport networks may impose tolls or higher charges compared to the rest of the network, and exclude certain types of vehicle or passenger. Passengers or cars may also have a high speed alternative to the standard ferry crossings offered to lower cost, but lower speed, services offered by standard ferries. The growth of low cost airlines has increased the supply of airline services to regional destinations and provided significant competition to the established, former national, carriers and encouraged the adoption of lower cost booking and check-in facilities through the internet. International air travel, although provided through privately owned airlines is still governed by bilateral agreements between governments. Regulation of international shipping, airline and railway services is by independent regulators operating within international treaties. There has been some progress in liberalizing markets through open skies or open access agreements, particularly within economic groupings such as the European Union. In the railway sector, for example, there are requirements to separate track management from the operation of passenger or freight services and to allow train operating companies access to the network under franchise or concession agreements. For passenger services there may be controls on certain types of fare in recognition of the public subsidy of railways, but for freight services in the US, for example, commercial freedom is given to railway operators to price services according to market conditions.

By 2015 there will be 23 mega-cities<sup>1</sup> and nearly 300 cities in the developing world as a result of both increasing population and migration from rural areas. This trend will place increasing pressure on the transport network in the urban areas, with most urban areas experiencing serious road congestion and average speeds of less than 15km/hour. Given the long planning and construction time of most forms of rail-based mass transit systems, and their high cost, many cities in developing countries will need to plan for the necessary investment now and take measures to reduce current levels of dependency on car use. Figure 2.3 below shows the correlation between the use of cars and urban density in different countries.

FIG 2.1 ANNUAL CAR USE PER CAPITA

<sup>1</sup> Lagos being one of such megacities with a population of 15 million and expected to grow to 25 million by 2015.



The balance between rail and road for the transport of freight and passengers varies widely. Many countries in Europe have invested in high speed rail networks between the major cities under the TENS programme and these new services provide an effective alternative to travel by air, although many of the low cost airlines have developed direct routes between regional airports. The development of next day delivery, the growth in on-line retailing, and even national post/parcels services have depended largely on road/air transport. It is in emerging economies, particularly China<sup>2</sup> where there has been continuing investment in heavy rail networks, although light rail systems are being developed as mass transit systems in urban areas. For example the density of the railway network in China has increased from 23 kilometers/10000 square kilometers to 75 kilometers/10000 square kilometers since the 1950s.

<sup>2</sup> China has a total railway length of 77,000km and it is investing an average annum sum of US\$13billion in railway infrastructure. In 2005, its railway totaled about 75,000 kilometers (with double track of 25,300 kilometers and electrified line of 20,200 kilometers), which ranks first in Asia and third in the world.



## **2.2 Comparative Benchmarking of Nigeria's Transport System**

Nigeria compares badly in those areas where government intervention and finance has been necessary to maintain or improve the country's transport infrastructure, particularly in the road, rail, inland waterways, and urban mass transit sectors, and in facilities for the transfer of freight (eg containers) and passengers between different transport modes. There has been however significant growth in the number of airlines providing domestic and regional services, and some improvements in the capacity and efficiency of the ports sector following the award of concessions to private operators for most sea ports.

This section considers benchmarks for transport sector taking railway and urban transport as examples.

## Railways

Table 2.2 below shows the density of railway network of some countries.

**Table 2.2 Table of Density of Country Railway Network (2003)**

Data	South Africa	China	U.S.A	Canada	Russia	India	Germany	Japan	Korea	Nigeria
Population (10000 person)	2100	125146	28532	3108	14475	103236	8233	12703	4734	14000
Area (10000 km <sup>2</sup> )	122	960	962.9	997.1	1707.5	328.7	35.7	37.7	9.9	92.38
Operating route of railway (km)	22477	77000	160000	39400	86075	62759	36652	20165	3123	3505
Km/10000 person	10.7	0.61	5.6	12.7	5.9	0.6	4.5	1.6	0.7	0.25
Density (km/10000 km <sup>2</sup> )	184.2	80.2	166.2	39.5	50.4	190.9	1026.7	534.9	315.5	37.94
GDP (US\$ billions)		1,200	7,576	585	300	500	2,353	4,600	400	

In terms of operational and commercial benchmarks, Table 2.3 gives best practice performance levels for a sample of European, Australian and American rail companies, and the values considered desirable according to a World Bank study by Gannon and Shalizi (1995). Nigeria falls well short of these benchmarks.

Table 2.3 Best Practice in Railways

**Box 6.3. Best practices in railways management indicators. Examples.**

Type	Indicator (example)	Best practice	Desirable
Commercial indicators	<b>Revenues and prices</b>		
	Passenger revenue/ passenger-km (in US\$)	0.036	0.04
	Freight revenue/ ton-km (in US\$)	0.019	0.03
	Freight to passenger tariff ratio (%)	-	-
	<b>Commercial services: general</b>		
	Average train speed (in km/h)	-	60-90
	Arrivals with small delays (among 10-15 min.) (in %)	96	90-95
	Ratio of lost plus damaged freight (in %)	1	1
	<b>Commercial services: passengers</b>		
	Number of passengers per train.	197.5	-
	Passengers-km. per route-km (total) (in thousands per km)	5237 (136)	- -
	<b>Commercial services: freight</b>		
	Number of tons per train	604.13	-
Tons-km per route-km (total) (in thousands per km)	2819.19 (352)	>2000 -	
Operational indicators	<b>Labor productivity</b>		
	Passengers-km per employee	-	-
	Tons-km per employee (in thousands)	11000	>750
	Pass. train-km per employee.	-	-
	Freight train-km per employee.	-	-
	Total train-km. per employee	4434.84	-
	<b>Capital productivity</b>		
	Availability of locomotives (in %)	-	>80%
Ton-km per wagon	914.28	-	
Wagon-km. per wagon	-	-	
Freight and passenger wagons availability (in %)	-	>90%	
Financial indicators	<b>Cost coverage</b>		
	Costs covered with total revenue (in %)	-	>100
	Costs covered with typical revenue (in %)	-	>80
Cost reduction required to reach break-even (in %)	-	<0	

## Urban Transport

Land use characteristics for seven urban cities are given in Table 2.4. By comparison with Table 2.2, Nigeria is low in all indicators and needs to increase its transport network, for example its railway network by five times to 17,525km to match India and by four times to 15,335km to match the USA.

**Table 2.4 Land Use**

**Characteristics**

Some key land use and transport characteristics of the seven case study cities (1995) (based on Kenworthy and Laube, 2001)							
Factor	Hong Kong	Singapore	Munich	Stockholm	New York	Phoenix	Perth
Population	6,311,000	2,986,500	1,324,208	1,725,756	19,227,361	2,526,113	1,244,320
Number of jobs	2,980,151	1,700,900	768,700	838,800	10,108,808	1,035,214	521,810
Metropolitan GDP per capita (\$US, 1995)	\$22,969	\$28,578	\$54,692	\$33,438	\$34,935	\$26,920	\$21,995
Urban density (persons/km <sup>2</sup> )	32035	9353	5566	2902	1804	1039	1089
Cars per 1000 people	46	116	469	386	444	531	658
Length of freeway per capita (metres per 1000 persons)	13.0	44.2	45.3	130.4	112.8	178.9	42.6
Passenger car passenger kilometres per person	930	3570	5913	8460	12,845	15,082	13,546
Public transport passenger kilometres per capita	3,675	3,143	2,622	2,317	1,266	100	642
Percentage of daily trips by walking and cycling (%)	34.1	16.3	32.3	28.0	16.1	4.9	9.1

**2.3 Key Learning Points**

In many transport sectors Nigeria has fallen well behind international benchmarks, and as discussed in the following sections, the condition of much of its infrastructure has suffered from many years of under-investment and lack of maintenance. This has resulted in the growth of Nigeria’s economy falling well below its potential, and disadvantaged its manufacturing and agricultural sectors. Further investment will be required to reverse this decline to catch up with other developing economies, but also to keep up with the trends in the transport sectors discussed in Section 2.1. To meet the challenge of Vision 2020 Nigeria will not only have to increase total funding for the transport sector but also address some of the institutional failings that have led to the relative decline in its infrastructure in the past 30 years. It will also need to identify new sources of funding for transport and encourage private investment through further concessioning and PPP.

The following key points are evidence from section 2.1 above:

- There needs to be greater integration of the transport network with better provision for inter-modal transfers, particularly for freight at ports and for passengers at airports and railways/mass transit systems;
- The use of railways and pipelines for the transport of raw materials, containers, and bulk petroleum products will relieve the pressure on the road network and decrease the unit cost of transporting these materials and goods. Re-connecting the railways to the ports, and the

- provision of serviceable rolling stock is a priority;
- The development of transport plans for the major urban areas should reduce dependence on car use by the provision of integrated public transport systems, including mass transit where this is economically viable. The plans should consider the more effective regulation of private provision of public transport and rationing of road space through congestion charging in city centres;
  - Sustainability is an increasing trend in transport planning and investment (see text box). This requires greater attention on the impact of transport on the environment and on communities, encouraging greater energy efficiency and effective land use and transport planning for the growth of Nigeria's cities, particularly Lagos as one of the world's megacities;
  - Liberalising transport markets and using competition to reduce prices and encourage innovation can be an effective way of encouraging transport efficiency, as evidenced by the growth in domestic airlines. Concessions and PPP may be an alternative to full Liberalisation where there are monopoly effects, public subsidies, or the need for political oversight and independent regulation;
  - Increasing international cooperation and agreement will be required to ensure effective planning and consistency of safety, environmental, and economic regulation of many forms of transport;
  - New sources of finance for investment and additional sources of revenue will need to be found, including fuel duties and user charges if the improvements to transport networks are to be affordable.

## Transport Policy

A sustainable transport policy will normally consist of 5 key elements:

### i. Transport Demand Reduction

- Focus land use on reducing transport Distances
- Parking Reform
- Road/Congestion Charging, Incentives, taxes Car sharing, home based work

L,

### ii. Modal Shift

- Better public transport (BRT)
- Increased cycling and walking
- Improved interfaces NMT/PT

- hinder urban car use

**iii. Urban Revitalization**

- Develop livable and productive cities
- Cities for people not cars

**iv. Freight & Logistics**

- Change production, Distribution and Consumption patterns;
- Increase transport cost

**v. Technological Options**

- Fuel efficient engines
- Alternative fuels
- Re-inventing the car

**2.4 Context of Transport in Nigeria**

This Section of the report describes the current condition and coverage of Nigeria's transport system and the various initiatives, studies, and policies that have been developed in the past 10 years to address its deficiencies. It discusses those reports that cover other aspects of the Nigerian economy before identifying initiatives in each transport sector.

The public transport infrastructure has lacked investment and adequate maintenance for many years, in spite of significant sums being invested in various sectors and other institutional reforms to increase accountability. These are described below for each of the transport sectors, but there has also been a failure of planning to integrate different transport modes so that:

There are currently no rail connections to the country's ports

- The railway system has almost ceased to function, with only one passenger train per week on a limited number of routes, and only a small percentage of locomotives being serviceable;
- Many inland waterways are no longer navigable because of sedimentation, wrecks and other obstructions, inadequate port infrastructure, poor communication and navigational aids, piracy, environmental constraints, legal disagreements between State and Federal jurisdictions;
- There is an over-dependence on road transport with 98% of goods being transported by road

rather than rail or pipeline, but the general condition of the road network is poor from a lack of maintenance, with consequent safety and congestion implications;

- There are no rails or bus links to the major international airports such as Lagos and most public transport provision is unregulated, with increasing use of motorcycles (okada) because of congestion.

## Roads

Nigeria has a total road length of 193,200 kilometers, comprising 34,123 km Federal roads, 30,500 km State roads, and 129,577 km Local Government roads. At 2005 prices, this road network is estimated to have a replacement value of N4.567 trillion, of which Federal roads total N2,213 trillion (48.5% of the total investment in national road infrastructure). Multiple Federal, State and LGA agencies are involved in the enforcement of road transport regulations and the violation of traffic and safety rules. The implication of this is that efforts are duplicated and multiple check points impose additional costs to operators of commercial freight and passenger vehicles as well as other road users.

The Nigerian road network can be characterized by the following:

- (a) Inadequate routine maintenance and neglect of periodic and emergency maintenance coupled with poor initial construction and design. These factors shorten the useful life of the roads and increase the operating cost of vehicles;
- (b) It has been estimated that over the next 10 years, N300 billion will be required to bring national roads into a satisfactory condition. Current neglect of these roads implies a loss of network value of N80 billion per year and additional operating costs of N35 billion per year;
- (c) There is a lack of coordination in the construction and maintenance of the various road networks and a lack of a coherent national road policy, consistent regulation and application of road standards;
- (d) Most operators of goods and passenger vehicles have limited professional and business capacity resulting in inefficient services;
- (e) Road design standards have not kept pace with increasing traffic volumes and vehicle weights and poor axle load control causes significant damage to the road network;
- (f) A lack of road markings, safety barriers, and signage contribute to the high accident and casualty rate on all roads.

## **The Railways**

The current imbalance in modal share between rail and road transportation emerged after the 1960s. Up until then, the railways carried over 60% of the freight tonnage compared to its current share of less than 5%. The length of the network is 3,505 km running from North-South. The basic characteristic of the track is narrow gauge (1.067 m) and single track. In the last twenty years, the highest number of passengers carried was 15.5 million in 1984 and the highest volume of freight was 2.4 million metric tonnes in 1977, and by 2000/1 traffic had fallen to 2 million passengers and less than 300,000 metric tonnes of freight. The railway now accounts for less than 1% of land transport in the country.

The deterioration in the railways has been partly a result of lack of sufficient budgetary provision by the Federal Government coupled with poor management by the monopoly operator - the Nigerian Railways Corporation (NRC). The rolling stock is in very poor condition - for example, in 2004, 54.5% of the wagon available were defective and could not be used and carriages and locomotives were also in poor condition resulting in a reduced number of unreliable services being provided because of locomotive failures. In 1999, for example, only 19.6 per cent of the 115 locomotives available were functional and only 46 per cent of the 2,744 wagons were in use. In addition to the lack of funding, uncoordinated purchases of equipment made interchange of parts impossible and inconsistencies in human capacity development because of different suppliers and management consultants.

## **Inland Waterways**

Nigeria has an inland navigable waterway of about 3,000 km with an extensive coastline of about 852 km. There is therefore great potential for the movement of goods and passengers from the coast to the interior, since these waterways traverse 20 out of the 36 States of the country. Before 1960, river barges transported between 100,000 to 200,000 tonnes of cargo annually, and in the 1990's up to 125,000 tonnes of construction materials were carried annually between Warri and Ajaokuta. The benefits of this form of transport for bulk freight is low cost and environmental impact. The Master Plan for Integrated Transportation Infrastructure (MITI) 2002 estimated that up to 100,000 tonnes of cargo are still being transported along the Bight of Benin where inland waterways are the only available mode of transportation, but this represents less than 1% of the total cargo throughput of Nigeria's ports. Ferry services have also been in decline because of lack of Government support.



### **Air Transport**

Nigeria has 21 international and domestic airports and 62 private airstrips across the country. The airports are still in Federal Government ownership and are managed by the Federal Airports Authority of Nigeria (FAAN). Government also has the responsibility for aircraft regulation, traffic control and navigational aids through the Nigerian Airspace Management Agency, although much of the equipment is obsolete. Lagos, Abuja and Kano airports account for between 77 – 90% of passenger movements and 64 – 89% of aircrafts movements, with Lagos accounting for slightly over half of the international and domestic passengers carried and more than 80% of international and 40% of domestic flights. Only three of the airports cover their operating costs.

### **Water Transport**

By the second half of the 1970s, the country's ports at Lagos, Port Harcourt, Warri and Calabar facilities were severely overstretched as a result of the oil boom and a sharp increase in imports, resulting in delays in ship handling and high demurrage. The Government instigated a massive investment programme that increased port capacity by 300% between 1975 and 1980. At present, the Nigerian Ports Authority (NPA) has 13 major ports under eight port managements, 11 oil terminals and 128 private jetties within the port system. There are 102 hard quay berths, 62 buoys and over 650 different cargo types of handling plants and equipment. All together, the port facilities have a total, cargo handling capacity of over 35 million tonnes.

The ports mainly handle imports, ranging from between 31.6% and 6.7% for general cargo, 53.5% and 44.5% for bulk cargo, and 23.6% and 22.6% for containerized traffic. Overall cargo throughput increased from 20 million tonnes in 1998 to 30 million tonnes in 2000.

The Government has completed a programme of concessioning the operation of the ports in conjunction with fundamental reforms in structure, institutional arrangements and operational modalities. The Nigeria Port Authority (NPA) has become landlord of the port system and build, operate and transfer (BOT) contracts have been granted for port improvements. Six inland container depots are also being constructed as BOOT projects.



## Urban Transport

Urban transportation in Nigeria has been largely based on privately operated bus and taxi services, and increasingly motorcycles (Okada), which are largely unregulated and small scale.

### 2.5 Local Trends and Recent Developments

There are a number of plans and policy statements, in addition to Vision 2020, that provide a background to the overall objectives and targets for transport in Nigeria. These are:

- Vision 2010
- Nigerian Economic Empowerment and Development Strategy (NEEDS) 1 and 2, and the States' Economic Empowerment and Development Strategy (SEEDS)
- Draft National Transport Policy (2002)
- Masterplan for Integrated Transportation Infrastructure 2002

In addition the Government has implemented, or has agreed a policy to implement, specific reforms of key transport sectors such as ports and the maritime sector, and reforms to others such as Federal roads and railways are at an advanced stage but have yet to be implemented. These reforms have been focused on delivering an institutional framework that will increase efficiency and accountability for service delivery in each sector, and create an environment that will encourage greater private sector investment and involvement in the provision and maintenance of the key transport infrastructure. One of the key features of this reform will be the creation of a National Transportation Commission to provide for the economic, safety, and environmental regulation of all transport sectors and with a specific responsibility to monitor the effective integrated planning across all transport modes.

## Ports

The Federal Government has implemented a major programme of transferring responsibility for the improvement and operation of the major port terminals to private sector companies under concession agreements. Those concessions awarded to date include:

- |                                  |   |                 |
|----------------------------------|---|-----------------|
| ▪ Apapa Port                     | - | 3rd April, 2006 |
| ▪ Tin-Can Island Port            | - | 10th May, 2006  |
| ▪ Onne Port Complex              | - | 21st June, 2006 |
| ▪ Warri Port (One Transaction)   | - | 21st June, 2006 |
| ▪ Calabar Port (One Transaction) | - | 21st June, 2006 |



- Port-Harcourt Port - 23rd June, 2006

As a result of the rationalisation programme in the ports 5,000 staff have so far been disengaged following the successful negotiation of a severance package with the Trade Unions. Other elements of the broad Port Reforms are undergoing fine-tuning by stakeholder.

A major benefit of the concession programme has been the provision of new berthing facilities such as:

- New 376 metre quay wall at Federal Lighter Terminal Onne already commissioned and functional and construction of a new berth;
- New Ro-Ro Port at Lagos already commissioned;
- Construction of 570 metre jetty at Federal Ocean Terminal (69% completed);
- Two contracts for the dredging of Calabar Port Channel have been signed and the contractors will mobilize to site shortly;
- The management of shipping channels on a Joint Venture basis with the private sector has resulted in the following improvements:

Bonny- Port Harcourt Pilotage District

- 74 Nos. Buoys laid and Channel dredged to 11.5 metres draft and 230 metres width

Lagos Pilotage District

- 28 Nos. buoys laid and channel dredged to 11.5 metres draft and 250 metres width.
- Dredging of New Ro-Ro port berth to 9.5 metres draft completed.

Emergency Response Units have also been established in each pilotage district and the engagement of cargo and draft surveyors for monitoring service is being finalised. The monitoring of ship to ship transfer operation at off- shore location has already been outsourced;

- The Inland Container Depots (ICDs) programme is continuing with the proposed concessioning of five depots at:
  - Isiala Ngwa;
  - Bauchi;
  - Jos;
  - Ibadan;
  - Maiduguri.



## Maritime Sector

The following programmes have been implemented;

- The Cabotage Act, 2003 will help encourage greater indigenous participation in global shipping;
- Registration of Seafarers and licensing of Manning Agents and Seafarers Employers is now in operation;
- The Government signed up to the International Labour Organization (ILO) Seafarers' Convention 179 of 1996 in December 2003, and the Nigerian Chapter of the National Seafarers' Welfare Board (NSWB) in line with the Seafarers' Welfare Convention of 163 of 1989 and Seafarers' Welfare Recommendation 173 of 1987 was inaugurated in 2004;
- Nigeria has been admitted into the International Maritime Organization's "White List" as having the capacity to implement the Standard of Training Certification and Watch-keeping (STCW) 1995 Convention;
- Twenty-nine (29) of the International Maritime Organisation Conventions have been ratified by Nigeria and a revised Merchant Shipping Bill has been sent to the Presidency for onward transmission to National Assembly;
- Inspection of Nigerian and foreign flagged Vessels has improved within the last two (2) years, with 1800 Nigerian Flag vessels inspected in 2005 and 247 for Port State Control, and 905 Nigerian Flag, and 120 Port State Control vessels inspected between January and May 2006. 9 Nigerian Vessels were banned from operating while 14 foreign vessels were detained for safety/security and pollution violations; [Do we have more recent figures?]
- Wreck Management:
- Bathymetric and Hydrographic Surveys of Wrecks in Nigerian Waters completed in Lagos and part of Port Harcourt areas. Approval has been received for the removal of wrecks in Lagos from Kulal Fisheries to the NMA Resource Centre at Kirikiri;
- Search and Rescue (SAR) Implementation:
- Installation of the Search and Rescue using Global Maritime Distress and Safety System (GMDSS) has commenced at Kirikiri, MMIA, Ikeja, Escravos, Bonny, MAN, Oron and Lokoja. This will enhance SAR operations in the sub-region;
- Training, Examination and Certification of Seafarers:
- The Nigeria Maritime Authority has certified over 400 Nigerian seafarers to STCW '95 requirements as being qualified for cabotage vessels;
- Practical sea-time training has been provided for 30 Cadets from MAN and Oron on Malaysian vessels;



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- The Nigerian Shipping Register has been computerized and will soon be running on-line;
- Nigeria is one of the 25 member States confirmed on the IMO “White List” for Seafarers’ Certification;
- National Guidelines on waste disposal from ships under the MARPOL 73/78 Convention have been developed;
- ISPS Code Implementation:
- Maritime Security enforcement related to Ships and their personnel has been stepped up;
- Provision of Maritime Safety critical Infrastructure:
- Plans are at an advanced stage to acquire one helicopter and two Deep Sea Patrol Boats for SAR, Safety, Security and detection of Marine Pollution whilst 2 scavenger pollution boats are being delivered from the USA;
- Cabotage Implementation:
- Sensitization seminars/workshops have been organized at Lagos and Port Harcourt;
- Focal points for the processing of Seafarers’ Identity Document (SID) has been established in the major ports of the Federation, in line with ILO Seafarers Identity Document Convention 2003 as ratified by Nigeria.

## Roads

The most significant institutional change in the management of the Federal roads network in recent years was the creation of the Federal Roads Maintenance Agency (FERMA) in 2002. This assumed responsibility for the planning and implementation of maintenance across the network whilst major improvement schemes remained with the Federal Ministry of Works (and subsequently the Federal Ministry of Transport and then latterly the Ministry of Works, Housing and Urban Development). The Government is now proposing to subsume the functions of FERMA into a new Federal Highways Authority which would assume executive responsibility for the improvement, maintenance, and operation of the highway network whilst the Ministry would retain the overall policy role. These changes, together with proposals for the creation of a Federal Road Fund, remain policy but the necessary enabling legislation has not yet been sent to the National Assembly. The Road Fund would collect a proposed new fuel levy which would be applied to the maintenance of all roads across the Federation and would be administered by a Roads Board.

The Ministry has also been developing new forms of contract for greater private sector involvement in the planning and implementation of highway maintenance, including Output and Performance Based



Road Contracts (OPRC) as well as concessions. The procurement of the first OPRC contracts is underway and a concession has been awarded for the Lagos to Ibadan Expressway, and five other road concessions are in procurement. Road improvements around Abuja are also being awarded under a contractor- financed arrangement where the capital costs are paid over a four year period.

## **Railways**

The Nigerian Railway Corporation has restructured itself in recent years and downsized its workforce from 12,500 in 2003 to about 6,000 staff now, commensurate with the current low level of capacity utilization because of the poor condition of locomotives and rolling stock.

Government now proposes to rehabilitate the existing narrow gauge railway using conventional contracts and purchase 25 new locomotives in the year 2009 before concessions are awarded for the operation of freight and passenger services in 2010. The process of awarding these contracts has commenced, but the first phase of the 2006 railway modernization and expansion programme – a 1313km standard gauge double track railway between Lagos and Kano via Abuja has been suspended. The six Inland Container Depots described above under Ports section above will have railway connections.

## **2.6 Current Plans and Programmes**

### **Inland waterways**

The current plans and programmes for inland waterways include the dredging of the Lower River Niger from Warri in Delta State to Baro in Niger State, and the development of river ports & jetties:

- Construction of Lokoja river port
- Rehabilitation of Onitsha river port
- Oguta Lake port
- Degema inland port
- Okrika river port
- Idah river port
- Baro river port
- Yenegoa jetty and terminal facilities
- Owerinta jetty
- Ndoni jetty



## Roads

Description of road improvement and concession programme

## Railways

Details of proposed concessions

## Ports

Further development of ports, including proposed deep water port for Lekki Free Trade Zone

### 2.7 Issues and Challenges

It is evident that the poor condition of Nigeria's transport infrastructure is detrimental to the achievement of the national objectives of wealth creation, employment generation and poverty reduction, and other objectives of the 20:20:20 Vision. Not only is the provision of infrastructure in each mode well below any comparable benchmark, but there is also a lack of integration between different modes. This has resulted in over-reliance on roads for freight transport and severe congestion in many cities because of the absence of public transport. The only significant modal interfaces are seaports where cargo are transported from ocean going vessels to heavy goods vehicles, and the lack of operational rail links to ports, especially in Lagos, constitutes a major barrier to efficiency.

The problems in the Nigerian transport sector are a result of:

- Inadequate investment over many years
- Poor maintenance of the existing infrastructure
- Obsolete plant and equipment
- A lack of long-term planning and effective integration between transport modes
- Absence of a clear policy and methodology for determining tariffs
- Inadequate participation by the private sector
- A lack of clarity in the roles of government, public enterprises, operators, and regulators resulting in:
  - Over-bearing government influence;
  - Over centralization in public enterprises;
  - Public monopoly in infrastructure provision and management;
  - Public monopoly in service provision in some modes;
  - Over staffing and poor management in some public enterprises in the sector.



The evident failure of Nigeria's transport infrastructure to meet existing demands and expectations will make the challenge of providing for a rapidly expanding population and the needs of a growing economy consistent with the 20:20:20 Vision. The Federal Government has however proposed a number of policy initiatives to address these challenges which has the following objectives:

- Improvement of service delivery;
- Enhancement of the management capability of the enterprises responsible for services;
- Creation of an institutional, legal and regulatory framework that improves accountability and clarifies roles and responsibilities;
- Increasing the role of the private sector in financing, management and service operation through Public-Private Partnership (PPP).

However, the pace of reform has been slow and much of the required legislation has yet to be presented to the National Assembly. Many of the existing public enterprises lack experience of the new forms of contract, and uncertainty with regard to the precise role and powers of regulators will inhibit some investors. The key challenges that the country faces in order to provide a world-class transport system by 2020 are:

- The creation of an effective multi-modal transportation system:
  - There is the need for a long-term, multi-modal, plan for the transport system, to shift transportation activities from road to alternative modes, particularly rail and inland waterways for freight. This will create greater synergy across the transport system and reduce the damage being done to the road network by heavy goods vehicles.
- Private sector involvement:
  - Successive governments in Nigeria have failed to manage public sector enterprises effectively because of a lack of financial resources and corruption. This has resulted in poor maintenance of the transport infrastructure. Government needs to remove the barriers to private participation in ownership, financing, and management of transport facilities and services.
- Regulatory framework:
  - The Government must propose properly designed laws and regulations to direct and supervise activities in the transport sector while ensuring that these laws are not a substitute for market forces. It is noteworthy that the Government recently established the Infrastructure Concessioning Regulatory Commission (ICRC) to superintend concessioning arrangements. It needs, however, to develop requisite expertise and



experience.

- Finance
  - The PPP model of development in the transport sector does not mean that government will totally abdicate its responsibilities to the private sector. Whereas the private sector will be free to participate in rebuilding the transport sector, government should continue to develop some sub-sectors like railways that may not be attractive to the private sector in its present state. Government will need to identify new sources of revenue to fund the development of the sector and attract the private sector.
- Human Capital
  - The capacity of personnel in the private and public sector to manage the various modes of transport will need to be developed. Existing training institutions may need to be upgraded and new institutions set up to bridge the knowledge gap in the transport sector.

## 2.8 Strategic Imperatives

In spite of the challenges described in the previous section, the Nigerian transport system has tremendous opportunities for strategic and sustainable development.

The strategic imperatives are:

- To develop a clear and effective regulatory framework of the sector;
- To strengthen the management and financial capability of the enterprises involved in planning and managing the countries transport infrastructure by investing in their human capital;
- To ensure that funding for investment and maintenance is adequate, and encourage private financing and investment through appropriate legal, financial and regulatory policies.

## 2.9 Opportunities for Nigeria

Nigeria is a relatively large country of 923,768 km<sup>2</sup> and with a population of over 140 million. The country has significant petroleum, gas, and mineral resources, abundant agricultural and forestry resources and its territorial waters are highly productive with abundant and diverse marine resources. Transport plays an important role in linking the country together economically, socially and politically and in the exploitation and distribution of these resources. It can help to reduce spatial inequality and can contribute to poverty alleviation.



### ***The growth potential of the Nigerian Economy***

Although Nigeria's economy has not grown as highly and consistently as desired, as an emerging economy it has the potential to achieve the growth rates of countries such as India and China. Foreign direct investment in the non-oil sector grew at an average rate of 3.6% between 1999 and 2006. The target for annual GDP growth rate to achieve the 20:20:20 Vision is 13%, and this growth is considered as the minimum needed to achieve adequate per capita income and improve social welfare.

The unbalanced structure of the nation's economy makes her heavily dependent on export earnings from crude oil and on the import of consumer and capital goods. The high level of imports increase the demands on the nation's ports and boosts the overall maritime trade which places Nigeria at an economic advantage in south-Saharan Africa to provide services to landlocked countries in West Africa, particularly Chad and Niger Republic, as well as serve as a hub for transshipment for the West and Central African sub-region.

As noted in Chapter 1, the demand for transport is high and growing and there is a clear need for improvements in the country's transport infrastructure. This will support the country's social and economic growth and enable her compete effectively in international markets. There is also the need to develop a transport strategy that ensures national security, improves connectivity and accessibility in the context of the region, and this presents the following opportunities:

### ***Strategic Alliances***

The need for partnerships and alliance in transportation is imperative if we are to achieve the vision set out in this plan. In addition to the partnership envisaged in Public-Private Partnership (PPP) arrangements, strategic alliances are needed within the transport sector, including alliances between airlines, and shipping companies. Government and academia should also be encouraged to partner to advance a broad-based research agenda. It is important to optimize cooperative opportunities and resources for a common good, with the objective of achieving an enhanced commitment to improve transport operations on a performance-driven, customer-responsive basis.

### ***Security and Defense***

Transportation should be used to address the vital issues of security and defense, and to eliminate transport-related fatalities and injuries. Achieving the safety and security goals will require a proactive



approach to prevent crashes, incidents and mishaps from occurring. It will also require system concepts and procedures that compensate for human error, physical malfunction and environmental disbenefits.

### ***Nigeria's role in ECOWAS and Africa***

With a population of about 140 million people, the country has the largest concentration of the black race in the world. It is imperative to use transportation as a tool for regional development beyond the confines of our borders to reinforce Nigeria's leadership role in Africa. This will require a strategic consideration of the needs of our neighbours in the provision of trans-border transport infrastructures such as railways, roads, shipping, and aviation which will enhance service delivery to other countries in West Africa, especially landlocked countries like Niger and Chad.

### ***Transport as a Tool for Economic Leadership***

The use of transport as a tool for economic leadership is of great strategic importance, especially in the context of West and Central Africa sub-regions. It is imperative that the country develops as the economic and financial Hub of Africa based on a strong economic and financial influence in the West and Central African sub-region. The opportunities created by its geographic location, and the fact that Nigeria accounts for about 70% of the market in West and Central Africa mean that it should:

- Develop its potential and become a regional maritime centre within West and Central Africa;
- Realize its potential to grow into the aviation hub of West and Central Africa;
- Utilize its abundant human and natural resources to develop its transport infrastructure and create an enabling environment for foreign investors, building on the advantages of the use of English and its friendly social climate for business;
- Build on its existing status as a financial, business and social hub in Africa, not only in exploiting its advantages in maritime transport and aviation, but also through the Trans-African Highways to other parts of North and East Africa;
- Encourage the return of Nigerian nationals in the Diaspora, particularly those with skills in Information and Communication Technology (ICT), Engineering that are especially suitable for the advancement of transport technologies envisaged in this document.

## **2.10 Key Success Factors**

The following key success factors will ensure the successful implementation of the vision for an integrated transport system described in this report:



**i. Institutional reform**

Many of the necessary changes to institutional responsibilities across the sector to bring about the modern, integrated and efficient transport system that the country needs are already planned. In many cases the enabling legislation has been drafted, but has yet to be presented to the National Assembly and enacted. The creation of a National Transport Commission as regulator of the surface and water modes of the transport sector and of the National Roads Authority are important reforms which will be key to implementing the improvements set out in this report. There will be a need to ensure that the new organizations have the skills and resources to manage the planning, financing, regulation, and operation of services across the sector. Additional professional and management training, capacity building and effective monitoring and audit will be required.

**ii. A clear regulatory and legal framework**

The role of the National Transportation Commission in regulating the sectors needs to be clear, both in the legislation and in the precedents it sets in applying the legislation. The regulator will have powers to impose additional costs on private operators in each sector as a result of the regulation of safety and environmental standards, and may also have powers to set fares and tariffs in some sectors. Potential private investors in transport infrastructure and services will need to be able to quantify the consequential risks and costs that they may incur.

**iii. Adequate funding**

One of the causes for the present poor condition of Nigeria's transport infrastructure is a lack of investment in new capacity, new technologies, and maintenance. It is important that the Government commits to a long-term and consistent funding of the costs of improving and maintaining the transport infrastructure, whether this is through departmental budgets or from private finance. Providing new sources of funding the Federal road network from a fuel levy or from tolls will reduce the demands on the budget. The Government and Central Bank should also take steps to increase the depth and liquidity of Nigeria's capital markets in order to facilitate the ability of the private sector to raise finance for investment in transport infrastructure.

**iv. Greater private sector involvement**

The failure of existing public enterprises to manage transport services has been described earlier in this report, and greater involvement by the private sector in managing operating transport services and



improving the infrastructure through Public Private Partnership (PPP) will help to address some of the evident failings of current provision. The public sector will retain a planning and supervisory role of the new forms of contract, and new bodies such as the Infrastructure Concession Regulatory Commission will assist with effective implementation of the Government's PPP policy.

**v. Greater transparency and audit**

There should be regular monitoring and audit of government's progress in implementing the transport reforms and investing in the transport system in order to ensure that public money is being well spent and that the public are paying a fair price for the services that are being provided. Ministries and other public bodies, including the National Transportation Commission, should be held accountable for their performance against the objectives of the 20:20:20 Vision.

**vi. Effective communication**

The Government must communicate its policies for transport effectively to the public, potential private sector investors and operators, and trade and professional organisations, particularly if new charges or higher tariffs are being proposed to finance improved services.



### 3.0 VISION, OBJECTIVES, GOALS, STRATEGIES AND INITIATIVES

#### VISION

To evolve an Integrated and Sustainable transport system that is Safe, Intermodal and in line with global best practices by year 2020.

#### OBJECTIVES

In line with this vision, the following are the objectives for the transport sector:

- i. To provide adequate transport infrastructure and services for even socio- economic development of the country
- ii. To ensure the provision of safe efficient and cost effective, transport services for the country.
- iii. Develop the capacity to sustain and continuously improve the quality of transport infrastructure and service delivery in the country

<b>Objective 1:</b> To provide adequate transport infrastructure and services for even socio- economic development of the country				
GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
To transform rural and urban transport system	Increase road density of the country from 0.12km/sq km to 2.km/sq. km.	Increase road density to 0.8km/sq km.	Increase road density to 1.4km/sq. km	Increase road density to 2km/sq. km
	Provide public transport for passenger and goods in all rural communities.	Provide and sustain public transport from LGA Hq to State capital.	Introduce and sustain regular Intra-LGA public transport Services.	Introduce and sustain regular Inter LGA public transport Services.
	Provide road transport terminals.	Provide comprehensive road terminals at all LGA HQ.	Provide transit parks along highways, at more than 100km intervals.	
	Modernise and increase railway network density from 87.94 to 184.2 km/10000 sq. km.	Construct standard gauge rail tracks to reach 6,000km in replacement of existing narrow gauge.	Expand the network to reach 12,000km.	Expand the network to reach 17,000km.

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	Provide local, limited and express trains to ensure carriage of passenger and goods to and from rural areas.	Provide local train services.	Introduce limited train services.	Introduce express train services.
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**Objective 1:** To provide adequate transport infrastructure and services for even socio- economic development of the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
	Provide well serviced stations in locations along the rail line at 25km intervals maximum	Provide local stations with adequate warehouses.	Provide major stations with warehouses.	Provide express station with larger warehouse
	Increase no. of airports from 21 to 37 to cover all state capitals and the FCT.	Build addition 4 airports in state capitals.	Build additional 6 airports in state capitals.	Build additional 6 airports in state capitals.
	Provide domestic air services to all state capitals.	Introduce domestic flights to the new airports.	Introduce domestic flights to the new airports.	Introduce domestic flight to new airports.
	Provide domestic passenger and cargo terminals and aprons.	Build additional domestic passenger and cargo terminals in new airports.	Build domestic passenger and cargo terminals in new airports	Build domestic passenger and cargo terminals in new airports.
	Increase the harnessed inland waterways from 3000km to 8000km.	Dredge and reclaim the first 3000km upstream (u/s).	Dredge and reclaim the next 3000km midstream (m/s).	Dredge and reclaim the final 2000km downstream (d/s).

**Objective 1:** To provide adequate transport infrastructure and services for even socio- economic development of the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
	Provide water craft for carriage of passenger and goods	Provide water craft to operate the u/s section	Provide additional water craft to cover u/s and m/s sections	Provide additional water craft to cover u/s, m/s and d/s sections

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	Provide quay aprons and jetties at all settlements along the waterways.	Develop river ports and jetties u/s	Develop river ports and jetties m/s	Develop river ports and jetties d/s
	Create 4 new deep seaports at Epe/Lekki, Brass, Bonny and Badagry.	Provide a deep sea port at Epe/Lekki.	Develop a deep sea port at Bonny	Develop deep sea ports at Brass & Badagry.
	Commence shipping operations at the new seaports.	Commence shipping operations at the new seaports.	Commence shipping operations at the new seaports.	Commence shipping operations at the new seaports.
	Provide adequate port complexes, including Ro-Ro facilities.	Provide matching port complex.	Provide matching port complex.	Provide matching port complex.
	Extend the pipeline network to convey liquids and gaseous products throughout Nigeria.	Extend pipeline network to all state capitals.	Extend pipeline network to all LG HQs.	Extend services to en-route locations.

**Objective 1:** To provide adequate transport infrastructure and services for even socio-economic development of the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
		Create storage depots at all state capitals.	Create bridging depots at all LGA HQs.	Create consumer outlets at major locations.
	Provide loading terminals for product bridging to hinterland.	Provide bridging to LGA HQs.	Provide bridging to hinterland.	Revert bridging tanks for strategic reserve.
To develop an integrated and cost effective transport infrastructure and services.	Provide standard gauge rail link to all sea ports, air ports, river ports, fuel depots, inland container depots, free trade zones, and sidings to all major industries.	Provide rail link to all sea ports.	Provide rail links to all international and boarder airports, and river ports.	Provide rail links to road terminals in major cities, free trade zones, major industries inland container depots, fuel depots and domestic airports.

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	Provide trains to serve along the new links.	Provide appropriate train for sea port integration.	Provide appropriate trains for airport and river port integration.	Provide appropriate trains to facilitate further integration.
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**Objective 1:** To provide adequate transport infrastructure and services for even socio- economic development of the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
To provide Mass Transit system in all urban centers in the country	Provide mass transit systems in all urban centres in Nigeria with population above 250,000.	Conduct feasibility studies to identify required improvement to the city roads and mass transit service delivery.	Conduct feasibility studies, and design routes and choose the appropriate technology.	Conduct feasibility studies and design routes and choose types of operation and technology.
		Establish a Mass Transit Authority for the city to supervise service delivery.	Establish a Mass Transit Authority for the city.	Establish a Mass Transit Authority for the city.
		Implement in cities with population of 1 million and above.	Implement in cities with population of 500,000 to 1 million.	Implement in cities with population of 250,000 to 500,000.

**Objective 1:** To provide adequate transport infrastructure and services for even socio- economic development of the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM

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To make Nigeria transport hub in Africa	Upgrade all roads leading to our borders to 6 lanes each way.	Upgrade border roads to dual carriage ways with 3 lanes each way.  Provide fleet along with transporters from neighboring countries.  Encourage other African countries, starting with our neighbours, to execute agreed regional and continental highways.	Upgrade and complete border roads to 3 lanes each way.	Upgrade the border road to 6 lanes each way.
	Assist qualified transporters to obtain vehicles.		Provide fleet alongside transporters from the neighboring countries	Provide fleet in cooperation with neighboring countries.
	To establish a Road Transport Operations Authority with regulatory powers for safety and technical regulations.	Seek legal backing for the new Authority.		
	Extend standard rail gauge to our borders.	Extend the rail services into our neighboring countries	Extend the rail services within the sub-region.	Extend the rail services in conjunction with our neighboring countries to North and Central Africa
<b>Objective 1:</b> To provide adequate transport infrastructure and services for even socio- economic development of the country				
GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
	ECOWAS and funding partners to interconnect railway networks.	Provide international trains for goods and passengers	Provide international trains for goods and passengers.	Provide international trains for goods and passengers.
	Upgrade the 4 international airports and the 7 border airports to operate continental routes to African cities.	Upgrade Lagos, Abuja, Kano and P/H airports to ICAO Standards and Recommended Practices.	Upgrade all border airports and commence trans-boarder flights with our neighbors.	Upgrade the cargo facilities in all international and border airports.
	Register indigenous airlines to operate international routes and provide fiscal incentives.	Empower indigenous airlines to participate in Yamoussoukro and Banjul Accord Agreements.	Implement existing Yamoussoukro and Banjul Accord Agreements.	Negotiate cargo flights and open skies arrangements with any interested African country and ensure that Nigerian airlines participate fully.

		Seek open skies regime with Europe to open up the space for Nigerian airlines.	Continue with multilateral regime and multiple designations.	2015 EU Open skies.
	Encourage the emergence of a leading flag carrier on international routes operation.	Set up a Technical Committee to engage Nigerian operators in recommending one airline.	Consider, accept and provide the enabling conditions for bringing into being the recommended leading flag carrier. Commencement of five international routes by the flag carrier.	Repositioning of the flag carrier by taking it to the market to ensure true Nigerian ownership. Expansion of its international route to 10.

**Objective 1:** To provide adequate transport infrastructure and services for even socio- economic development of the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
	Provide deep harbour to cater for large ocean liners and trans shipment facilities at Lagos and Bonny.	Dredge the harbours in Lagos and Bonny to accommodate large ocean liners and provide standard facilities, including RORO facilities in Bonny Develop Calabar as a feeder/transshipment point to support free trade zone.	Provide transshipment facilities for movement by road and rail to neighboring countries.	Consolidate the arrangements for transshipment facilities.
	Develop an Institutional framework for the provision of bunker services at the ports.	Review existing procedures to streamline the supply of bunker.	Implement an effective and efficient bunkering services.	Consolidate the bunkering service.
	Encourage Nigerian companies to own and operate ships.	Empower indigenous firms by providing fiscal incentives.		

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	Ensure effective Implementation of the Cabotage Policy.	Intensify current efforts aimed at increasing the number of seafarers and ship/tonnage acquisition.	Consolidate previous efforts aimed at the full implementation of the Cabotage Act.  Develop local capacity for ship building and repairs.	Full implementation of the Cabotage Policy.
	Extend the pipeline network beyond Nigerian borders to willing markets in Africa and beyond.	Complete the West African Gas Pipeline Project (WAGPP).	Complete the Trans-Saharan Gas Pipeline Project to Spain.	

**1. To ensure the provision of safe efficient and cost effective, transport services for the country**

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
Achieve better coordination among stakeholder in the transport sector.	Establish a Stakeholders' Consultative Forum (SCF).	Register the forum (SCF) with CAC.	Mobilize states to establish their chapters	Introduce forum at LGA levels
		Establish a secretariat for the SCF in Abuja.	Open branch offices in all states of the federation	Open offices at LGA HQs.
		Commence full operation.	Commence local operations.	Commence grassroots sensitization.
	Hold public hearings on topical policy issues before they are introduced.	Legislate on public hearing.	Consolidate the process.	Consolidate the process
Evolve a robust institutional and regulatory framework for the transport sector.	Evolve an acceptable sector policy	Circulate the proposed policy document for public debate.	Reform the existing institutions and create new ones as appropriate.	Achieve steady operation of the new and reformed institutions.
		Streamline the functions of legal institutions and eliminate areas of conflict.	Observe the workings of the Institutions and fine tune where necessary.	Consolidate the arrangements already made.

**Objective 2: To ensure the provision of safe efficient and cost effective, transport services for the country**

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM

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Ensure safety and security in the transport sector	Establish a funding mechanism to support provision of security and safety in all transport modes.	All transport related MDAs to submit security budget for secure operation of their modes, following a threat analysis	Reform the security effort in the transport sector under a single body (Transport Operations Authority)	Consolidate the arrangements already made.
	Centralise the security and safety function in a single institution Provide legal backing to the institution	Process budget through the legislature.	Implement approved budget.	Implement approved budget
Provide steady and innovative financing schemes for the transportation sector	Determine the viability of all undertakings and differentiate funding schemes along viability lines.	Conduct feasibility studies on the operation of each transport mode and identify the level of justifiable subsidy.	Implement an appropriate PPP arrangement.	
<b>Objective 2:</b> To ensure the provision of safe efficient and cost effective, transport services for the country				
<b>GOAL</b>	<b>STRATEGY</b>	<b>INITIATIVES</b>		
		<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>
	Build investor confidence through good governance.	Implement an appropriate arrangement and indicate investment opportunities and available financing options (including PPP arrangement)	Secure Memorandum of Understanding and in-principle commitment.	Subsidize operation in an accountable manner.
		Hold investors' conference to attract investors to the sector. Commence pre-fund raising level activities (for accessing sovereign funds).		

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	Set up a Transport Development Bank.	Develop a Business Plan for the Bank and set up the Bank.	Open the equity and debenture of the Bank to local and international investors, up to 70 per cent on best effort basis.	Nurture and consolidate the Bank.
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### Objective 3: Develop the capacity to sustain and continuously improve the quality of transport infrastructure and service delivery in the country

GOAL	STRATEGY	INITIATIVES		
		SHORT TERM	MEDIUM TERM	LONG TERM
Build and strengthen human capital and professionalism in the transport sector	Establish departments of transport engineering and technology, and transport management in accreditable Nigerian universities and polytechnics.	Establish Transport Departments in 1 accreditable university and 1 accreditable polytechnic in each of the 6 geo-political zones of the country.	Establish courses at post graduate (up to Ph.D) level in chosen transportation research areas.	Nurture Departments to full maturity.
	Restructure and fully fund the transport institutes NITT, NCAT in Zaria and MA in Oron	Restructure and fund the NITT, NCAT and MAN, (Oron).	Conduct training need assessments for immediate and medium term and adjust intake of students accordingly into NITT, NCAT, MAN.	Modernise the institutions (NITT, NCAT and MAN), to ensure that they conform to global technological advancement.
	Set up vocational and technical training centres for transport artisans.	Set up vocational training centres in each state to enroll and train transport artisan.	Establish technical training centre in each state to provide further training to vocational training school graduates.	Introduce conversion courses to enhance cadre and career of technicians.
Ensure the development and application of appropriate technology in the transport sector	Set up local content research units in transport departments in the universities and the institutes to facilitate eventual manufacture of transport infrastructure and craft.	Develop and harvest prototypes for patents and commercial production sponsorships.	Commercial production and use of locally produced component in the manufacture of transport equipment.	Total manufacture and assembly of made in Nigeria transport infrastructure and craft.
		Stimulate the manufacturing industry to consolidate synergies, with transport technology.	Encourage users of transport equipment to adopt local products	Achieve market penetration of local product.

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Institutionalize maintenance culture and strengthen maintenance capabilities in the transport sector.	Adopt a structured approach to maintenance that incorporates funding, technical and managerial skill of personnel, and global best practices.	Include transparently calculated maintenance cost in the expenditure profile of all transport infrastructure and equipment.	Intensify training of maintenance personnel in both technical and managerial skills.	Keep register of specially trained personnel and use them for training new comers on the job.
	Encourage the execution of maintenance using in-house as well as outsourced capabilities.	Deploy qualified personnel to handle maintenance works. Train and retrain the personnel to keep in line with new technology.	Identify specialized maintenance centres for transport infrastructure and equipment and negotiate an out-sourcing scheme.	Encourage the setting up to large specialized maintenance outfits in the country; eg dry dock, hangar, vehicle workshops and civil construction companies for transport infrastructure.
	Asset renewal schemes must dovetail into proper maintenance practices to avoid wastage or service vacuum.	Execute preventive maintenance in-house and outsource major repairs, overhauls and rehabilitation	Encourage standardization of equipment to simplify technical after sales support training and availability of maintenance material.	Board infrastructure or equipment at the end of economic life and renew asset simultaneously to avoid service vacuum.
		Design maintenance schedule to conform with manufacturer's specifications and local conditions	While acquiring new assets insist on after sales support as a pre-condition.	Identify recycling schemes to take care of maintenance wastes and protect the environment

#### 4.0 IMPLEMENTATION PLAN AND MONITORING TOOLS

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Increase road density of the country from 0.12km/sq km to 2km/sq.km	Increase Road density from 0.12 km/ sq. km to 0.8 km/sq. km	2012			Fed. Min. of Works, States Min. of Works, LG Works Dept.	Private sector partners.	FGN State Govts, Local Govts, PPP schemes.
	Increase Road density to 1.4 km/sq km		2015		Fed. Min. of Works , States Min. of Works, LG Works Dept.	Private sector partners.	FGN State Govts Local Govts, PPP schemes.
	Increase Road Density to 2 km/sq km			2020	Fed. Min. of Works , States Min. of Works, LG Works Dept.	Private sector partners.	FGN State Govts, Local Govts, PPP schemes.
Provide Public Transport for passengers and goods in all rural areas.	Provide and sustain public transport for passengers and goods from remote areas to LGA Headquarters and to State capitals	2012			State transport Agencies. Transporters in private sector. Local government Transport Agencies.	FRSC, VIO, Police FERMA.	State Govt. Local Govt. Private Sector. Transport Bank
	Introduce and sustain regular Intra LGA Public Transport Services.		2015		State transport Agencies. Transporters in private sector. Local government Transport Agencies.	FRSC, VIO, Police FERMA.	State Govt. Local Govt. Private Sector. Transport Bank
	Introduce and sustain regular Inter LGA transport service.			2020	State transport Agencies, Transporters in the private sector. Local government Transport Agencies.	FRSC, VIO, Police FERMA.	State Govt. Local Govt. Private Sector. Transport Bank.

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Increase road density of the country from 0.12km/sq km to 2km/sq.km	Increase Road density from 0.12 km/ sq. km to 0.8 km/sq. km	2012			Fed. Min. of Works, States Min. of Works, LG Works Dept.	Private sector partners.	FGN State Govts, Local Govts, PPP schemes.
	Increase Road density to 1.4 km/sq km		2015		Fed. Min. of Works , States Min. of Works, LG Works Dept.	Private sector partners.	FGN State Govts Local Govts, PPP schemes.
	Increase Road Density to 2 km/sq km			2020	Fed. Min. of Works , States Min. of Works, LG Works Dept.	Private sector partners.	FGN State Govts, Local Govts, PPP schemes.
Provide Public Transport for passengers and goods in all rural areas.	Provide and sustain public transport for passengers and goods from remote areas to LGA Headquarters and to State capitals	2012			State transport Agencies. Transporters in private sector. Local government Transport Agencies.	FRSC, VIO, Police FERMA.	State Govt. Local Govt. Private Sector. Transport Bank
	Introduce and sustain regular Intra LGA Public Transport Services.		2015		State transport Agencies. Transporters in private sector. Local government Transport Agencies.	FRSC, VIO, Police FERMA.	State Govt. Local Govt. Private Sector. Transport Bank
	Introduce and sustain regular Inter LGA transport service.			2020	State transport Agencies, Transporters in the private sector. Local government Transport Agencies.	FRSC, VIO, Police FERMA.	State Govt. Local Govt. Private Sector. Transport Bank.

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STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Increase Road density to 0.8 km/sq km	National Planning Commission (NPC)	Quarterly	KM achieved	15%	Fed. Highways Authority yet to be established	Quality of supervision of Fed. Projects is reduced	FMWH & UD to take Fed. Highways Authority bill to council.
	Increase Road density to 1.4 km/sq km	National Planning Commission (NPC)	Quarterly	KM achieved	0%	Fed., States & LGs yet to commence construction	Lack of Performance at state & LG levels	Min. of Works to take up issue with all states and LGs
	Increase Road Density to 2 km/sq km	National Planning Commission (NPC)	Quarterly	KM achieved	0%	Fed., State & LGs yet to commence Construction.	Lack of Performance at state & LG levels	Min. of Works to take up issue with all states and LGs
	Provide and sustain transport for passenger and goods from LGA HQs to State. capitals	National Planning Commission (NPC)	Quarterly	Passenger-km travelled; tonne-km travelled.	50%	Some states & LGs are yet to establish transport Agencies.	Insufficient service delivery, High transport cost.	Direct, Fed., States and LGs to comply
	Introduce and sustain regular Intra LGA Public Transport Services	National Planning Commission (NPC)	Quarterly	Passenger-km travelled, tone-km travelled.	10%	Some states & LGs yet to establish transport Agencies	Insufficient service delivery High transport cost.	Direct States and LGs to comply.
	Introduce and sustain regular Inter LGA transport service	National Planning Commission (NPC)	Quarterly	Passenger KM covered; turn KM covered	5%	Some states & LGs yet to establish transport Agencies	Insufficient service delivery High transport cost.	Direct States and LGs to comply.

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Provide Road transport terminals and rest facilities along highways	Provide comprehensive Road Transport terminals at all LGA Headquarters	2012			Local Governments	P. P. Partners, Police, FRSC	LGs , PPP schemes., Transport Devt. Bank.

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	Provide transit park and rest facilities at not more than 100 km intervals along Highways.	2012			Federal Min. of Works.	Federal Highway Authority, States, PP Partners, Police, Oil companies, FRSC, FERMA.	FGN, PP Partners, Transport Devt., Bank. State Govts.
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STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Provide comprehensive Road Transport terminals at all LGA Headquarters	National Planning Commission (NPC) and relevant State agencies.	Quarterly	No. of terminals provided .	0%	LGAs yet to be directed	Lack of achievement of the plan.	LGAs to be instructed to provide facility
	Provide transit park and rest facilities at not more than 100KM along Highways	National Planning Commission (NPC) and relevant State agencies.	Quarterly	No. of terminals provided .	0%	Fed. Min. of Works yet to be directed	Lack of achievement of the plan.	Fed. Min. of Works and Housing to be instructed to provide facilities

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Modernize and increase railway network density from 37.94 to 184.2 Km/ 10000 sq. km.	Construct double standard gauge rail tracks to reach 6000km in replacement of existing narrow gauge track.	2012			NRC	Fed. Min. of Transp. P. P. Partners .	FGN, PPP schemes., Transport Devt. Bank.
	Expand the network to reach 17,000 km to connect all state capitals and industrial areas to the rail network.		2015		NRC	Fed. Min. of Transport, P. P. Partners	FGN, PPP schemes, Transport Devt. Bank.
	Expand rail network to km to connect all LG HQs.			2020	NRC	NRC/Proposed National Railway Authority.	FGN, PPP schemes, Transport Devt. Bank.

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STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Construct Standard Gauge rail trucks to reach 6000km in replacement of existing narrow gauge track.	NPC	Quarterly	KM	1.6 % (Ajaokuta-Itakpe-Warri line).	Standard Gauge yet to be embarked upon.  Insistence on the continued use of the narrow gauge track. Nigerian Railway Bill yet to be passed.	Project may be unduly delayed.  It is expensive and lacks future relevance.  Greater efficiency is at risk.	FGN to embark on standard gauge track without any further delay. Embark on standard gauge without delay.  NRA Act to be enacted.
	Expand the network to 17,000 KM and connect all state capitals.	NPC	Quarterly	KM	0%	Standard Gauge yet to be embarked upon	Project may be unduly delayed	FGN to embark on standard gauge track without any further delay
	Expand the network to 17,000 km and connect all LG Headquarters	NPC	Quarterly	KM	0%	Standard Gauge yet to be embarked upon	Project may be unduly delayed	FGN to embark on standard gauge track without any further delay

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Provide local limited and express trains to ensure carriage of passengers and goods from all areas.	Provide local trains.	2012			NRC P P Partners	Fed. Min. of Transport	FGN/NRC, PP schemes, Transport Devt. Bank
	Provide Limited trains along with local trains.		2015		NRC P P Partners	Fed. Min. of Transport	FGN/NRC, PP schemes, Partners, Transport Devt. Bank.
	Provide Express trains along with Limited and Local trains			2020	NRC P P Partners	Fed. Min. of Transport	FGN/NRC, PP schemes, Transport Devt. Bank.
Provide Railway Stations at 25km intervals (maximum)	Provide local stations with storage along completed tracks	2012			NRC P P Partners	Fed. Min. of Transport	FGN/NRC, PP schemes, Transport Devt. Bank

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	Provide local and major station with warehouses at state capitals		2012		NRC P P Partners	Fed. Min. of Transport	FGN/NRC PP schemes, Transport Devt. Bank
	Provide local, major and Express stations with larger warehouses at Express Termini			2020	NRC P P Partners	Fed. Min. of Transport	FGN/NRC, PP schemes, Transport Devt. Bank.

STRATEGY	INITIATIVE	MONITORING AGENCIES	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Provide local trains	Fed. Min. of Transport	Quarterly	Passenger-km, tonne-km	2%	Project yet to commence	Delays Imminent	Federal Govt. to award projects.
	Introduce Limited Trains along with local	Fed. Min. of Transport	Quarterly	Passenger-km, tonne-km	0%	Project yet to commence	Delays Imminent	Federal Govt to award projects
	Introduce Express Trains along with local & linked trains	Fed. Min. of Transport	Quarterly	Passenger-km, tonne-km	0%	Project yet to commence	Delays Imminent	Federal Govt to award projects
	Provide local stations with storage along completed tracks	Fed. Min. of Transport	Quarterly	Number of Stations built	0%	Project yet to commence	Delays Imminent	Federal Govt to award projects
	Provide local and major stations with warehouses along with maintenance workshops at 500 km intervals and running sheds at 200km	Fed. Min. of Transport	Quarterly	Number of Stations built	0%	Project yet to commence	Delays Imminent	Federal Govt to award projects

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	Provide local, major and express stations along completed track with larger warehouses and locomotive sheds and engineering bases at express stations.	Fed. Min. of Transport	Quarterly	Number of Stations built	0%	Project yet to commence	Delays Imminent	Federal Govt to award projects
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STRATEGY	INITIATIVES	TIME LINE			IMPLEM NTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Increase number of airports from 21 to 37 to reach all state capitals and FCT	Build additional 4 airports in state capital c/w Terminal, for passenger and cargo	2012			FAAN	F M of Aviation, States NCAA NAMA MET PP Partners	FGN States PP schemes, Transport Devt. Bank.
	Build additional 6 airports in state capitals c/w terminals for passengers and cargo		2015		FAAN	F M of Aviation, States NCAA NAMA MET PP Partners	FGN, States PP schemes, Transport Devt. Bank.
	Build additional 6 airports in state capitals c/w terminals for pax and cargo			2020	FAAN	F M of Aviation, States NCAA NAMA MET PP Partners	FGN, States PP schemes, Transport Devt. Bank.
Rehabilitate the abandoned airstrips in the existing National Airstrip directory	Rehabilitate 20 airstrips	2012			Fed. Min. of Aviation	States NEMA NCAA NAMA MET	FGN, States
	Rehabilitate 25 airstrips		2015		Fed. Min. of Aviation	States NEMA NCAA NAMA MET	FGN, States
	Rehabilitate 25 airstrips			2020	Fed. Min. of Aviation	States NEMA NCAA NAMA MET	FGN, States

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Provide Domestic air service on schedules and charter basis to all states	Provide & sustain domestic air services to the 4 new airports in addition to existing routes	2012			Nigerian Registered Airlines	FM Aviation NCAA FAAN NAMA MET States	Private Airlines, Transport Devt. Bank.
	Provide & sustain domestic air services to the 4 new airports in addition to existing routes		2015		Nigerian Registered Airlines	FM Aviation NCAA FAAN NAMA MET States	Private Airlines, Transport Devt. Bank.
	Provide & sustain domestic air services to the 4 new airports in addition to existing routes			2020	Nigerian Registered Airlines	FM Aviation NCAA FAAN NAMA MET States	Private Airlines, Transport Devt. Bank.

STRATEGY	INITIATIVE	MONITORING AGENCIES	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Build additional 4 airports in state capital c/w Terminal, for passenger and cargo	NPC NCAA	Quarterly	Number Constructed	0%	Not yet commenced	Delay	Project to be approved by FGN on time
	Build additional 6 airports in state capitals c/w terminals	NPC NCAA	Quarterly	Number Constructed	0%	Not yet commenced	Delay	Project to be approved by FGN on time
	Build additional 6 airports in state capitals c/w terminals fro passenger and cargo	NPC NCAA	Quarterly	Number Constructed	0%	Not yet commenced	Delay	Project to be approved by FGN on time
	Rehabilitate 20 airships	NPC NCAA	Quarterly	Number Rehabilitated	0%	Not yet commenced	Delay	Project to be approved by FGN on time
	Rehabilitate 25 airships	NPC NCAA	Quarterly	Number Rehabilitated	0%	Not yet commenced	Delay	Project to be approved by FGN on time
	Rehabilitate 25 airships	NPC NCAA	Quarterly	Number Rehabilitated	0%	Not yet commenced	Delay	Project to be approved by FGN on time
	Provide & sustain domestic air services to 4 new airports	NCAA NPC	Quarterly	Passenger kilometer & Ton Kilometer	0%	Construction of new airports yet to commenced	Delay	FGN to commence project without further delay
	Provide and sustain domestic air services to 6 new airports	NCAA NPC	Quarterly	Passenger kilometer & Ton Kilometer	0%	Construction of new airports yet to commenced	Delay	FGN to commence project without further delay

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	Provide and sustain domestic air services to 6 new airports	NCAA NPC	Quarterly	Passenger kilometer & Ton Kilometer	0%	Construction of new airports yet to commenced	Delay	FGN to commence project without further delay
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STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Increase the harnessed inland waterway network from 3,000 to 8,000km	Dredge and reclaim the first 3000 km up/s (up- stream)	2012			NIWA	FMT	FGN, Transport Devt. Bank
	Dredge and reclaim the mid 3000 km m/s (mid-stream)		2015		NIWA	FMT	FGN, Transport Devt. Bank
	Dredge and reclaim the last 2000 km d/s (down-stream)			2020	NIWA	FMT	FGN, Transport Devt. Bank
Provide Water Craft for passenger and goods	Provide water craft in the up-stream section	2012			NIWA	FMT, States, PP Partners.	FGN, PP schemes, Transport Devt. Bank
	Provide Water craft in the up/s and mid-stream sections		2015		NIWA	FMT, States, PP Partners.	FGN, PP schemes, Transport Devt. Bank
	Provide Water craft in the u/s, m/s, and down-stream sections			2020	NIWA	FMT, States, PP Partners.	FGN, PP schemes, Transport Devt. Bank
Provide quay aprons and jetties at all settlements along the waterway	Develop river ports and jetties along u/s sections	2012			NIWA	FMT, States, PP Partners.	FGN, PP Schemes, Transport Devt. Bank.
	Develop river ports and jetties along m/s sections		2015		NIWA	FMT, States, PP Partners.	FGN, PP schemes, Transport Devt. Bank
	Provide rivers ports and jetties along d/s sections			2020	NIWA	FMT, States, PP Partners.	FGN, PP schemes, Transport Devt. Bank

STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Dredge and reclaim the first 3000 km ups (up stream)	FMT NPC	Quarterly	Km dredged per year.	0%	Dredging yet to commence	Delay	FGN to award the dredging
	Dredge and reclaim the mid 3000 km ups down stream	FMT NPC	Quarterly	Km dredged per year	0%	Dredging yet to commence	Delay	Contracts on time

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	Dredge and reclaim the last 2000 km ups down stream	FMT NPC	Quarterly	Km dredged per year	0%	Dredging yet to commence	Delay	Contracts on time
	Provide water craft in the up- stream sections	FMT NPC	Quarterly	Passenger s kilometer ton kilo meters	10%	Old and un serviceable fleet of NIWA	No carrying capacities	NIWA to be assisted to acquire vessels
	Provide Water craft in the u/s and mid-stream sections	FMT NPC	Quarterly	Passenger s kilometer ton kilo meters	10%	Old and un serviceable fleet of NIWA	No carrying capacities	NIWA to be assisted to acquire vessels
	Provide Water craft in the up- stream, and mid- stream sections	FMT NPC	Quarterly	Passenger s kilometer, ton kilo meters	10%	Old and un serviceable fleet of NIWA	No carrying capacities	NIWA to be assisted to acquire vessels
	Develop river ports and jetties u/s	FMT NPC	Quarterly	Number of ports developed	10%	Old jetties of NIWA only	No landing stations	Provide systematically . FGN and PP partners to act.
	Develop river ports and jetties m/s	FMT NPC	Quarterly	Number of ports developed	10%	Old jetties of NIWA only	No landing stations	Provide systematically . FGN and PP partners to act.
	Develop river ports and jetties d/s	FMT NPC	Quarterly	Number of ports developed	10%	Old jetties of NIWA only	No landing stations	Provide systematically . FGN and PP partners to act.

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Increase port services creating 4 new deep seaports at Epe, Badagry Bonny and Brass. Provide matching port complexes including RORO facilities.	Provide a deep seaport at Epe provide matching port facilities	2012			NPA	FMT PP Partners	Fed. Govt., Transport Devt. Bank PP schemes.
	Develop a deep seaport at Bonny provide matching port facilities		2015		NPA	FMT PP Partners	Fed. Govt., Transport Devt. Bank, PP schemes.
	Develop a deep seaports at Brass and Badagry provide making port facilities			2020	NPA	FMT PP Partners	Fed. Govt., Transport Devt. Bank, PP schemes.

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Commence and sustain shipping operation at the new sea ports	Commence and sustain shipping operation at Epe	2012			Shipping lines	FMT Shippers' Council NIMASA NPA	Private Sector, Transport Devt. Bank.
	Commence and sustain shipping operations at Bonny		2015		Shipping lines	FMT Shippers Council NIMASA NPA	Private Sector, Transport Devt. Bank
	Commence and sustain shipping operation at Brass and Badagry			2020	Shipping lines	FMT Shippers Council NIMASA NPA	Private Sector Transport Devt. Bank

STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Provide a deep seaport at Epe c/w matching port facilities and RORO services	FMT NPC	Quarterly	Completion of port complex	0%	Project yet to start	Delay	NPA to source funds and commence projects without delay
	Provide a deep seaport at Bonny c/w matching port facilities and RORO services	FMT NPC	Quarterly	Completion of port complex	0%	Project yet to start	Delay	NPA to source funds and commence projects without delay
	Provide deep seaports c/w matching ports facilities and RORO services at Brass and Badagry	FMT NPC	Quarterly	Completion of port complexes	0%	Project yet to start	Delay	NPA to source funds and commence projects without delay
	Commence & sustain shipping operation at Epe	FMT NPC	Quarterly	Passenger-km, Tonne-Km,	0%	Port yet to be built	Delay	NPA & Shipping lines to commence projects without delay
	Commence & sustain shipping operation at Bonny	FMT NPC	Quarterly	Passenger-km, Tonne-Km,	0%	Port yet to be built	Delay	NPA & Shipping lines to commence projects without delay
	Commence & sustain shipping operation at Brass and Badagry	NTC NPC	Quarterly	Passenger-km, Tonne-Km,	0%	Port yet to be built	Delay	NPA & Shipping lines to commence projects without delay

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STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Extend Pipelines to convey liquid and gaseous production to all major towns throughout Nigeria	Extend pipelines to all state capitals	2012			PPMC NGC	Min. of Pet. Resources, NNPC	FGN, PP schemes, Transport Devt. Bank.
	Extend Pipelines to all LG. Headquarters		2015		PPMC NGC	Min. of Pet. Resources, NNPC	FGN, PP schemes, Transport Devt. Bank.
	Extend services to en-route locations along the pipelines net			2020	PPMC NGC	Min. of Pet. Resources, NNPC	FGN, PP schemes, Transport Devt. Bank.
Provide loading terminals for product bridging to the hinterland	Provide bridging to state capitals pending completion of pipelines	2012			PPMC NGC	Min. of Pet. Resources, NNPC Private Tanker Owners	Private Tanker Owners, Transport Devt. Bank
	Provide Bridging to LGA Headquarters pending completion of pipelines		2015		PPMC NGC	Min. of Petro Resources, NNPC Private Tanker Owners	Private Tanker Owners, Transport Devt. Bank
	Provide bridging service to the hinterland for LGA Headquarters and establish strategic reserve at all depots.			2020	PPMC NGC	Min. of Petro Resources, NNPC Private Tanker Owners	Private Tanker Owners, Transport Devt. Bank

STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Extend pipelines to all state capitals	Min. of Petro Resources, NPC	Quarterly	KM	20%	Project yet to commence	Delay	PPMC and NGC to start projects immediately
	Extend Pipelines to all LG. Headquarters	Min. of Petro Resources, NPC	Quarterly	KM	0%	Project yet to commence	Delay	PPMC and NGC to start projects immediately
	Extend services to en-route locations along the pipelines network	Min. of Petro Resources, NPC	Quarterly	KM	0%	Project yet to commence	Delay	PPMC and NGC to start projects immediately

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	Provide bridging service to the hinterland for LGA Headquarters and establish strategic reserve at all depots.	DPR NPC	Monthly	Line	100% bridging 50% for strategic reserves	Already on going	Volume low for bridging to Min. of land	Increase volume to Min. of Land
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STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Provide standard gauge rail link to all seaports, airports, river ports, fuel depots, inland container terminals free trade zones and sidings to all major industries, and provide and sustain train services	Provide Rail link and trains to sea ports	2012			NRC	NPA PP Partners	FGN, NRC, PP schemes, Transport Devt. Bank
	Provide Part links and trains to international and border Airports, and River ports.		2015		NRC	NPA PP Partners	FGN, NRC, PP schemes, Transport Devt. Bank
	Provide rail links and trains to road terminals in major towns free trade zones, major industries inland container depots, fuel depots and domestic airports			2020	NRC	PPPs FHA FTZ NPA Industries PPMC FAAN	FGN, NRC, PPPs, Transport Devt. Bank
Provide urban mass Transit in all urban centers in the country with population 250,000 and above	Establish a Mass transit Authority for each city	2012			State Govts	Local Govt	State Govts.,
	Design and construct improvements to the city routes preparatory to introducing mass transit		2015		City Mass Transit Authorities. (CMTA)	Local Govt. State Min. of Works FRSC	Local Govt., P. P. schemes, Transport Devt. Bank.
	Provide Mass transit Buses and light rails to serve the public			2020	CMTAs Private Sector Bus and Light Rail Companies	Local Govt. VIO, FRSC, Police.	PP schemes, Transport Devt. Bank.
Safety Education and Reducing Accidents	Widen road safety teaching at the primary and secondary school levels	2010			FRSC	Primary and secondary schools	Civil Society Groups, State and LGs

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STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Provide Rail link and trains to seaports	Min. of Transport NPC	Quarterly	No	5%	Project yet to commence	Delay	Min. of Transport to direct NRC accordingly.
	Provide Rail links and trains international Airports Border airports and river ports	Min. of Transport NPC	Quarterly	No	2%	Project yet to commence	Delay	Min. of Transport to direct NRC. accordingly
	Establish a Mass transit Authority for each city of population 205,000 and above	State Govt	Monthly	Enactment and Establishment	2%	Project implemented only in 5 state capitals & Abuja	Delay	State Govts to coordinate implementation coordination meeting
	Design and construct improvements to the city routes preparatory to introduction of mass transit Buses or light rail.	State Govt.	Monthly	KM	2%	Not yet commenced	Delay	State Govts to coordinate implementation coordination meeting
	Provide operate and sustain mass transit serve using buses or light rail or combination of both	State Govt.	Monthly	Pax kilometer Ton kilometer	2%	Private Sector Operators to be mobilized	Delay	State MT Authority to speed up supervision of stakeholders

STRATEGY	INITIATIVES	TIME LINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Upgrade all roads leading to the border to 6 lanes each why	Upgrade border roads to 3 lanes each way. Facilitate Nigerian Transporters to provide vehicles	2012			FMW	FERMA ,FRSC	FGN, PP schemes, Transport Devt. Bank.
	Upgrade to 6 lanes each way and facilitate Nigerian Transporters to provide vehicles		2015		FHA(Federal Highway Authority)	FERMA ,FRSC	FGN, PP schemes, Transport Devt. Bank.
Extend the rail lines to our borders and provide trains	Extend rail lines to our borders provide goods train			2020	NRC	F M Transport	FGN, PP schemes, Transport Devt. Bank.

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Upgrade International and Border Airports to operate continental routes using Nigerian Flag Carriers on Bilateral, multilateral or open skies arrangement	Upgrade the international and border airports to ICAO Standards and encourage Nigerian Flag Carriers to operate regular continental and intercontinental flights.	2012			FAAN NAMA MET AIRLINES	Fed. Min. of Aviation NCAA	FGN, PP schemes, Transport Devt. Bank.
Provide deep harbors to cater for large ocean lines and transshipment facilities and encourage Nigerian shipping lines participate in the shipping market	Dredge the Lagos and Bonny harbors	2012			NPA	FMT NTC (National Transport Commission)	FGN
	Provide for transshipment at the harbors		2015		NPA	FMT NTC	FGN
	Interface the sea rail and road transport modes to evacuate cargo to our neighbors and land-locked African countries.			2020	NPA/NRC/FHA	FMT FMW NTC	FGN, PP schemes, Transport Devt. Bank.

STRATEGY	INITIATIVE	MONITORING AGENCY	MON. FREQ.	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Upgrade border roads to 3 lanes, each way	FMW NPC	Quarterly	Km	0%	Project yet to commence	Delay	Fed. Highway Authority (FHA) to be established and to commence work early.
	Upgrade the border roads to 6 lanes each way. Provide transportation using Nigerian Private Transport Companies.	FMW NPC	Quarterly	Km	0%	Project yet to commence	Delay	FHA to be established and to commence work early.
	Extend rail lines to our borders and provide international train services	FMT	Quarterly	Km	0%	Project yet to commence	Delay	NRC to commence work early.

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	Upgrade the international and border Airports to ICAO/SARPs and assist the emergence of competent Cat 1 Nigerian Flag Carrier(s)	Fed. Min. of Aviation (FMA), NCAA	Quarterly	Passenger Kilometer and Ton kilometer	0%	Project yet to commence	Delay	FAAN , NAMA and MET to commence work early  FMA to mid-wife and designate Nigerian Flag Carrier(s)
	Accept the imperative of a leading flag carrier for Nigeria to drastically reduce capital flight.	FMA, NCAA	Biannually	Est. of a flag carrier.	0%	Project yet to commence.	Delay	BPE, National Planning Commission and the Presidency.
	Dredge Lagos and Bonny harbors and provide transshipment facilities	FMT NTC	Quarterly	Ton kilometer	0%	Project yet to commence	Delay	NPA to commence work early
	Interface the sea, rail and road transport modes to evacuate cargo to our neighbors and land- locked interested African countries.	FMT FMW	Quarterly	Tonne kilometer	0%	Project yet to commence	Delay	NPA, NRC and FHA to commence work early

STRATEGY	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COM P	ISSUES	RISKS	MITIGATION
	Extend the gas pipelines to Niger Republic en-route Spain (West African Gas Pipeline) Provide Niger with its gas needs.	Fed. Min. of Petroleum Resources, NNPC.	Monthly	Km of Pipeline Constructed	0%	Negotiations with buyers should be concluded so that project can proceed	Less of market	The Fed. Govt. has to meet some of the motivational conditions from Niger, Algeria, Spain etc.
	Extend the gas pipeline to Spain and to deliver gas to Europe within terms of contractual agreement.	NNPC	Monthly	KM of Pipeline Constructed	0%	Negotiations with buyers should be concluded so that project can proceed	Less of market	The Fed. Govt. has to meet some of the motivational conditions from Niger, Algeria, Spain etc.

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	Extend the gas pipeline to all interested African countries within contractual agreement.	NNPC	Monthly	KM of Pipeline Constructed	0%	Negotiations with buyers should be concluded so that project can proceed	Less of market	The Fed. Govt. has to meet some of the motivational conditions from Niger, Algeria, Spain etc.
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STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Establish a stakeholders consultative forum (SCF)	Register the Transport Stakeholders Consultative Forum (SCF) with CAC. Open the secretariat at Abuja	2012			SCF (Stakeholders consultative forum)	All Stakeholders in the transport sector. Media	All Stakeholders on a registration and subscription basis
	Mobilise states to establish chapters with branch offices in state capitals		2015		SCF (Stakeholders consultative forum)	All Stakeholders in the transport sector. Media	All Stakeholders on a registration and subscription basis
	Introduce forum at the grassroots and open local govt. offices at LG Headquarters			2020	SCF (Stakeholders consultative forum)	All Stakeholders in the transport sector. Media	All Stakeholders on a registration and subscription basis
	Hold public hearings on topical policy issues before they are introduced and use the media to achieve mobilization of public opinion from the grassroots to the states and federal levels.	2012			SCF (Stakeholders consultative forum)	All Stakeholders in the transport sector. Media	All Stakeholders on a registration and subscription basis

STRATEGY	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Register the stakeholders consultative forum (SCF) with CAC with its secretariat at Abuja	Consumer Protection Council (CPC)	Quarterly	Establish the SCF and open its secretariat	0%	Body yet to be registered	Delay	FMT/Consumer protection council to midwife the establishment of the SCF
	Mobilise states to establish chapters with branch offices in state capitals	SCF Headquarters	Quarterly	Establish state chapters complete with branch offices	0%	Body yet to be registered	Delay	FMT/Consumer protection council to midwife the establishment of the SCF

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	Introduce forum at the grassroots and open local govt. offices at LGs Headquarters	State Chapters	Quarterly	Establish LGA Offices of SCF	0%	Body yet to be registered	Delay	FMT/Consumer protection council to midwife the establishment of the SCF
	Hold public hearings on topical policy issues before they are introduced and use the media to achieve mobilization of public opinion from the grassroots to the states and federal levels.	CPC Consumer protection council	Monthly	Frequency of media coverage	0%	Body yet to be registered	Delay	Consumer protection council to midwife the establishment of the SCF.

STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Evolve an acceptable sector policy	Subject the draft sector policy to comprehensive debate by all sub sector stakeholders	2012			BPE ,	Fed. Min. of Transport, Fed. Min of Pet. Res., Fed. Min. of WH & UD, Fed. of Min. of Aviation, Fed. Min. of Justice, Fed. Min. of Information. All Parastatals under these ministries.	FGN, States, LGs
	Reform the institutions to operate as per any new legal framework		2013		BPE	Fed. Min. of Transport, Fed. Min of Pet. Res., Fed. Min. of WH & UD, Fed. of Min. of Aviation, Fed. Min. of Justice, Fed. Min. of Information. All Parastatals under these ministries.	FGN, States, LGs.
	Commence and sustain operations using the new and reformed institutions		2014		New & Reformed institutions	Ministries BPE	FGN, States, LGs.
	Streamline functions of conflicting institution and seek legal correction of their functions.			2020	Ministries involved in transportation Min. of Justice and the legislature(s)	Ministries, BPE	FGN, States, LGs.

STRATEGY	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Subject the draft sector policy to comprehensive debate by all sub sector stakeholders	NPC	Monthly	Completion of assignment	0%	Draft National Transport policy should be subjected to comprehensive debate	No buy-ins if sectoral policy is unknown	BPE to be directed to recommence sensitization of all stakeholders
	Reform the institutions to operate as per any new legal framework	NPC	Monthly	Completion of assignment	0%	Draft National Transport policy should be subject to comprehensive debate	No buy-ins if sectoral policy is unknown	BPE to be directed to recommence sensitization of all stakeholders
	Commence and sustain operation using the new sector institutions and reformed old institutions	NPC	Monthly	Completion of assignment	0%	Draft National Transport policy should be subject to comprehensive debate	No buy-ins if sectoral policy is unknown	BPE to be directed to recommence sensitization of all stakeholders.

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	Streamline functions of conflicting institution and seek legal correction to their framework	NPC	Monthly	Steady state OPS.	0%	Draft National Transport policy should be subject to comprehensive debate	No buy-ins if sectoral policy is unknown	BPE to be directed to recommence sensitization of all stakeholders.
STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES	
		SHORT TERM	MEDIUM TERM	LONG TERM				
Establish a funding mechanism to support provision of security and in all transport modes using a single security agency	All transport related ministries to submit security budget to secure operation of each mode (in the interim pending establishment of central security Agency)	2012			All ministries related to provision of transport modes	Min of Finance N.P.C	FGN, States, Local Govts.	
	Centralise the security function of transport within one security agency		2015		N.S.A	All ministries and parastatals related to transport modes at Federal, State and Local Govt. levels	FGN, States, Local Govts.	
	Commence and sustain security operations using the new central transport security agency			2020	Central Transport security Agency (CTSA)	NSA All Transport related ministries and parastatals.	FGN, States, Local Govts.	

STRATEGY	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMP	ISSUES	RISKS	MITIGATION
	All transport related ministries to submit security budget to secure operation of each mode (in the interim pending establishment of central security)	NSA. Min. of Finance	Monthly	Increased Security of all modes	0%	Security is underfunded and ineffective in all modes characterised Armed robbery and banditry on the road, piracy on the sea and river modes, unlawful interference with air travel vandalism to pipeline etc.	The issues if not addressed will lead to serious damage to the nation's economy.	Secretaries to the Govts of the Federation and the States and the NSA should take urgent action to centralize transport security functions in one agency

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	Centralise the institution agency security function of transport widen in one security agency	NSA	Monthly	Establish the CTSA	0%	Central Transport Security Agency yet to be established	The issues if not addressed will lead to serious damage to the nation's economy.	Secretaries to the Govts of the Federation and the States and the NSA should take urgent action to centralize transport security functions in one agency
	Commence and sustain security operations using the new single transport security agency	CTSA	Monthly	Smooth operation of CISA reduced criminality in transport mode	0%	Central Transport security Agency yet to be established	The issues if not addressed will lead to serious damage to the nation's economy.	Secretaries to the Govts of the Federation and the States and the NSA should take urgent action to centralize transport security functions in one agency

STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Provide innovative financing schemes by determining the viability of all under-takings and differentiate funding schemes along viability lines Consider World Bank, IMF, Multilateral Funds, Bilateral Funds, Internal Borrowing and direct budgetary allocation and IGR of Agencies	Create a Transport Development Bank	2010			Ministry of Finance	CBN, International Finance Institutions (World bank, IFC).	Fuel surcharge, Aviation Fund, Bonds (Capital Market), Transport Equipment Fund, NIMASA levy, Sovereign Wealth Fund, External Credit Guarantee Agency
	Conduct feasibility studies on the operation of each transport mode and identify the appropriate funding scheme and PPP framework in each mode.	2010			Nigerian Transport bank	Min. of Finance All Ministries responsible for transport mode	World Bank, IMF, Multilateral Funds, Internal Borrowing Govt Budgets and IGR of Agencies.
	Identify short medium and long term programs and link each to a funding mechanism using appropriate PPP framework	2011			Nigerian Transport bank	Min. of Finance All Ministries responsible for transport mode	World Bank, IMF, Multilateral Funds, Internal Borrowing Govt Budgets and IGR of Agencies.

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Hold investor conferences to achieve buy-in by private sector legal backing provide for the PP schemes and build and sustain investor confidence through good governance and global best practices in corporate governance.	Negotiate participant arrangements with government and sign necessary MOUs with PPP Partners for viable projects and with assigned managements for socio political projects where justifiable subsidies will be applicable.	2012			Nigerian Transport bank	NPC Min. of Finance Min of Justice The Legislative(s) All Ministries responsible for transport modes	World Bank, IMF, Multilateral Funds, Internal Borrowing Govt Budgets and IGR of Agencies.
	Commence and sustain operation as per the national vision		2013		New Public and private sector agencies and partners	NPC Min. of Finance Min of Justice The Legislature(s) All Ministries responsible for transport modes	World Bank, IMF, Multilateral Funds, Internal Borrowing Govt Budgets and IGR of Agencies.

STRATEGY	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETE	ISSUES	RISKS	MITIGATIONS
	Conduct feasibility studies on the operation of each transport mode and identify the appropriate funding scheme and PPP framework in each mode.	NPC	Monthly	Timely submission of feasibility studies along viability lines. No. of innovative funds employed	0%	Methodology yet to commence	Delays will increase project cost and reduce viability	Commissioning of the risk assessment exercise on time
	Identify short medium and long term programs and link each to a funding mechanism using appropriate PPP framework	NPC	Monthly	Timely differentiation of the programs along viability lines	0%	Methodology yet to commence	Delays will increase project cost and reduce viability	Commissioning of the risk assessment exercise on time

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	Negotiate participants' arrangements with government and sign necessary MOUs with PP Partners for viable projects; and with assigned managements for socio political projects where justifiable subsidies will be applicable.	Relevant ministries in the transport industry	Monthly	Timely signing of MOU between Govt. and PP Partners and assigned managers. No of MOUs signed at a specified time (per month/year).	0%	Methodology yet to commence	Delays will increase project cost and reduce viability.	Commissioning of the risk assessment exercise on time.
	Commence and sustain operation as per the national vision	Relevant ministries in the transport industry	Monthly	Timely commencement of operation as per new financing arrangement & MOU(s) between Govt. & PP Partners & assigned managers	0%	Methodology yet to commence	Delays will increase project cost and reduce viability.	Commissioning of the risk assessment exercise on time.

STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Build and strengthen human capital and professionalism in the transport sector by establishing departments of transport engineering and technology and transport management in accreditable Nigerian universities and polytechnic	Establish the transport departments in 1 accreditable university and 1 accreditable polytechnic in each of the 6 geopolitical areas of the country.	2012			NUC and nominated Polytechnics and universities.	Fed. Min. of Ed. Fed. Min. of Science & Tech. Fed. Min. of Finance Fed. Ministries of Transport, Aviation, Petroleum Resources and Works & Housing	FGN, IGR
	Establish curricula leading to B.Sc, M.sc and PH.d in transport and transport research areas.		2013		Accredited Universities and Polytechnics	Fed. Min of Ed. NUC, Polytechnic, Commission, Fed. Min. of Science & Tech. Fed. Min of Transport Modes.	FGN IGR

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Resuscitate and adequately fund the transport institute and NITT, NCAT in Zaria and MA in Oron and any new relevant additional institution	Conduct training need assessment for immediate medium and long term and adjust intake of ab initio students accordingly into NITI, NCAT, MA and any other relevant institute and modernize the institution to conform with global technological advancement	2012			NITT – Zaria NCAT – Zaria MA – Oron Any other relevant Institute	Federal and States Ministries of Transport, Works, and Federal Ministries of Aviation and Petroleum Resources	FGN IGR
Set up vocational and technical training centres for artisan	Set up vocational training centers in each local govt. to train artisans	2012			States	State Min. of Education, Fed. Min of Education, NDE	States, FGN, IGR (School fees).
	Set up Technical training centers within each state for further training of artisans & craftsmen to become technicians.		2015		States	State Min. of Education, Fed. Min of Education, NDE	States, FGN, IGR (School fees).
	Introduce a conversion course to enhance cadre and career prospects for qualified technicians.			2020	(NERI)	State Min. of Education, Fed. Min. of Education, NDE	States, FGN, IGR (School fees).

STRATEGY	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Establish the transport departments in one accreditable university and one accreditable polytechnic in each of the 6 geopolitical areas of the country.	NPC	Quarterly	Timely establishment of each dept.  Student/teacher ratio.	0%	Approval required for NUC/NBTE to accredit qualified universities and polytechnics	Delay will cause manpower bottleneck to vision	Authorize NUC/NBTE to act accordingly
	Establish curricula leading to B.Sc, M.sc and Ph.D in transport and transport research areas.	NUC/NBTE	Quarterly	Timely establishment of curricula.  No. of specialized courses designed.  No. of specialized lecturers recruited.	0%	Approval required for NUC/NBTE to accredit qualified universities & polytechnics.	Delay will cause manpower bottleneck to vision	Authorize NUC/NBTE to act accordingly

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	Conduct training need assessment for immediate medium and long term and adjust in take of abnitio students accordingly into NITI, NCAT, MA and any new relevant institute and modernize and institution to conform with global technological advancement	Ministries of Works, Aviation, Transport & Petroleum Resources	Quarterly	Timely completion of assignment	50%	Institutes have dilapidated due to years of neglect and abandonment	Delay will cause manpower bottleneck to vision	Authorize NITT, NCAT, MA to act accordingly.
	Set up vocational training centers in each local govt. to train artisans	NPC	Quarterly	Timely setting up of centres	0%	Immediate approval required by states	Delay will cause manpower bottleneck to vision	States to act accordingly
	Set up technical training centers within each state for technical training	NPC	Quarterly	Timely setting up of Tech. Colleges	0%	Immediate approval required by states	Delay will cause manpower bottleneck to vision	States to act accordingly
	Introduce a conversion course to enhance cadre and career prospects for qualified technicians.	Fed. Ministries of Transport, Aviation, works and Petroleum Resources.	Quarterly	Timely setting up of conversion courses	0%	Immediate approval required by Federal and State Govts.	Delay will cause manpower bottleneck to vision	Council of States to act accordingly.

STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
Ensure development and application of appropriate tech in the transport sector by setting up local content research unit in transport depts. of universities and research institutes to facilitate eventual manufacture of transport infrastructure and craft.	Harvest prototypes for patents, and commercial production sponsorship, and stimulate the manufacturing industry to consolidate synergies		2015		Universities Polytechnics Research Institutes	Manufacturing industries	Transport equipment consumers with Govt. incentives.

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STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
	Commence commercial production and use of components produced locally leading to total manufacture and assembly of made in Nigeria transport infrastructure and craft.			2020	Manufacturers	Transport Operation	Transport Equipment Consumers with Govt. incentives.
Institutionalise maintenance culture by adopting structured approach to maintenance	Include justifiable maintenance cost in the budget structure of transport industry	2012			Transport equipment and infrastructure operators	Manufacturers of transport equipment and Construction companies of transport infrastructure.	Govt, IGR of Agencies.
Reduce Environmental Pollution in the Transport Sector	Adopt or evolve vehicles, rolling stock and engines that will make the use of fossil fuel environmentally friendly (in order to reduce pollution by 20%, 50% and 70% in the short, medium and long runs respectively).  Set age limits for imported, used vehicles (For cars - by 10, 8 and 5 years in the short, medium and long runs respectively and for trucks – by 15, 13 and 10 years).	2012	2015	2020	VIOs, FRSC, Fed. Min. of Works, Fed. Min. of Science and Tech., Customs and Excise, SON	Fed. Min. of Environment	
		2012	2015	2020	Customs and Excise, SON		
	Execute preventive maintenance with skilled in-house staff and out-source overhauls and major repairs from established centers.	2012			Transport equipment and infrastructure operators	Outsourced providers of service	Govt for instruction IGR of Agencies
	Encourage the establishment of specialized maintenance centers		2015		Transport equipment and infrastructure operators	Specialized maintenance centers	IGR

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STRATEGY	INITIATIVE	TIMELINE			IMPLEMENTING AGENCY	COLLABORATING AGENCIES	FUNDING SOURCES
		SHORT TERM	MEDIUM TERM	LONG TERM			
	Perfect the initial acquisition of transport equipment with standardization and after sales support consideration.			2020	Transport equipment and infrastructure operators	Suppliers of initial equipment	FGN IGR

STATUS	INITIATIVE	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMP	ISSUES	RISKS	MITIGATION
	Harvest prototypes for patents, and commercial production sponsorship and stipulate the manufacturing industry to consolidate synergies	Transport Safety Agency	Quarterly	Timely Production of Patent	0%	No instruction and enforcement to Govt.	Technological backwardness	Enforce R & D Development in all modes.
	Commence commercial production and use of components produced locally leading to total manufacture and assembly of made in Nigeria transport infrastructure and craft.	Min of Industries	Quarterly	Timely commencement of production	0%	No instruction and enforcement to Govt.	Technological backwardness	Enforce R & D Development in all modes.
	Include justifiable maintenance cost in the budget structure of transport industry	Transport Safety Board	Monthly	Safe and efficiencies equipment with prolonged life span	0%	No instruction and enforcement to Govt	Unsafe equipment with shortened life span	Enforce Maintenance culture by instructing safety agencies to do their job well
	Execute justifiable maintenance cost in the budget structure of transport industry	Transport Safety Board	Monthly	Safe and efficiencies equipment with prolonged life span	0%	No instruction and enforcement to Govt	Unsafe equipment with shortened life span	Enforce Maintenance culture by instructing safety agencies to do their job well
	Execute the establishment of specialized maintenance centers	Transport Safety Board	Monthly	Safe and efficiencies equipment with prolonged life span	0%	No instruction and enforcement to Govt	Unsafe equipment with shortened life span	Enforce Maintenance culture by instructing safety agencies to do their job well



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	Perfect the initial acquisition of transport equipment with standardization and after sales support consideration	Transport Safety Board	Monthly	Safe and efficiencies equipment with prolonged life span	0%	No initiative from procurement officers	Lack of longevity of transport equipment in Nigeria	Direct all concerned to observe this as standard practice
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## 5.0 EXPLANATORY NOTES

In order to clearly understand the reasoning and reasons behind some of the Group's initiatives, some explanations are provided through these explanatory notes.

### 1. TRANSPORT SECTOR

#### **Proposed Transport Development Bank**

Measures to ensure the viability of the Proposed Transport Development Bank:

- Set up the Bank with at least 10% participation by an International Financial Institutions – World Bank, IFC etc.
- Over the medium term, open up the equity and debenture of the Bank to local and international investors up to 70% on best effort basis.

### I. AVIATION SUB-SECTOR

#### **Waiver of Transit Visa for ECOWAS Bound Passengers**

The sole purpose of this recommendation is to redirect such passengers to use Nigeria as a 'transit country'. This vital policy is to help remarkably in making Nigeria a sub-regional hub. This policy was used effectively by the Netherlands to attain its status as the second hub in Europe after Heathrow. This concept is gaining wider grounds in the European Union countries, as airlines seek for greater hub and market share. It is necessary to note the Nigeria's domestic airlines are now dominant in the West African sub-region. This policy can be extended to include Central African destinations.

#### **Proposed 500 Capacity Transit Passenger Dwell Lounge**

This is to provide efficiently for the surge in passenger that will arise from the proposed new Visa policy.

#### **Upgrading of Enugu to a Full Fledged International Airport**

This recommendation is based on the following rationale:

- Enugu sits on one of the six air travel passenger centres in the country.
- This centre, which stretches from Enugu, Anambra, Abia, Imo, Ebonyi, parts of Delta and Imo states, accounts for 19 % of air travel passenger traffic.
- Enugu is now the third busiest airport after Lagos and Abuja
- The peoples of the zone are highly itinerant traders engaged in international merchandising.

#### **Flag Carriers**

Flag carriers are airlines flying the flags of nations and recognised as symbols of nationhood. Such carriers are different from the concept of national carriers in fundamental ways. National carriers are usually owned 100% by governments, while flag carriers are under the shareholding of the citizens, with not more than 10% equity by government. Flag carriers are usually publicly quoted companies. In spite of this limited government equity, flag carriers operate efficiently to meet the aspirations of their nations and, in times of national distress,



intervene to provide needed reliefs.

Flag carriers are usually not under government control both in policy and management. More importantly flag carriers are instruments to drive nation's policy in aviation development in all ramifications. Examples of leading flag carriers are British Airways, Air France, Kenya Airways, South African Airways, Egypt Air, Emirates, Qatar Airways, Singapore Airlines and so on.

Without a flag carrier, no nation can successfully drive its aviation sector development. This is a sad situation with Nigeria today. The country is in the same bracket with all the nations of West and Central Africa as well as Tanzania, Zambia and Uganda. Nigeria is therefore in dire need of a leading flag carrier. It needs to be emphasised that Government does not necessarily have to fund it. All that the Government needs to do is to evaluate the existing situation, using a Technical Committee to work out modalities. The maximum the government can do is to provide sovereign guarantee among other actions.

A leading flag carrier is mandatory to achieve the Vision for 20:2020 in the aviation sector. Unfortunately, none of the existing domestic airlines can ascent to this position in the next four years without government policy intervention.

### **Expanding all International Airports to A380 Capability**

This is aimed at ensuring that Nigeria is well prepared and equipped to handle 20 million passengers envisioned for 2020. Under the vision, Lagos airport is expected to handle 10 million passengers, Abuja – 6 million passengers, Port Harcourt – 4 million passengers, Kano – 3million passengers and Enugu – 2.5 million passengers.

At the moment, Cairo has a passenger throughput of 11 million and has expanded to handle 14 million passengers envisioned for 2012. Kenya, South Africa, Ethiopia and Libya are doing the same.

### **II. Rail Transport Subsector**

Features of standard gauge rail:

- Distance between rails is 1435 mm
- Maximum speed for passenger train is 160 km/hr (can be upgraded to 300 km/hr).
- Maximum speed for freight train is 100 km/hr
- Maximum curvature is 1,200m

**Local trains:** trains stoppage in all stations.

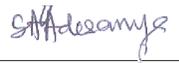
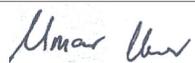
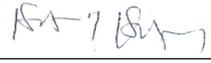
**Limited trains:** train stoppage in major stations

**Express trains:** train stoppage in state capitals or long distance point-to-point services

### **III. Road Transport Subsector**

**Modern comprehensive terminals:** These are terminals for passengers and goods, with provision for seamless transfer facilities, rest rooms, restaurants, cold storage facilities and warehouses among others.

**<TRANSPORT> NTWG FINAL REPORT SUB MISSION  
Sign - Off Sheet**

S/N	NAMES	POSITION	SIGNATURE
1.	Engr. Mohammed Sani Baba	Chairman	
2.	Dr. Irene Chigbue	Coordinator	
3.	Prof I. C. Ogwude	Member	
4.	Prof A.O. Adesanya	Member	
5.	Dr. Yahaya Adelodun Abdulkareem	Member	
6.	Dr. Mahe Dange	Member	
7.	Engr. I. O. Adegun	Member	
8.	Engr. Mohammed Gambo Umar	Member	
9.	Engr. Laziz Wahab Amadu	Member	
10.	Engr. Shehu Galadima	Member	
11.	Sir Kayode Otitoju	Member	
12.	Sir Mike Jukwe	Member	
13.	Otunba Kunle Folarin	Member	
14.	Capt Mohammed Joji	Member	
15.	Mallam Yahaya Umar	Member	
16.	Mr. Stanis U. Ezeobi	Member	
17.	Mr. Chidi Ilogu	Member	
18.	Mr. Chris A. Aligbe	Member	
19.	Mr. Mohammed Abdulmumin Bello	Member	
20.	Alhaji Nura Baba Habu	Member	
21.	Capt. Biu Adamu	Member	
22.	Miss Onwuha Felicia	Secretary	