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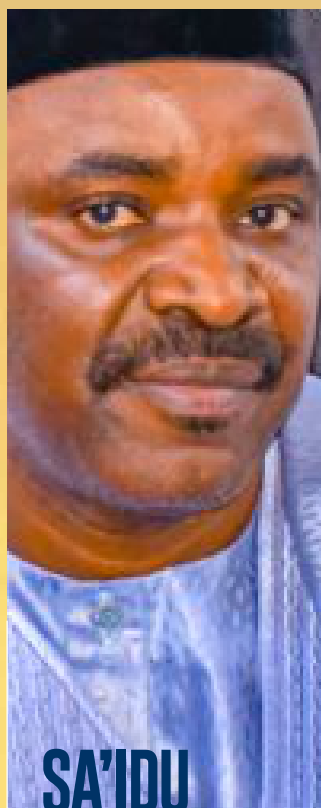
AGENDA

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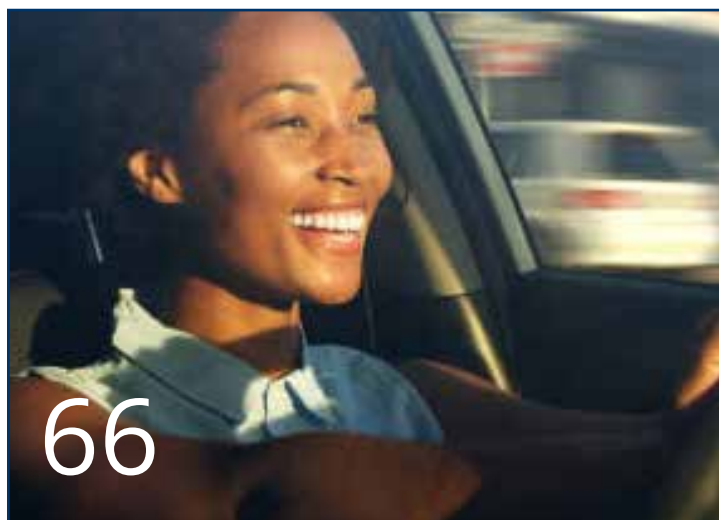
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PIONEERING PROGRESS: NIGERIA'S TRANSPORT ODYSSEY BEGINS HERE

It is with great pleasure and a shared sense of purpose that I welcome you to the inaugural edition of Transportation Agenda, a timely platform designed to celebrate, examine, and elevate the critical conversations shaping Nigeria's transportation future.

As professionals deeply invested in this sector, we understand that transportation is more than just movement—it is the backbone of commerce, the connector of communities, and the heartbeat of national development. This publication emerges at a pivotal moment, as Nigeria's transport landscape undergoes visible transformation under the visionary leadership of key stakeholders across government and private sectors.

Nigeria's transport narrative is one of remarkable ambition and gradual but steady progress. From the revitalisation of rail corridors linking regions, to ongoing reforms at our bustling ports, and the strategic development of road networks, each effort reflects a collective commitment to overcoming historical challenges.

This maiden edition seeks to highlight both achievements and opportunities. Rather than dwell on obstacles, we spotlight how far we've come while mapping the path ahead because progress, like any great journey, is built step by step.

As we all know, transportation fuels every sector of our economy. When it works, farmers get their produce to markets faster, businesses thrive with efficient logistics, and families travel safely. Transportation Agenda exists to amplify these successes while fostering dialogue on how global innovations can be adapted to accelerate Nigeria's unique ambitions.

In this maiden edition, we will focus on policy perspectives via a constructive review of Nigeria's transport frameworks, celebrating implemented wins and exploring next-phase strategies. The endless discourse on National Transport Policy got a good analysis as it represents the foundation for a sustainable and dependable Transport System. The globe is powering their economies with high technology while we move our people and goods with tricycle and motorbikes. Advanced economies have attained real regulation and control of their Transport system as opposed to ours being operated by non state actors without standard. Transportation is a profession and not



a quackery system. This is the crux of Transportation Agenda with the mandate to campaign for a better Transportation system guided by National Policy framework in its entirety.

With all the growing developments in the sector, we look at how the country can replicate global successes as seen with Morocco rails, Rwanda Mobility Reforms and Singapore's Port model.

Our team had candid conversations with policymakers and industry leaders and I'm quite pleased to share the insights on lessons learned and future priorities.

To this end, this magazine is an invitation to policymakers leading with grit and innovation, to investors recognising Nigeria's transport potential, and to citizens whose daily resilience keeps our nation moving. Together, we can bridge gaps, share solutions, and turn challenges into milestones.

On our part, we pledge that Transportation Agenda will be a balanced voice: celebrating progress where it exists, proposing solutions where needed, and always advocating for a Nigeria where transport catalyzes shared prosperity.

The journey ahead is promising, and it starts with this collective step.

With optimism and partnership,

Prince Dr. Segun Obayendo
Publisher

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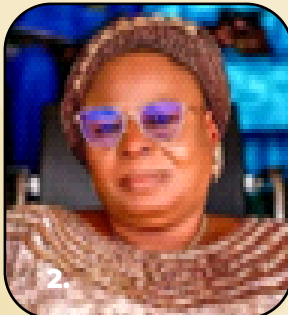
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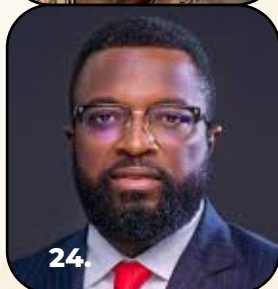
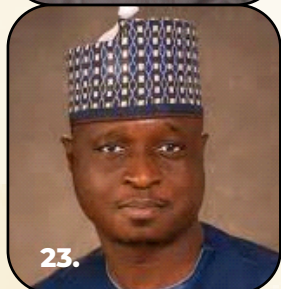
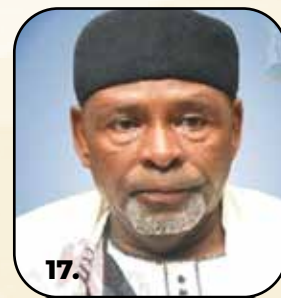
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REVOLUTIONISING NIGERIA'S TRANSPORT SECTOR: A CALL FOR PROFESSIONALISM

In a bold and thought-provoking address, Prince Segun Ochuko Obayendo, FinsTA, President of the Chartered Institute of Transport Administration (CloTA), took centre stage at the inaugural Transport Policy and Planning Retreat in Anambra State, calling for the much-needed professionalisation of Nigeria's transport sector. Held under the theme Transport Policy and Planning for Sustainable Development, the retreat brought together policymakers, industry leaders, and stakeholders to discuss innovative solutions for transforming the country's transportation infrastructure.

As Prince Obayendo took the microphone, his message was clear: the transport sector is the backbone of any thriving economy. Yet, in Nigeria, it has been woefully underfunded, undervalued, and overlooked when compared to other industries such as healthcare, banking, and law. "If transportation is truly vital to national progress, why does it continue to be sidelined while sectors like medicine and banking receive far more attention and resources?" he asked the audience. His words struck a chord, highlighting the disparity in the recognition given to transportation and its potential for shaping the future of the nation.

Prince Obayendo didn't mince words in emphasising that the transformation of Nigeria's transport sector must begin with one fundamental change: professionalism. Drawing on CloTA's mandate under the 2019 Parliamentary Act, he reiterated that the institute is committed to regulating, certifying, and training transport

models for the transport sector. Prince Obayendo didn't stop at theory—he laid out actionable strategies, including the introduction of mandatory certification for all transport professionals, statewide capacity-building programmes, and stronger collaboration with government agencies to enforce operational standards.

His praise for Anambra State's leadership in hosting the event was heartfelt, and he boldly stated that the state has the potential to be Nigeria's transport hub. "Anambra has the political will, vision, and determination to set the standard for transport innovation in Nigeria. This retreat is just the beginning—let's turn policies into projects and create roads, railways, and systems that will serve our nation for generations," he urged.

The event attracted notable figures such as Mrs. Patricia Igwebuike, Anambra State Commissioner for Transport; Mr. Martin Nwafor, Operations Lead at Chinua Achebe International Cargo Airport; Engr. Emeka Okonkwo, Managing Director of the Anambra Road Traffic Management Agency (ARTMA); and Mr. Chike Obiakor, Managing Director of the Anambra State Transport Agency, all of whom contributed to the vibrant discussions.

As the retreat concluded, it was clear that Nigeria's transport sector is at a crossroads. The passion and commitment displayed by all attendees signalled a strong desire to revolutionise the sector. With a shared vision of sustainable development and the implementation of professional standards, the path ahead is brighter than ever. The conversations sparked at this retreat may very well lay the foundation for a future where Nigeria's transportation system is both world-class and a key driver of national progress.



professionals across the country. His vision? To stamp out quackery, ensure competence, and bring Nigeria's transport sector in line with global best practices. "Our mission is clear: to foster a well-trained, professional workforce that will drive the sector forward," he said, setting the tone for a forward-thinking agenda. The retreat saw in-depth discussions on a range of topics, from sustainable infrastructure and safety regulations to funding

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WHITHER TRANSPORT MASTERPLAN?

National Transport Policy:

Pushing the needle of economic prosperity

Transportation is globally accepted as the backbone of any thriving economy, playing a critical role in facilitating trade, enhancing mobility, and fostering national development. In Nigeria, the absence of a cohesive and comprehensive national transport policy has resulted in fragmented transport systems, inefficiencies, and safety concerns.

In this report, LANRE ABDUL and SAMUEL BENJAMIN explore the urgent need for a national transport policy to address these challenges, enhance economic growth, and improve the quality of life for Nigerians across the country.



NIGERIA's transport sector faces significant challenges, including inadequate

infrastructure, poor regulation, and safety risks, which hinder economic progress and social development.

The lack of a national transport policy has led to huge hemorrhaging as a result of inefficiencies across the various transport modes.

Despite widely acceptable statistics which supports that any population exceeding a million ought to have multi-modal transportation, in Nigeria, in spite of a population nudging over 250 million, we have remained largely pristinely mono-modal, relying almost exclusively on

the land mode to meet our transit needs.

Therefore, for Nigeria to maximize the opportunities within the transportation sector, some experts have argued that the country not only need the National transport policy to regulate and drive the appropriate investment into the sector, it also needs the national transport policy to leverage the advantages of intermodal transport, as well as provide the appropriate framework for the various states. A national policy according to experts would also foreclose the tendency for most states to work in silos with no convergent points in terms of transport planning and initiatives.

While the country continues to totter, transport experts insisted the nation ought to learn from several countries around the world that have developed exemplary transportation systems, largely due to strategic national transport policies that prioritize efficiency, sustainability, and integration.

For example, Japan's transportation network is renowned for its effectiveness and pin-point technological advancement with the introduction of the Shinkansen, or bullet train.

The journey of the Japanese transportation revolution commenced in 1964, just a year before Nigeria also commenced her convoluted journey into developing a policy around transportation.

While Japan revolutionized travel, connecting major cities at speeds up to 200 mph, Nigeria went south, relying almost exclusively on derelict contraptions to meet and

manage its land transportation needs. The Japanese initiative, it was learnt, was part of a broader national policy to stimulate economic growth and regional connectivity post-World War II, especially as the government focused on integrating various transport modes, such as trains, buses, and subways, to ensure seamless connectivity across the country.

Another example is Switzerland. Switzerland boasts of a comprehensive and punctual public transportation system, including trains, buses, trams, and boats that connected the urban and rural areas, even its Alps efficiently. This efficiency was credited to razor sharp national transportation policies that emphasized sustainability and environmental responsibility.

The transportation sector held the key to any economy and formed the basis of all socio-economic interactions, adding that Nigeria was suffering the bane of inadequate transportation.

Similarly, the Netherlands renowned for its bicycle-friendly infrastructure, with an extensive network of bike lanes and a culture that encourages cycling although public transit systems, including trains and trams, are well-developed, ensuring efficient connectivity. But these are driven by national transport policy of the country.

In 2024, Dutch technology companies, including ASML, contributed approximately \$230 million to enhance infrastructure in Eindhoven, supporting the government's "Operation Beethoven" plan.

Norway has emerged as a leader in electric vehicle (EV) adoption largely due to the impact of its transport policy. EVs constitute the majority of car sales and is driven by the country's national transport policy.

Worthy to mention also is France. Its transportation system integrates various modes, including high-speed trains like the TGV and an extensive metro network in Paris. And it is a product of its national transport policy, which prioritize public transport to reduce congestion and

The 135-page document provides the road map for the management and maintenance of the national transport infrastructure.

Other African countries also have roadmaps which have been adopted to serve as guides for the operation of the transportation sector.

But as big as the transportation industry is in Nigeria, the sector is virtually unregulated besides not having a destination in mind of what its services hope to look like in the future due largely to the absence of a master plan to provide the legal and regulatory framework for

all the modes of transportation. This, experts say, has been hindering investment in the sector.

"If we are duly regulated, and laws regulating transportation are enforced, and monitored, I think our lives will witness a huge transformation," said Segun Obayendo, the President of the Chartered Institute of Transport Administration of Nigeria (CIoTA).



pollution, resulting in a well-connected urban transit system that is both reliable and efficient.

Nigeria's West African neighbour Ghana has a National Transportation Policy which has undergone review recently. Specifically in 2024, the Ministry of Transportation commenced the dissemination of the revised National Transport

Policy and Electric Vehicle Policy in a bid to enhance its transport sector.

The Gambia has a National Transport Policy of 2018-2027 which is an update of the 1998-2006 policy with a system that mixes both public and private operations and consists of a system of roads (both paved and unpaved), water and air transportation.

CIOTA is one professional transport body that has pushed the need to have a transportation master plan to entrench professionalism in the transportation sector.

And there are many stakeholders like CIOTA who believe that the country needs to have a National Transport Policy and they have been pushing for it in the last three decades. Ironically, despite these efforts, the country has

not been able to adopt a National Transport policy let alone following its guidelines.

After more than 60 years of independence, none of the four modes of transportation has been optimized to the benefit of many Nigerians and towards enhancing the country's revenue.

From air to land, or from rail to water transportation, one level of inefficiency or the other stares many who needed to make use of any of these modes of transportation in the face, leaving the average commuter frustrated and most times stranded, paying hugely for the service to commute from one place to another.

For instance, many roads across Nigeria, classified whether as highways, expressways or inner roads are in deplorable state making commuting harrowing for both motorists and commuters. Major expressways and highways across the country have deteriorated with commuters and motorists spending over five hours, and sometimes days, on a trip that should not take an hour to navigate through.

Yet within the road transport system are transport unions who are raking in billions from the system that is not ploughed back for any infrastructure upgrade.

Same malaise plagues the nation's maritime sector. Despite its vast potential, Nigeria's international or inland waters are strewn with herculean challenges that continues to nag economic growth and efficiency.

A litany of infrastructure deficiencies for decades have bogged down the country's ports leading to inefficiencies and increased operational



costs. The sector also grapples with revenue leakages and governance issues which prevent optimal collection of internally generated revenues and affect the overall financial health of maritime operations and security challenges as the sector is plagued by piracy, armed robbery, and illegal activities such as oil theft and illegal, unreported, and unregulated (IUU) fishing, which not only endanger lives but also deter investment and increase operational costs. Add this to the fact that the nation continues to have its own shipping fleet, one could then imagine how the country have continued to be a fringe player within in the maritime transport subsector.

The aviation sector, being pivotal to the nation's connectivity and economy, however faces several challenges that impede its development and efficiency. These include infrastructure deficiencies as the airports are hampered by inadequate facilities and limited capacity to handle passenger surge as

infrastructural shortfall leads to congestion, delays, and a vanishing passenger experience in major cities with huge air passenger traffic.

Also, despite improvements, safety remains a endemic issue as inadequate training for pilots, air traffic controllers, and maintenance personnel contributes to operational risks, just as Nigerian airlines often struggle with financial challenges, including high operational costs, fluctuating exchange rates, and difficulties in securing funding for fleet maintenance and expansion, leading to route cancellations and, in some cases, the shutdown of airline operations.

It is probably one sector that can hardly experience a meltdown or low patronage as human beings are intrinsically inclined to move, come rain or shine. Therefore, transportation irrespective of the mode – land, water, air or railway – would be needed at every point in time.

Speaking recently at the 63rd edition of the Centre for Value in Leadership, Prof Samuel

Odewunmi, a transport expert said, "Transport as the anchor of the economy is not just a sector but the backbone of the economy."

Noting the need for a national transport policy which has been pending for 30 years, and the need for a robust public-private partnership to address the challenges in the transport sector, Odewunmi said: "Among the three critical things that need to be tackled is the national transport policy. Successive administrations have been trying to put it in place for the past 30 years but none has been pronounced. We need to get our transport policy right. Road system of transport is an orphan in the country. Water and rail have mobility but are contributing five per cent to mobility. Less than five percent of trade is in Africa due to a failed transport system. There should also be the public-private partnership."

Yet, Nigeria has experimented with the railway transportation system as a mode of transportation over a century ago and the system is still alive. The air transportation is also over 100 years old this year after the first aircraft landed in Kano and Maiduguri. The historic flights involved three De Havilland DH 9A aircraft belonging to the Royal Air Force, RAF.

Also water transportation is not strange to Nigeria. Both organised and unorganised, the country has leveraged on the massive waterways to drive water transportation.

The country is blessed with abundant waterways which could have been leveraged on to manage the present challenges thrown on the citizens by the removal of fuel subsidy.

Its resource base of waterways spans 10,000 kilometres with about 3,800 kilometres of them "navigable seasonally" according to the National Inland Waterways Authority (NIWA).

Twenty-eight of the nation's 36 states can be accessed through water and that Nigeria can link five of its neighbouring countries—Benin Republic (Port Novo), Equatorial Guinea, Cameroon, Chad and Niger Republic by water. So water transportation is also not strange.

Probably understanding the key role the transportation sector could play in driving his Renewed Hope Agenda, President Bola Tinubu carved out of the Ministry of Transportation, a Ministry for the Marine and Blue economy, which according to experts may need to synergize if the hope of berthing a workable transportation policy is ever going to be realized.

The Minister of Transportation, Sa'idu Alkali is responsible for overseeing the nation's transportation infrastructure, including rail and road networks, the Minister of

Marine and Blue Economy, Adegboyega Oyetola, manages maritime affairs, focusing on the sustainable use of marine resources, while the Minister of Aviation and Aerospace Development, Festus Keyamo, is in charge of civil aviation and the development of aerospace initiatives.

Under the Renewed Hope Agenda (RHA) of President Tinubu's administration the Federal Government has advanced initiatives aimed at reducing even the carbon footprints generated by the sector to promoting the adoption of alternative fuel sources, notably Compressed Natural Gas (CNG) and electric vehicles (EVs), aiming to enhance Nigeria's transportation sector, reduce fuel costs, and support environmental sustainability.

This culminated in the launch, on October 2023, of Presidential CNG Initiative (Pi-CNG), which seeks to provide affordable and cleaner fueling alternatives by converting vehicles from petrol to CNG. The programme aims to reduce transportation costs by up to 40 per cent and lower carbon emissions, including converting one million vehicles and tricycles by 2027.



It is not just the Federal Government that understands the huge importance of the transportation sector. The state governments are also taking steps to maximize the opportunities within the transport sector. And they are a bit pragmatic by coming up with a transport policy to guide its activities and investment within the sector.

For instance, Lagos State in May 2024 launched its transport policy masterplan. States like Kano and Anambra are already working at having a transport policy. Kano recently held a two-day transport policy dialogue while Anambra, only last week, held a transport policy retreat to formulate a policy document to drive its many initiatives on transportation.

Although the Federal Government under President Tinubu is committed to the transportation with the creation of additional ministries which gives room for accelerated development but the president must understand that the world is going intermodal within the transport sector. Intermodal transportation

involves the use of multiple modes of transportation—such as road, rail, air, and sea—to move goods or passengers from origin to destination. This approach leverages the strengths of each mode, aiming to optimize efficiency, reduce costs, and enhance overall service quality.

And the statistics about intermodal transport hugely tilted towards road transport. Road transport handles approximately 90 per cent of all passenger and freight traffic. In 2020, it contributed about ₦2.4 trillion (approximately \$6.4 billion) to the Gross Domestic Product (GDP). However, this dominance by the road transport subsector has further compounded the challenges of congestion, road deterioration, and safety concerns, all of which continued to plague.

Attempts to have a national transport policy have not yielded fruit since the return to democracy. In the early 2000s, the need for a national transport policy was recognized as part of broader infrastructure and economic development plans. Discussions were informal, with

policymakers acknowledging transport inefficiencies and around 2006, the Federal Ministry of Transport began preliminary assessments to understand Nigeria's transport needs across road, rail, air, and waterways.

Thus, it was not surprising that the Federal Government started an initial drafting phase around 2010 and 2015 with the government in 2011 including transport system improvement goals in the Nigeria Vision 20:2020 strategy, reinforcing the need for a national policy.

In 2013, a technical committee was established under the Ministry of Transportation to initiate the drafting of a National Transport Policy, aiming to improve intermodal transport coordination and by 2014, the committee completed a preliminary draft and sought stakeholders' input from transport unions, state governments, academia and private sector actors.

In 2016, the Ministry of Transport presented the draft policy for technical reviews, including aligning the draft with international best practices and sustainable transport goals. This was followed with public consultations in 2017, through engaging stakeholders across major cities, including Lagos, Abuja, and Port Harcourt, allowing for input from transport users and industry experts.

According to the then, the Minister of Transportation, Rotimi Amaechi, the 1.41 per cent transportation contribution to the national gross domestic product (GDP) is unacceptable. He





made spirited attempts for the government of President Muhammadu Buhari to sign a national transport master plan for Nigeria, but all his efforts were stonewalled.

He said: “The government of President Muhammadu Buhari is in the process of developing a national transportation master plan that will be implemented as a fulfillment of one of his campaign promises to diversify the national economy while improving non-oil sector revenues.

Amaechi said the transportation sector held the key to any economy and formed the basis of all socio-economic interactions, adding that Nigeria was suffering the bane of inadequate transportation.

The minister further said: “For a sector that plays a major role in the nation’s development, there is an urgent need to exploit the opportunities that abound within the sector to improve its contribution to the national economy.

“Countries like South Korea and Singapore have built their economies around a vibrant transportation sector. Although Nigeria is blessed with multiple modes of transportation that are the envy of many, these potentials have largely remained untapped.”

In 2018, revisions were made to the draft based on feedback, focusing on road safety, urban transport, railway development, and air and maritime transport integration.

In 2019, the Federal Executive Council (FEC) directed the Ministry of Transport to finalize the draft policy, signaling political support for its approval, but the process was slowed down by COVID-19 pandemic in 2020, as government focus shifted to health and economic stabilization, delaying the policy’s progression.

The Ministry of Transport resumed work on the policy in 2021, emphasizing the need for economic recovery

through improved transport infrastructure and this effort was reinforced with stakeholders, including industry experts and civil society, in 2022 launching advocacy campaigns to push the government toward approving the policy.

As a result, the draft policy was resubmitted for FEC approval, but nothing has come out from the effort.

This medium understands that the FEC under former President Buhari has refused to ratify the policy largely due to the opposition from some stakeholders in the various modes of transportation. For instance, some people felt the policy would reduce their powers over the sector they superintend because of the proposition for a National Transport Commission which might oversee the entire gamut of the transport sector.

Experts however believe the transportation would remain stunted for as long as government continues to play the Ostrich regarding

bequeathing a transportation policy for the country. They believe the policy can be ratified while it is subjected to periodic review.

The inefficiencies observed in the sector, preponderance of non-professionals and the total disregard for the law to regulate the sector has led to an assembly of informal players who have cornered it and has turned it into a fiefdom. To avoid the sector being permanently in the hands of "gatecrashers" government must institutionalize a policy which would give room for the sector to be run professionally and more profitably.

Professor of Transportation, Badejo also said: "It is inevitable that we need to establish a transportation policy. It is when that policy is clearly understood and appreciated that you can now draw up a programme which you call a masterplan through which you can achieve the policy objectives of transportation.

"In an attempt to achieve that, you have to understand the structure of governance in Nigeria in order to achieve a good transport masterplan. You need to understand clearly and unambiguously the structure of governance in Nigeria. Nigeria operates a federal system of government, meaning that we have three tiers of government – the federal, states and the local governments."

Also commenting, a former Permanent Secretary, Lagos State Ministry of Transportation, Dr. Taiwo Salaam said

the policy is very strategic to drive the transportation sector of any economy.

He said it is the policy that would specify the way the sector would be organised, the level of investment required and the timeline of implementation of the identified programmes.

He further stated that investors all over the world would be comfortable doing business with the country's transportation ecosystem if there is a policy.

He said: "Now, when we talk of policy, policy is what you want to do, when you want to do it and how do you do that. How do you want it done? Those are the three things you need in a policy. You need roads. Where do we need these roads? Why do we need this road? And what is the effort we are making to bring these roads? Can we do it by ourselves?

"You have to look at your pockets. Can we bring in PPP (Public Private Partnership) to come and do it? Can we do half of it as a government and then the private sector should

do half of it? Can we borrow money to do it? These are the things you need to look at. So, you have to look at the commercialisation of the road. You have to look at the administration of the road. You have to look at the operation of the road. You have to look at the technicality of the road, the economy, the marketing, and many things you need to put together. These are the things that will formulate your policy."

The National Transport Policy is no doubt a matter of urgent importance and an emergency of sorts for Nigeria if truly the country is to live up to its sobriquet as the Giant of Africa. Experts however look up to President Bola Ahmed Tinubu who bequeathed Lagos with an enduring legacy with the Transport Masterplan he implemented to replicate the same at the national level with a view to tapping on the huge potentials in the sector.



A POLICY DOCUMENT IS EXPECTED TO BE REVIEWED EVERY FIVE YEARS OR AT MOST EVERY 10 YEARS

- Prof. Badejo

Professor Bamidele Abiona Badejo, is a renowned transportation expert and one-time Commissioner for Transportation in Lagos. Badejo, a Professor of Transportation and Logistics. In this interview with Transportation Agenda, he speaks in the need the imperative of a National Transport Policy Excerpt!

Why is it imperative to have a master plan or policy in our transportation sector?

Transport policy means the expectation of the government for the transport sector and that expectation is to allow the government to achieve its political, social, economic, environmental, technological and psychological ambition or goals for its people. So, any transport policy must evolve from all those objectives of the government.

When you look at the political, social and economic and other aspects of transport policy, you now ask, they want the transport policy to be efficient so that it can drive the economy and social life and drive other agenda of government. You want it to be safe in order to extend the life expectancy of the people. If the transport system is safe, it means that life in terms of fatalities and crashes. It will also increase taxation because if people

are dying recklessly from road crashes, government would be losing accruable revenue through taxation and other multiplier effects to the economy.

So invariably, we need to establish a policy. It is when that policy is clearly understood and appreciated, you can now draw up a programme which you call a masterplan through which you can achieve the policy objectives of transportation.

In an attempt to achieve that you have to understand the structure of governance in Nigeria in order to achieve a good transport masterplan. You need to understand clearly and unambiguously the structure of governance in Nigeria. Nigeria operates a federal system of government, meaning that we have three tiers of government – the federal, states and the local governments.

The three tiers have their constitutional power which determines the level of what each arm of government would do and how it would be pursued. So not until we have harmony and better understand among the various groups and governance structures involved, we cannot midwife any meaningful and resourceful transport masterplan.

So, when people are talking of transport masterplan, you really need to first of all appreciate



Professor Bamidele Abiona Badejo

the complex relationships that are involved and see how you could perfect these relationships in such a way that they can be approached in order to fashion out a meaningful transport masterplan.

Now what we have is what I call a National Transport Policy and that document has not been finally ratified by the executive and as long as it has not been ratified and signed, it remains a draft copy and as a draft copy, you cannot debate on it solely in order to produce a transport masterplan because you are not sure when the draft copy would become an approved copy of the government. So, if you are using it to do your transport masterplan, you are at best doing a guess work.

Again, if you look at the Exclusive, Recurrent and the residual components of the constitution, there are some

aspects of transport that the state or even local government do not have the constitutional capacity or right to delve into such area. As a result, how can you prepare a transport masterplan that does not involve all the component parts of transportation – let's say air transport, road, waterways and so on. The waterway for example is under exclusive, meaning that no state has the capacity to develop a masterplan.

But Lagos State has made bold attempts and it has been challenged even up to the Supreme Court level and the Supreme Court in its judgement had nullified the role of Lagos State in trying to put such a thing. However, in the case of the railway, the exclusive clause has been removed and taken to concurrent list, meaning that both states and federal can legislate on rail infrastructure development.

So, if such a kind gesture could be extended to the waterways, then the other states can develop their own water transport infrastructure masterplan in line with the deregulation extended. So, the issue is because of the regulatory, legal aspects surrounding the transport components which has made it very difficult for a masterplan to evolve.

Again, there is serious individual or corporate interest. Some organisations are not ready to relinquish their grip over certain components of the transport sector. As a result, they go all out to ensure that the Transport Policy document is slowed down. Unless there is a radical change of mind especially from the executive arm that enough is enough, we must move forward, let us look at this document and sign off. A policy document is expected to be reviewed every five years or at most every 10 years. If we have submitted a policy document for the endorsement of the

government for the past 10, 15 years, it means that the policy is already due for review.

And if the government now said, 'okay since it is already due for review, why don't you go and review it and bring it back,' that is another clog in the wheel of progress. So, we need to understand that we cannot even come out with a comprehensive, all-encompassing policy. We have to continue to grow, just like this democracy is growing. We are patching it, we are managing it, we are evolving over it. So, the transport must also be allowed to move forward so that we shall continue to get it as we advance in our transport development.

We have always talked about intermodal and multimodal transport system and the need to organise the sector which is more like an all-comer affair now. How do you think having a policy or masterplan would help in defining and simplifying this complexity in our transport system?

People don't know what it means to say something is multimodal. Go and look at Wikipedia. Go and look at a standard transport dictionary.

It will tell you the difference between multimodal and intermodal. As long as you don't know the difference, people are always mixing up the statement. That I use the Cowry card to take BRT, to take the train, to use the waterway transportation does not mean that you are operating multimodal because any transport that is devoid of time schedule is not multimodal, it is intermodal.

So, the issue of multimodality or inter-modality bothers on

the phrase you just want to use in the Nigerian context. But be that as it may, there must be a connection between rail, road and other modes of transportation. If you go to Marina, CMS particularly, you can enter water transport, you can enter train, and you can go by buses. That is an intermodal point because you have a choice.

But if you go to Murtala Mohammed Airport, you only have a choice between air transport and road. They don't have rail, neither that you have water. So, it is more of intermodal that we are pursuing in this country. So, by the time we get to multimodality, it becomes a seamless movement. It is Lagos state only that is trying to work towards multimodality, but at the initial stage, it is more of intermodality.

That was why I said earlier on, that you may start gradually and graduate to another higher phase and from there, you move forward, upward and upward, until you will now get to the level of the developed countries.

But we want to get to the level of the developed countries without paying the price which they have paid to get there.

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We need to establish a policy. It is when that policy is clearly understood and appreciated, you can now draw up a programme which you call a masterplan through which you can achieve the policy objectives of transportation.

WITHOUT A TRANSPORT POLICY, INVESTORS WILL NOT TAKE YOU SERIOUS AS A COUNTRY

- Dr. Taiwo Salaam

Dr. Taiwo Salaam is a transport expert of repute. A former Permanent Secretary, Ministry of Transportation in Lagos who was part and parcel of the transportation policy in the state is also the state chairman of the Chartered Institute of Transport Administration of Nigeria (CIOTA). In this interview, he took our Reporter down the memory lane to justify the strategic importance of a policy to drive the transportation sector of Nigeria. He decries the delay in the ratification of Nigeria's National Transport Policy.

Excerpt!



Dr. Taiwo Salaam

What is the imperative of having a transport policy?

If you look at it, transport is what all human beings need. Unfortunately, sudden transport is a problem for people. Why do I mean it's a problem to people? Because there's what we call transport psychology, a lot of people want to do it in their own way, whereas transports are standard. So, to study it becomes a problem to some. That's one aspect of it. Another aspect of it is that if they make laws, they know that most of them contravene the law, so they

don't want the law to be made. That is one of the problems we have.

Now, when we talk of policy, policy is what you want to do, when you want to do it and how you do that. How do you want it done? Those are the three things you need in policy. You need roads. Where do we need these roads? Why do we need this

road? And what is the effort we are making to bring these roads? Can we do it by ourselves?

You have to look at your pockets. Can we bring in PPP to come and do it? Can we do half of it as a government and then the private sector should do half of it? Can we borrow money to do it? These are the things you need to look at. So, you have to look at the commercialization of the road. You have to look at the administration of the road. You have to look at the operation of the road. You have to look at the technicality of the road, the economy, the marketing, and many things you need to put together. These are the things that will formulate your policy.

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'Without a Transport policy, investors will not take you serious as a country

Policy is not a die-hard book. It's a book that when you look at it, you say, okay, let us look at our five years' goal. If we do our five years' goal and you have to review your policy, maybe after two years you want to review your policy, are we on the right page? Are we moving forward or backward? If we are moving backward, what is delaying us?

If we are moving forward, can we roll for another two years to make another five years with the three years plan that we have on ground? So, that is policy.

But unfortunately, not that we don't have people that can do it, but the people that will make decisions, do they know the decision that they want to take? When I was in the Ministry of Transportation, guess what? I was the only transport expert. So, I tried to professionalise the Ministry. I tried to bring in the policy and I tried to do the law.

Which law was that?

I was able to do the law of 2018, the transportation sector law by bringing all the agencies within the transport sector together as one, and have the Ministry of transportation as policymaker, while others are to specialise in their own area. I got that one done. Secondly, I also did the policy. I got the policy done because I had to go to all the universities and get the people on the operational field, come together and do the policy, which the Lagos government has today.

Unfortunately, I have gone to the governor. I have got approval to professionalise

the ministry, and he has given me approval to employ 50. But unfortunately, the time has come to go, and where I sent the file to, because I can't employ them myself. The Civil Service Commission has to employ them. So, now, that is the state.

What about the federal government?

If you look at Federal holistically, they continue handling these things, they have not been able to get it done. Instead of them asking us, the professionals, to come over and explain every detail of what we sent to them. We have worked with the Nigerian Institute of Transport Technology in Zaria. We have gone to Calabar. We have gone to Uyo. We have gone to Kaduna, we have gone through all the nooks and crannies to formulate that federal policy.

So, your guess is as good as mine on why it hasn't seen the light of the day. But each state will continue to do their own thing. But what we are doing in each state cannot be fully implemented until we have the federal one, so that we can key into the federal law. When you talk of the policy, you take the five modes - road, rail, air, pipeline, and then water. Each must have information about the administration, how do you administer them, how do you operate them, what are the infrastructural needs, what are the economic and other needs?

Then how do you bring in the marketing, the commercial, the PPP? That is when you talk of funding. How do you fund them? You can see how

they fund the road in Lagos State. I mean, the federal government government. It's either you go through the Sukuk. It's either you go through the money being kept by the presidential task force, that is the excess money from crude oil. It's either you go by giving Dangote, BUA and others Tax Credit, That okay, in the next five years, you are supposed to pay us N20 billion. Instead of paying us that N20 billion, we give you five years' tax, we will not borrow money from you. Take the N20 billion, this is a road. Go and construct N5 billion here, go and construct N2 billion there.

These are the things that they need to come up in our policy. But when they are building, if it is N5 million they are building, we say, okay, we will pay you your N5 million within 20 years. The policy should say, okay, build, operate and transfer. They will build, they will toll it. And after maybe, we give you 15 years to collect your money back. Then we give you another four years or five years for profit. But before you hand over the road, in what condition are you handing over that road for us? You are doing it in the condition that when you build the road, it is. So you go and put it back as it was when you built it. Not that you now leave potholes and destroy the road for us, no.

So we can take charge of it and we can say, okay, we don't want a toll gate anymore. Just as we did at Lekki Epe.

So these are the issues that need to be considered when it comes to policy.



ANNOUNCEMENT

The Kaduna State Traffic Law Enforcement Authority (KASTLEA) is informing all motorists in Kaduna State and those passing through that the Authority is embarking on a live run of its ELETRONIC ENFORCEMENT SYSTEM from 3rd April, 2025.

The system uses an Automated Number Plate Reader (ANPR) camera with built-in Artificial Intelligence to capture Number plate, and check

- i. The Genuity of the License/Number Plate,
- ii. The Validity of the Vehicular Particulars
- iii. Captures Over speeding,
- iv. Captures Overloading, and
- v. Strapping of Seat belt violations, etc.

The system will automatically send a notification to the number that was registered with the number plate stating the details of the violation for onward settlement of the offense committed. The system is powered by CHITHUB Traffic Management Solutions! The E-Enforcement will be test run for 1 month.

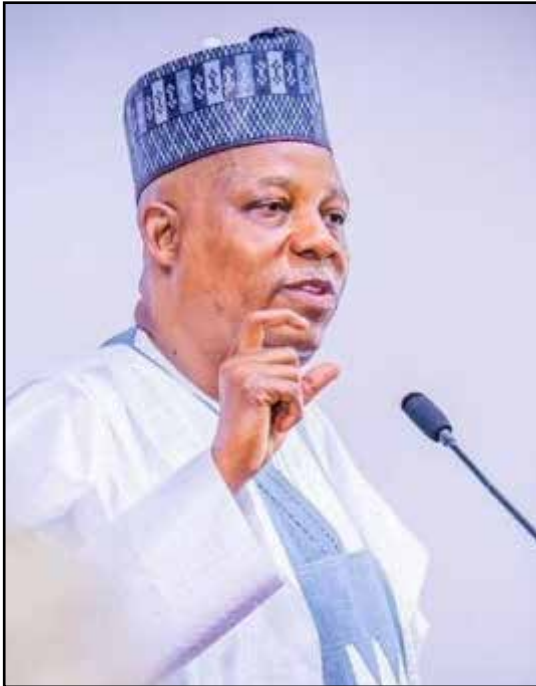


SIGNED
CARLA ABDULMALIK
CORP MARSHAL



DRIVING CHANGE:

VICE PRESIDENT SHETTIMA BACKS INTELLIGENT TRANSPORT SYSTEM TO END NIGERIA'S ROAD SAFETY NIGHTMARE



VP Shettima

In a bold move to address Nigeria's growing road safety crisis, Vice President Kashim Shettima has thrown his weight behind the adoption of an Intelligent Transport System (ITS) — a tech-forward solution aimed at transforming the country's chaotic and deadly road transport landscape.

At a high-level stakeholders' engagement held in Abuja and themed "Intelligent Transport System," the Vice President, represented by his Senior Special Assistant on Emergency Management, Mr. Mohammed Ahmed, issued a clarion call for urgent action, stating that the present state of Nigeria's roads

is "unacceptable."

"Overloaded trucks, frequent road mishaps, and the tragic loss of lives — particularly among road law enforcement officers — are symptoms of a broken system. The Intelligent Transport System offers a pathway to safer, more efficient roads," Shettima stated passionately. "We must advocate its implementation with urgency."

The event, organised by the Chartered Institute of Transport Administration (CloTA), brought together key stakeholders from across Nigeria's transportation ecosystem, offering not just analysis but concrete steps

toward modernization. And at the heart of the gathering was one shared vision: a future where Nigerian roads are smarter, safer, and governed by data-driven enforcement.

Vice President Shettima's charge to CloTA was not merely ceremonial. It was a challenge — a policy directive — aimed at crafting actionable, SMART (Specific, Measurable, Achievable, Realistic, Time-bound), and deliverable plans for the road transport sector. His statement reflects a deep understanding of how digital technology and systems thinking can disrupt Nigeria's long-standing transport woes.

In response, CloTA President, Prince Segun Ochuko Obayendo, FlntSTA, used his welcome address to underline how CloTA has taken that challenge to heart.



What is ITS?

The Intelligent Transport System (ITS) refers to the integration of communication, control, and information processing technologies into transport infrastructure and vehicles to improve safety, mobility, and efficiency. ITS includes tools like GPS tracking, automated number plate recognition (ANPR), traffic signal control systems, and centralized vehicular databases.

"This engagement was provoked by the Vice President's call to action," said Prince Obayendo. "The road transport sector has become an all-comers affair, with enforcement practices that are outdated and ineffective. ITS will change all that. With a robust vehicular database and real-time monitoring tools, we can finally reduce infractions and save lives."

The event was a convergence of minds committed to rethinking road transport in Nigeria. From regulators to academics, the message was clear: technology is not a luxury, but a necessity.

The Federal Road Safety Corps (FRSC), represented

by ACM Ibrahim Kudirat on behalf of Corps Marshal Shehu Mohammed, endorsed the call for ITS as a lifesaving intervention. Other notable attendees included. Kayode Opeifa, Managing Director of the Nigeria Railway Corporation, Engr. Gbenga Dairo, Commissioner of Transportation, Ogun State, Prof. Umar Adam Katsayal, Vice Chancellor, University of Transport, Daura, Dr. Obioma Nwaogbe, Special Adviser on Transportation to the Governor of Abia State, among others.

Their goodwill messages reinforced a shared concern: Nigeria must evolve from analog-era enforcement to real-time, intelligent mobility management systems.

Dr. Joshua Odeleye, Director of the Transport Technology Center at NITT Zaria, laid out the practical pathways for integrating ITS within Nigeria's unique transport terrain. Presentations from Hajia Nana-Aisha (former Executive Secretary of

the Joint Tax Board), Mr. Auwal Mohammed (Head of ICT at the Directorate of Road Traffic Services), and ACM KD Gonji (Legal Adviser, FRSC) further illustrated the legal, operational, and fiscal dimensions of rolling out ITS nationwide.

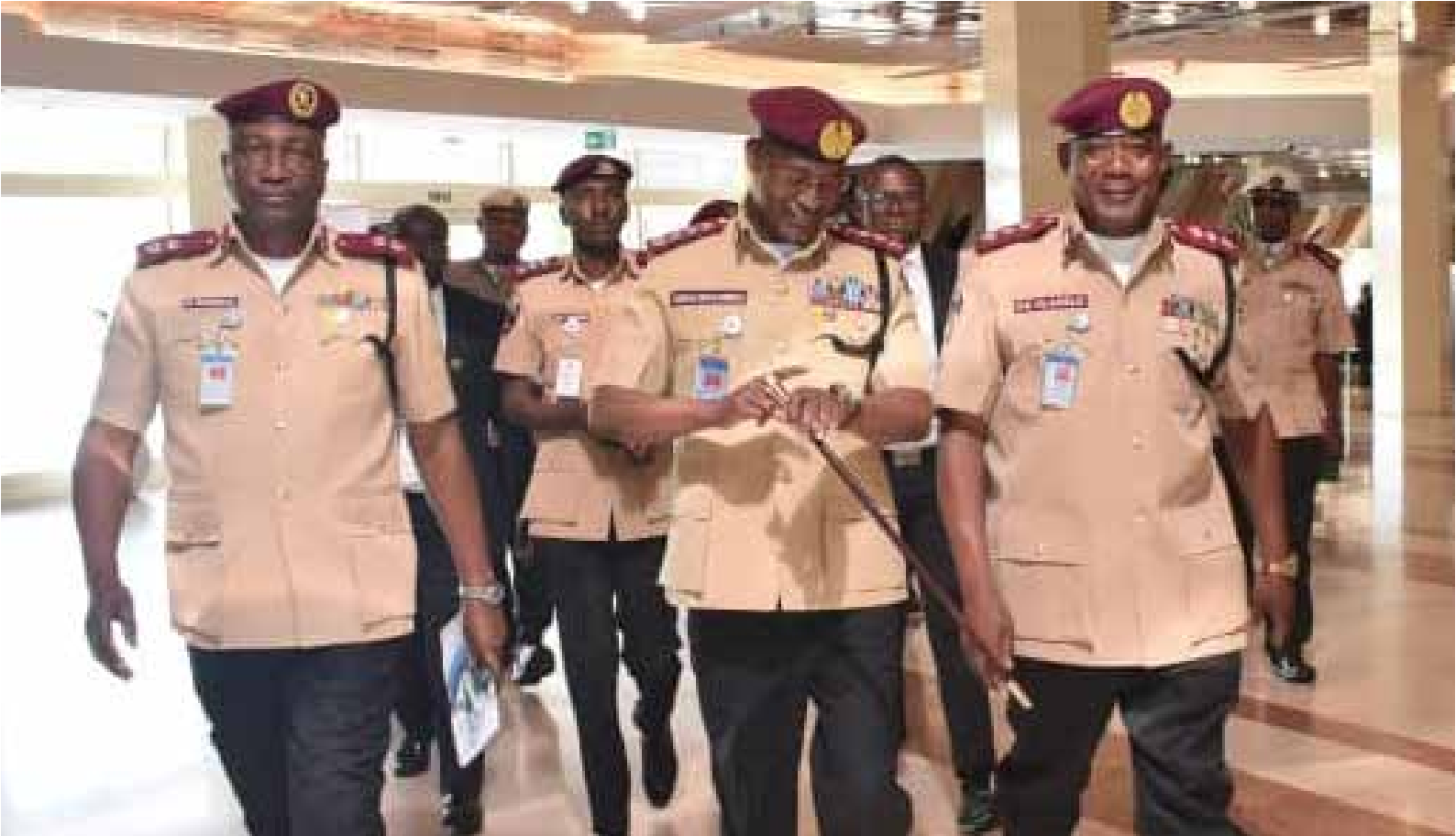
Each expert emphasized that ITS is not just a tool for monitoring and enforcement, but a game-changer in policy planning, accident reduction, and road infrastructure management.

As Nigeria grapples with one of the highest rates of road fatalities in sub-Saharan Africa, this engagement signaled more than a policy shift — it marked a philosophical reawakening. For too long, the roads have been ruled by chaos and tragedy. Now, there's a real opportunity to change the narrative.

Whether or not the Intelligent Transport System is swiftly implemented will depend on the strength of political will, inter-agency collaboration, and sustained advocacy from professional bodies like CIOA.

But with the Vice President himself championing the cause, the momentum for safer, smarter roads in Nigeria has never been stronger.





HOW MALLAM SHEHU MOHAMMED IS CHANGING 'NIGERIA' THROUGH THE FRSC MOBILE APP INNOVATION

- By Okechukwu Jude

When President Bola Tinubu approved the appointment of Mallam Shehu Mohammed in 2024, as the 8th Corps Marshal of the Federal Road Safety Corps (FRSC) and the 3rd from the ranks, of the Corps Marshal, he left no one in doubt about his intentions and philosophy toward repositioning the FRSC as the nation's lead agency on road safety and traffic management.

New technology Innovations, such as radar guns, breathalyzers, body cameras, red light enforcement, automated number plates, driver's license verification, and law enforcement interactions with the public, are all examples of contemporary strategies for

strengthening the capacity for road safety management in Nigeria.

Interestingly, speed limit signs indicate safe bounds for drivers to stay within while driving, in addition to other road signs and flashing lights which indicate when extraordinary caution is needed on the road. Even in other climes, such as the USA and UK, the positive impact of digital solutions in road safety management cannot be overemphasized.

It is, therefore, most worrisome that in the face of these measures and other innovative strategies put in place by the FRSC to address reckless driving and improper road use, road

crashes and fatalities related to unsafe driving and poor road infrastructure seem to be on the increase on Nigerian roads.

He is a career officer, the 3rd to head the Corps after Boboye Oyeyemi and Dauda A. Biu.

Focused and committed to improving the FRSC in areas of policy formulation, operational strategies, and human capital development, he also has the philosophy and belief that humility is the foundation of all virtues.

He has assured Nigerians of safer road environments across the seasons, citing the special presidential attention given to the Corps. To that effect, has stressed the need for sustained sacrifice and devotion to duties by FRSC personnel.

As a professional who grew from the ranks, He has sought collaboration with the Chief of Defence Staff in areas of human capital development and intelligence gathering.

With a candidate leadership style, he is known for leading from the front and being a servant leader. A juncture that had earned him awards and recognitions, within and outside the shores of this country within a short period of appointment.

Buoyed by the wide jubilation borne out of the long expectations of the people that a competent officer with a full understanding of the vision and mission of the organization has come on board, Mallam Shehu immediately hit the ground running with definite assurances to effect a new paradigm shift that will positively change the narrative and commitment of the Corps with the mandate to bequeath safer driving culture to Nigerian road users.

Given this, the Corps Marshal had on assumption of office stated that his leadership would focus on five major principles which are to upscale the digitalization of its procedures, training, and retraining of staff to enhance professionalism, improve the presence and visibility of the Corps across the nation's highways, promoting strategic partnership for collective responsibility, entrenching discipline in line with ethics of regimentation and improving staff welfare for efficient service Delivery, all encapsulated under the principle of People, Process, and Technology (PPT).

Driven by these commitments, his first point of call was the

visits to national driver's license processing Centers in Wuse, the Federal Secretariat, and the Print Farm in Kado, as well as the vehicle number plate production Plant in Gwagwalada in the Federal Capital Territory. In his words, "the visits were necessitated by the need to carry out a physical assessment and address lingering challenges associated with the drivers' license occasioned by infrastructural, technical issues and noticeable gaps in managing the motor vehicle administration mechanism of the Corps."

Commendably, this strategic intervention resulted in the production of about 74,000 licenses in two weeks which led to the clearing of the backlog of drivers' licenses at various Centers across the country. Presently, Nigerians can attest to the fact of a seamless process in obtaining their driver's license. Besides a gradual restoration of the

integrity of the Nigerian driver's license, the Corps Marshal has replicated similar strategies by strengthening the production capacity of vehicle number plate Plants, thus culminating in the availability of vehicle number plates.

The adoption of an improved digital method of operation is not merely a nod to modernity but a fundamental shift that addresses the growing complexities of road safety management in Nigeria. Under his watch, the FRSC has begun implementing advanced data management systems to monitor and analyze traffic patterns, accident reports, and enforcement activities. The Corps Marshal has also initiated comprehensive training programs aimed at equipping personnel with hands-on skills and knowledge in road safety management, law enforcement, and customer service. These programs are designed not



only to improve the technical competence of FRSC officers and men but also to foster a culture of discipline, integrity, and excellence within the Corps.

As an Officer with over 30 years of required experience in road safety management and administration and driven by the passion to properly re-align the FRSC to live up to public expectation, under Mallam Shehu's watch within 100 days in office, the Corps has raised the bar on its operational front after the 2024 special patrols usually initiated to ensure seamless flow of vehicular and human traffic in addition to road crash reduction during the festive seasons.

Aside from achieving 40% in the number of passengers rescued without injuries, there was also a corresponding reduction of 50% in road traffic crashes, a 38% downward slide in the

number of people involved, a 35% reduction in the number of people killed, and a 35% decrease in the number of injured persons within this period. This underscores the Corps Marshal's disposition towards safer roads and fuller lives for the Nigerian motoring public.

In keeping with his words on the assumption of the duty to raise the bar on digitized operations in the FRSC in line with the Renewed Hope Agenda of President Bola Tinubu, the Corps Marshal scored another master stroke during the formal launch of a Mobile App and a National Crash Reporting Information System (NACRIS) designed to raise awareness and sensitize both drivers and passengers on the potential causative factors of road traffic crashes and to break new grounds in the Corps' sustained efforts to create safer motoring environment in Nigeria

and digital transformation of the FRSC to further boost the nation's economic growth.

In his words, "the FRSC Mobile App is a software application that can be used on our phones to alert us on sensitive road safety issues through programmed features such as excessive speeding, dangerous driving, verifying our vehicle documents amongst others. The proper application of these features is expected to drastically reduce injuries and fatalities resulting from road traffic crashes. In this era of technological advancement, FRSC cannot afford to lag. It is in this light that the Corps has decided to adapt and evolve its operations into the global network service system".

As an interactive digital tool, the mobile App will usher Nigerians into a new horizon of road safety management through the following: Emergency reporting by road users on road traffic crashes, patrol misconduct, traffic gridlock, and customer



satisfaction as well as a speed detector feature that beeps on any phone the application is installed on when a driver moves above prescribed speed limit on specified roads and vehicle category.

There is also a black spot (crash-prone locations on the highways) indicator as a crash prevention tool that prompts road users at 2km to an identified crash-prone area as well as verification or confirmation of the validity of some of the Corps' services such as the National Drivers' License, Vehicle Number Plate,

Integration of the National Vehicle Identification Scheme, National Drivers' License, Driving School Standardization Programme, Road Transport Safety Standardization Scheme, and the Speed Limit Device online services for easy accessibility without unnecessary human interface is also contained in the app.

Provision of regular relevant news updates on road traffic in the country, help, and learning interface on Frequently Asked Questions on road safety, reminder interface for vehicle tire replacement, oil change & amp; services, vehicle paper, Driver's Licence, fire extinguisher replacement and customized reminder for



users in addition to emergency contact numbers on road emergencies and other security outfits and ability to report the stolen vehicle to the Corps for tracking/recovery.

Aside from being optimized to run on various digital systems at the most efficient rate, the

Mobile App is also designed to promote road user safety and promote a culture of inclusivity in road safety prioritization in Nigeria.

On the other hand, the NACRIS is designed to promote a multi-sectoral approach to crash reporting and data storage.





Taking cognizance of data as a veritable tool for planning and allocation of resources, the NACRIS approach is designed to ensure that collated data is utilized for the effective implementation of policies that would positively impact road safety administration.

NACRIS underscores the Corps' efforts demonstrated over the years to generate information about road traffic crashes, such as the inauguration of the Road Traffic Crash Information System in 2014 and the harmonized reporting format of Road Traffic Crash to align with contemporary global best practices.

It is a web application that allows the Corps to analyze the economic, health, and other burdens that road traffic crashes leave on the shoulders of our nation, as well as helps in intelligence sharing with relevant stakeholders such as the Nigerian Police, National

Emergency Management Agency, National Bureau of Statistic, National Population Commission, Ministries of Works and Transport, etc.

Taking into cognizance of Road transportation as the most widely used means of transportation in all countries including Nigeria, there is no doubt that with unfettered public buy-in and seamless government support

through improved funding, rehabilitation of roads, installation of appropriate road signs and markings, the FRSC Mobile App and the National Crash Reporting Information System will further strengthen the FRSC under the present Corps Marshal to deliver on its mandate of entrenching safer road culture on Nigerian highways



LASG TO POLICE ROADS WITH SPEED LIMIT CAMERAS

Introduces Online Roadworthiness Recertification for existing vehicles

- Michael Peters

The Lagos State Government has said about 3,000 e-police and speed limit cameras would be installed across the state to enhance traffic law enforcement.

The Director of the Lagos State Vehicle Inspection Service (VIS), Engr. Akin-George Fashola, disclosed this recently, while speaking on Lagos Transport Trends and Perspectives, a programme sponsored by the State's Ministry of Transportation on Traffic Radio 96.1 FM.

Engr. Fashola noted that speed limit cameras have already been installed at various locations, including Alapere-Ogudu Road (80km/h inbound Alausa and 60km/h inbound Iyana Oworo) and at Mobolaji Bank Anthony Way (60km/h).

He further stated that e-police cameras are currently at Allen Junction and Nurudeen Olowopopo Road, in Ikeja

Central Business District of Alausa, to check light infractions, and other traffic violations.

He urged motorists to take note of warning signs installed at these locations to ensure compliance.

Speaking on penalties, the VIS Director emphasized that violators of speed limits, would be required to pay a fine of ₦50,000. He however added that offenders who believe they did not violate the regulation could contest the fine by providing proof.

Responding to a caller who inquired whether commercial vehicles are exempted from the enforcement initiative, Engr. Fashola clarified that an average of 50 commercial buses are apprehended daily for various traffic violations.

Highlighting recent developments within the VIS, he revealed that the



Mr. Oluwaseun Osiyemi
Honourable Commissioner for
Transportation

government has introduced an online roadworthiness recertification system for existing vehicle owners, saying the new initiative allows vehicle owners to renew their roadworthiness certificates online without visiting a VIS office.

Additionally, he mentioned that the VIS now offers Vehicle Identification Number (VIN) verification service for individuals looking to purchase used vehicles. This service provides a detailed history of the vehicle, enabling buyers to make informed decisions.

Engr. Fashola encouraged Lagos residents to visit the VIS website or any of the 45 VIS centres across the state for reliable information and assistance.



HIGHWAYNOMICS WILL TRANSFORM OUR HIGHWAYS, SAYS OGUNNAIKE

- Michael Peters

Dr. Segun Ogunnaike in a little over a decade involvement in transportation says all he sees is a sector yearning for massive investments. Africa's biggest economy is practically a land massively untapped. With the new concept; Highwaynomics, developed by his organisation – GOPOD Strategy Ltd., Ogunnaike is determined to let the governments see the need to build economic value-chain around the roads, beginning with the highways. He spoke with Michael Peters. Excerpts

How will you assess Nigeria's transportation industry? How do you think we can better optimize this sector or will you say the challenges are irredeemable?

We have been able to come up with a strategy at GOPOD Strategy Limited that we called GOPOD Transportation Consult, where we have been able to create an ecosystem that will drive a multi-modal transportation system and we have been able to create a system that would link, starting from the road – highways. That made us come up with the concept of Highwaynomics. Highwaynomics is the development of a sustainable ecosystem around our roads, by creating an economic area around them, particularly the Trunk A highways and seeing how they can be linked to the other modes like Train Stations, Airports and water terminals, generally building an economic system around the road.



Dr. Segun Ogunnaike

This Highwaynomics appears novel. How will GOPOD propose to make this work? Are there prospects that things would be better with Highwaynomics?

For us, this is doable with the right political will from the government. Because of the erroneous believe that transport infrastructure is a vehicle for public good, while they ought to serve purely economic good, i.e. helping us to unlock economic potentials say for instance of taking agricultural produce from the farms to the market centres across the country. The role of government is very critical in drawing out policy direction

that will clearly underscore this as a core part of the whole economic value chain of any road infrastructure. You can never have a sustainable transport infrastructure if you don't build an economic ecosystem around it, something that would drive the people to see it not as a means to an end, but an end in itself. Take for instance, the majority of our people are into agriculture and in order to develop our agricultural system, there is a need for us to deliberately plan the construction of feeder roads to these agricultural zones.

Tolling would make a whole lot of difference in the state of our roads if well managed, because the concept of highwaynomics which we believed, developed and have been canvassing is taking the highways as economic areas that will give value to all stakeholders and the stakeholders must contribute value to.

What do you like to propose to make the difference in order to transform the nation's transportation system to meet global standards?

Specifically, to make the difference, we need to be deliberate and plan our transport infrastructure. We need to remodel the maintenance structure for our highways. Take a case study of managing public transportation in Lagos. There is a need for stakeholders to come together and work with current operators, NURTW, RTEAN and the rest of them; to structure a system that would be transparent to attract investment. Secondly, we need to set up an agency to focus on maintaining our road infrastructure. We can copy from South Africa. The South Africans have the South African National Road Agency Limited (SANRAL). FERMA or the likes of them needed to be replaced with an all-embracing roads company established for the purpose of maintaining all highways. The responsibility of maintaining and prioritizing road infrastructure expansion and construction should be that of the company and not the Federal Government. Above all, the company must be managed as a business and not as a public corporation to be bogged down by official red-tapism. The proposed company would develop among others, more motor parks along all our highways.

Will creating another agency to manage the roads not be seen as another burden for a national government that is already accused of being overweight?

Sincerely this organisation we are looking at may just have government backing in terms of policy but we are proposing that it should operate primarily like an SPV, that is a (Special Purpose Vehicle), and it has to involve operators and professionals to manage a system that would give government returns. This company must be allowed to operate largely independent of government but with government's full policy backing for the management of our roads. An agency like FERMA can be upscaled into this but the board composition will now involve stakeholders that will also be part of this operation. It must be populated by technocrats and operators who have real stakes in the nation's road space. This company will set up policy and automation and put all our roads under surveillance so that we would be able to account for every kilometer of the road. If you talk about tolling alone, if well managed, Nigerians are willing to pay if they drive on good roads. It is about the values that people get from the government. Nigerians buy the most expensive vehicles, buy fuel at expensive rates, so we cannot assume that paying a toll that would fix the roads is going to be the problem. If the roads are efficient and if they can add

value to peoples' productivity, people won't mind the toll.

Talking about tolling, would tolling have helped in making our roads motorable?

Tolling would make a whole lot of difference in the state of our roads if well managed, because the concept of highway economics which we believed, developed and have been canvassing is taking the highways as economic areas that will give value to all stakeholders and the stakeholders must contribute value to. You cannot assume that the highway is an economic area and asset if it is not maintained. To avoid the sustainability issue, and resolve the question of its maintenance if there is no revenue being generated. For every asset that is deployed, it must generate a return on investment. These are many ways that you can make the tolling not burdensome. Right now, our highways are not contributing any other thing other than they being just a means of reaching our various destinations. We need to build an economic ecosystem around them to make them more viable and for which must continue to attract people to look forward to going back there. You don't just build roads as a means to an end, but an end in itself because a lot of economic activities have been created around it to ensure its sustainability.

Will tolling assist in generating funding to manage our highways?

With regards to tolling models, you can have a model that relates to adding it up to fueling. You can have a model that is Pay As You Go (PAYG), and you can have a model that relates to rental. For those that are always on the road, it may not be advisable to have PAYG, you can have Radio Frequency Identification (RFID) stickers, rented for use for one year, in which without having to stop, the cameras mounted at the tolling arcade could pick your details from your car and the bars would open to let you pass. So, there are convenient ways of tolling that could be adopted and it is gratifying to note that the Federal Government has already commenced tolling somewhere in the Northern part of the country. Soon I believe, it would spread round the six geopolitical zones in the country.

TRANSPORTATION IS TOO SENSITIVE TO BE LEFT IN THE HANDS OF THE INFORMAL SECTOR - *Mr. Adeyinka Adebayo*

As Nigeria's transport sector undergoes rapid transformation, the role of strategic marketing in shaping public perception has never been more critical. Enter Mr. Adeyinka Adebayo, the Group Executive Director, Omnicom Media Group, West and Central Africa, a driving force in marketing communications with experience spanning over three decades. He is also a LACVIS Safety Ambassador, advocating for safer roads with road worthy vehicles. Renowned for his work with major consumer brands, in this exclusive interview, we explore his insights on marketing's role in solving Nigeria's transport challenges, the intersection of culture and consumer behavior, and how to sell "the future of mobility" in a market steeped in tradition.

As a marketing expert, how can Nigerian transport operators better brand and position public transport options like BRT systems to compete with the perceived prestige of private vehicles?

It all about improving their services. Public transportation is known for unruly behavior, uncourteous and all that. People are forced to patronize them out of the fact that there are no alternatives. You can see it in how eager they are to get off the buses. I think we should make it more rewarding, more relaxing for people in that they have a wow experience. Respect is not what you ask for, it is what you earn. Similarly, you don't ask for patronage, you earn it by delivering amazing quality and value. So, for the public operators, once you are able to up your game, be more courteous and build more structures and be more accommodating, certainly they can compete with the private operators. In marketing, we say you dress the way you want to be addressed. The question is, are they respecting the passengers who patronizes them every day? Are they giving them an experience that makes them say, tomorrow I want to enter your bus?

What marketing strategies would you recommend to convince more Nigerians to adopt emerging transport solutions like ride-sharing, given our strong cultural attachment to personal cars?

You need to create an enabling environment that justifies why I have to leave my personal comfort



Mr. Adeyinka Adebayo

to join the public buses. I have my personal car but occasionally, I still feel the need to go in public buses because I want to experience some of the memories I have growing up entering public transportation. But I'm equally cautious - is it the bus I will enter where my pocket will be picked or is it the bus I will enter where I stand to be ruffled. Imagine public transportation in London, everything is structured, everything is organized. Even the amount you will pay for parking fee for your personal car would not make it an option especially when you know where you're going could have a parking problem. It boils down to what I said earlier about giving people a wow experience. Treat them courteously, treat them with respect. Let the buses be neat and comfortable. When the buses are rough and the conductors are talking to you anyhow, the question is, why do you want to go through all that hassles when you have your personal car. So a lot of education needs to be done. Educating the drivers,

the bus operators on the need to give passengers a wow experience. Also educating the passengers on the merits of using public transportation. Who says government cannot partner with brands like Malta Guineas to have refreshment on the buses at no extra cost. But when the government comes up with this, you know we Nigerians, we don't trust ourselves. They will want to experience it and once they experience it, they become your brand ambassador.

How can government agencies better 'market' major transport infrastructure projects to the public to maintain support

Transport operators should let people know about your efforts. It's not just a matter of communicating it but proving it and living up to your promises. If you say from Ojuelegba to Mile 2 is going to take 10 minutes because I have a BRT lane, let it leave at that time. Don't wait for anybody. If they say this train is going to move by 9 and once it's 09:01, you see it moving, you know you have to wait for the next one. We need to discipline ourselves to be more time conscious. This issue of African time has set us back. Time is money and any transport business that is heeding to time will be respected. In developed societies, they know the value of time and money and they don't toy with any one of them.

What would be an effective marketing campaign to change dangerous commuting behaviors like overcrowded buses, reckless driving and ignoring traffic rules?

The truth is that we deploy all gamut of communication because when you talk of transportation, it is something that cut across the socio-economic radar of all ages, so we need to make sure we cut through the line. Of course, priority can be given to the younger ones because they are more prone to adventures, to be more daring. The older you grow, the calmer you become. We need to let the young ones know the implications of what they are doing. They need to know that a little insanity from their own end leads to multiple insanity along the way. And many of our people don't know the implications of what they do, they just that they are smarter than the next person. Some people need to be educated and that education is not a one off. It has to be done continuously. Also punitive measures have to be in place. Let it be seen and let the penalty be seen. In developed countries, it is not that they cannot break laws but when they look at the fine to be paid, it will prevent them from doing it at all. Some people don't realize the implication of what they are doing and they act ignorantly. Some things we do have far reaching implication than we can imagine. You need to bring it to the fore so that people can be more careful to other road users.

Could innovative loyalty programs work for mass transit in Nigeria? What rewards would actually motivate consistent usage of public transport?

What gets rewarded gets done. Imagine a loyalty program where you have been found to have used the BRT bus consistently for 350 days out of 365 days, you stand the chance of having dinner with the governor. Is it too much to ask for? This is not something you come across every day. Imagine you identify 50 of such people and you take them to the government house for one hour, appreciating them, rewarding them. The government can equally call on some big companies operating in the state to join them and they will come and they all going away with goody bags. Next year, all those not patronizing will also be encouraged because they know they stand a chance of being rewarded. Everybody loves to be celebrated. Let's celebrate one another.

How can formal transport operators effectively market their services to compete with Nigeria's deeply entrenched informal transport networks?

Transportation is too sensitive to be left in the hands of the informal sector. There is a need to put structure so that we can track and keep a close tab to know who is driving a particular vehicle and this boils down to having a well-established structure so that every vehicle gets registered. With that, we know that if it is Saka, who lives in Iyana Inaja, is the one driving bus 10270, if anything happens in that time from that period, we know who to call. But these days, we have what is called "siwofunra" where some people will take the bus from 12 to 1pm, then drop, then another person from 2 to 4. It is not just organized. And we need to educate this people that it has implications. That if you Saka, that took the bus, you're supposed to drive between one to two, you eventually give it to your friend, if anything happens, you'll be held accountable. So, we need to put structures to it, so that it becomes more organized, so that people can feel safe, secure and happy patronizing them.



NIGERIA'S TRANSPORT REVOLUTION: HOW ROADS, BRT AND TECH ARE CHANGING HOW WE MOVE

- Tobi Rachael

Nigeria, Africa's most populous nation, faces significant transport challenges due to rapid urbanisation, population growth, and inadequate infrastructure. However, modern road networks, Bus Rapid Transit (BRT) systems, and smart mobility solutions are gradually transforming the country's transport landscape. These innovations promise to reduce congestion, improve efficiency, and enhance economic productivity.

Nigeria's road infrastructure has long been plagued by poor maintenance, congestion, and inefficiency. However, recent investments in modern road networks are beginning to yield results. Key developments include the Lagos-Ibadan Expressway, a critical corridor linking Nigeria's economic hub (Lagos) with other southwestern states, which has undergone significant

reconstruction. According to the Federal Ministry of Works and Housing, the project has improved travel time and reduced accidents. The Second Niger Bridge, completed in 2022, eases traffic between the Southeast and South-South regions, boosting commerce. Additionally, the Abuja-Kaduna-Kano Highway is being expanded to enhance connectivity between northern and central. Despite progress, funding gaps, and inconsistent policies hinder full modernisation. As transport expert Prof. Ojo Maxwell notes, "Nigeria needs sustainable funding models, like public-private partnerships (PPPs), to maintain and expand road networks effectively."

Bus Rapid Transit (BRT) systems have emerged as a cost-effective solution to Nigeria's chaotic urban transport. The Lagos BRT (BRT Lite & BRT Corridor), launched in 2008, was the first of its kind in West Africa. According to the Lagos Metropolitan Area Transport Authority, LAMATA, the BRT moves over 200,000 passengers daily, reducing travel time by 30%. The recent Blue Line Rail integration further enhances multimodal transport. In Abuja, the BRT introduced in 2018 has faced operational challenges but remains a critical mass transit option. However, overcrowding, maintenance issues, and reliance on government subsidies limit its efficiency. As Dr. Adeola Adenikinju of University of Ibadan argues, "BRT systems must adopt smart technologies, like contactless payments, to improve efficiency and user experience."

Smart mobility leverages technology to optimise transport systems, and Nigeria is gradually adopting these innovations. Ride-hailing apps like Bolt, Uber, and inDrive provide safer, more efficient alternatives to traditional taxis. According to a 2023 Tech Cabal reports, ride-hailing contributes over ₦50 billion annually to Lagos' economy. Electric Vehicles (EVs) are also gaining traction, with startups like Jet Motors and Nord pioneering EV adoption, though charging infrastructure remains limited. Lagos's Intelligent Transport System (ITS) uses AI and cameras to monitor and control traffic flow. However, challenges such as unstable power supply, regulatory hurdles, and public scepticism slow progress. As most transport operators agree, "For smart mobility to thrive, Nigeria must invest in digital infrastructure and enact supportive policies."

In conclusion, modern road networks, BRT systems, and smart mobility are reshaping Nigeria's transport sector. While progress is evident, sustained investment, policy consistency, and public-private collaboration are essential for long-term success. As Nigeria moves towards a smarter, more efficient transport future, stakeholders must prioritise innovation, sustainability, and inclusivity to ensure seamless mobility for all. With better roads, BRT, and tech, transport will become easier in Nigeria.





From left; South-East Development Commission (SEDC), Mr Mark Okoye, Managing Director, Nigerian Railway Corporation, Dr Kayode Opeifa and SEDC Director, Mrs Adejoke Adebayo-Chukwumah, during the working visit to the NRC Headquarters.

NRC, SEDC TO PARTNER ON REHABILITATION OF SOUTH EAST RAILWAY

The Managing Director and CEO of the Nigerian Railway Corporation (NRC), Dr. Kayode Opeifa, and the South East Development Commission (SEDC), recently agreed to collaborate in the rehabilitation and expansion of the South East railway infrastructure in line with the Renewed Hope Agenda of the Tinubu administration.

He made this known during a working visit by the leadership of the SEDC, led by Mr Mark Okoye, to the NRC Headquarters in Lagos.

It was the first formal engagement between the NRC and any of the regional commissions established by President Bola Ahmed Tinubu, as part of efforts to ensure the even development of all zones in the country.

Opeifa observed that the visit by the SEDC Managing Director, who was accompanied by the Director (Southwest Representative), on the Commission, Mrs Adejoke Adebayo-Chukwumah, underscored the priority attention the SEDC attached to rail development in the region.

He emphasized that the NRC has historically been at the heart of Nigeria's economic growth,

tracing it back to the colonial era, when the first rail lines were built to facilitate trade and commerce from the hinterlands to the sea.

He stressed that the government is prioritizing the rehabilitation and expansion of narrow gauge railway networks to enhance mobility, reduce the cost of transporting goods, and improve economic productivity.

He said: "While Nigeria developed 3,500 kilometres of rail lines in our first 60 years post independence, the Federal Government successfully constructed over 1,000 kilometres of new or refurbished rail lines in the past decade, marking a significant milestone in railway development."

He further noted that revitalizing the railway sector would lead to a significant reduction in the cost of goods, benefiting businesses and consumers alike.

He said rehabilitation of the eastern corridor railway

line would restore connectivity between key cities in the southeast and other parts of the country.

He also addressed the raging concerns on vandalism, especially on the Eastern corridor, saying the railway assets are still much in use and not scrap irons. He said the NRC is actively working to repurpose outdated infrastructure and improve service delivery.

With plans underway to enhance railway services across the country, the NRC remains committed to ensuring that railway development aligns with national economic goals.

The Federal Government's push for modernization, increased efficiency, and expanded railway connectivity is expected to propel Nigeria's GDP growth and bolster trade both domestically and internationally, he further stressed.

In his remarks, the Managing Director, South East Development Commission (SEDC), Mr Mark Okoye, outlined an ambitious roadmap to transform the region into Nigeria's preferred investment destination by 2030.

Okoye stressed that the commission is prioritizing railway development across the five states in the South-East.

"Our goal is to develop a seamless business climate across all five states in the region. We want consistency in ease of doing business policies, laws, and investment regulations to attract both domestic and international investors."

He added that the commission intends to establish an investment fund driven through an investment corporation to finance long-term projects, ensuring financial independence within a decade.

The delegation also highlighted security and investment climate enhancement as immediate priorities, recognizing that economic transformation cannot thrive without a stable environment.

The collaboration with the NRC is expected to play a crucial role in the region's master planning, which includes multi-modal transportation systems, industrial clusters, and agro-processing zones.

Okoye noted that successful models, such as the Red Line, owned by the Lagos State government, is a good example of the partnership the Commission desires to forge with the NRC.

Reflecting on the commission's first 50 days since it was established on February 11, Okoye outlined key achievements, including engagements with the Senate, House of Representatives, state governors, organisibg private sector groups, and the diaspora community.

He also announced the launch of a volunteer system, which has already attracted over 2,000 sign-ups from Nigerians worldwide who are eager to contribute technical expertise to the region's development.

The SEDC's efforts have also drawn attention from various stakeholders, including the Indigenous People of Biafra (IPOB), who have pledged to track the commission's expenditures to ensure transparency and accountability.

Okoye reaffirmed the commission's commitment to fostering development partnerships and urged the NRC to consider the SEDC a key stakeholder in its future projects.

"We are here on a plucking mission—to identify and maximize opportunities for regional growth," he said.

With a clear strategic direction and growing stakeholder engagement, the Southeast Development Commission is poised to drive economic transformation in the region, ensuring sustainable progress and enhanced national integration.

The commission, has identified five key sectors to drive the region's economic expansion from \$40 billion to \$200 billion within ten years. These sectors include agriculture, industrialization, technology, creative economy, and tourism, with infrastructure serving as the enabling foundation.

A major highlight of the visit was a tour of all operational areas within the Lagos district. Among places visited are; Iddo Terminus, the Running Shed, the Nigerian Railway Training School, and the Minister Museum aimed at showing SEDC team the rich heritage of the Corporation.



OPEIFA PLEDGES MORE COMMITMENT TO INCLUSIVE TRAIN SERVICES

- Kicks off inspection of railway districts

- Michael Peters



Dr. Opeifa

The Managing Director of the Nigerian Railway Corporation Dr Kayode Opeifa has pledged the commitment of the Corporation to inclusive services that would see more persons with disabilities being able to use the train with some comfort.

He made this known recently at the

the station any day they had to come to the market, because of lack of afternoon trains.

He also said he would look into installing air conditioning units and generally improve the ambience of the coaches, to encourage more passengers to use the train. He directed some of the coaches to be fitted with solar panels to power cooling systems in the train.

"The NRC Management being aware of the centrality of the MTT Kajola to Iddo rail to the continued prosperity of the Iddo, Idumota and other major big markets on Lagos Island will not only continue to sustain the line, but work to add additional service after careful commercial market viability and sustainability studies are done," Opeifa said.

He assured that the corporation would urgently embark on a facelift of all the stations to improve passenger's travel experience even as he directed a review of all land leases around the Iddo Station in line with the mandate to optimize the station.

Opeifa called on corporate and other individual philanthropists to partner with the corporation in improving the travel experience of railway passengers by donating conveniences such as benches, lightings, or the construction of toilet facilities at the stations as part of their Corporate Social Responsibility.

Babatunde Fashola Train Station, Agege, when a passenger living with disability, Mr Olatunji Yusuf, lamented the struggle he went through using the intercity train because of the faulty elevator at the station.

Yusuf, who was on a wheelchair, recounted that three hefty men had to carry him through the staircase to the platform to enable him enter the train adding "I had to pay these men, who left what they were doing just to help me into the station and into the train."

Opeifa, who felt the pain that people living with disabilities had to go through in assessing public infrastructure, apologized for the failure of the elevator, and directed that such conveniences must be kept working for the benefit of challenged passengers in all train stations across the country.

He equally assured all Nigerians of the readiness of the corporation to improve the quality of its services. He spoke as he commenced an inspection tour of all the railway districts under him.

At the Iddo Train Station, he said the corporation would look into restoring an afternoon train service to reduce the strain especially on traders who had complained that they spent almost the whole day at



CIOTA VISITS OPEIFA, PLEDGES TO SUPPORT NRC TO SUCCEED

RAIL

The Chartered Institute of Transport Administration of Nigeria (CIOTA), has said it would ensure the success of the new Managing Director of the Nigerian Railway Corporation (NRC) Dr Kayode Opeifa.

The National President and Chairman of Council of the Institute, Prince Olusegun Obayendo, made this known when he led other management team of the Institute on a courtesy call on the NRC Boss recently.

Obayendo who commended the pedigree of Opeifa, extolled his expertise and described him as the right peg in the right hole, adding that President Bola Ahmed Tinubu made no mistake in the choice for the new helmsman for the railway.

He expressed the confidence of all members of CIOTA in Opeifa's leadership which he said had shown forth brightly within the very limited time he had resumed office.

In his response, Dr Opeifa appreciated the recognition accorded him by CIOTA, and used the opportunity to highlight the dedication of all railway workers, whom he described as the unsung heroes of the industry to keep the wheel of railway in the country going.

He emphasized that while there are potentials to expand rail infrastructure where possible, the NRC remains committed to its core mandate of rail maintenance, ensuring that existing tracks are well preserved and operational.

According to him, this commitment has enabled him to consistently ensure that the rail stick to its schedules despite all challenges.

Opeifa acknowledged the constraints facing the sector, including logistics challenges and infrastructure limitations. However, he noted that the Nigerian government has fostered strong partnerships particularly with Chinese investors to drive rail construction and expansion.

He called for greater public support, emphasizing that the government mobility agenda is multimodal, integrating the rail with other transport systems for efficiency.

The NRC Boss highlighted ongoing efforts to optimize rail freight operations, revealing that cement is now being moved from Ewekoro to Osogbo, while plans are underway to transport cargoes from Lagos to Ilorin. He described the railway as an emerging preferred choice for cargo movement with two additional rail lines set to be activated to transport up to 100

containers from Apapa, easing congestion at the port.

Opeifa also disclosed that the NRC is collaborating with state governments to invest in rail corridors following the example of the Lagos Red Line, which has seen the development of major stations across the state. He stressed the importance of protecting the rail tracks from vandals and theft, warning that anyone caught stealing railway items would be prosecuted.

He appealed to CIOTA to champion private sector collaboration by championing the new deal that the NRC is bringing to the table and inviting investors to see the opportunities for real investments in the railway sector thereby multiplying their investments.

In their response, Profs Samuel Gbadebo Odewunmi, and Iyiola Oni assured Opeifa that CIOTA would rally round him in order to prove the necessity of having a professional in charge of an agency as critical as the Nigerian Railway Corporation.

"We have written so many papers. We have defended so many theories in public for a, now is the time we have to prove that we can get this country right just by putting the right person in office in the country. Opeifa, a Fellow of this great institute is our own experiment, and we would go all out to ensure that he succeeds. Your success is our own success at CIOTA, and we shall make sure you succeed," both had said in their brief remark.



WE ARE READY FOR CARGO SERVICES

The Managing Director of the Nigerian Railway Corporation Dr Kayode Opeifa on Tuesday declared that the Western district is ready for cargo train movement between Lagos and Kano on the narrow gauge.

Opeifa made this known at Dugbe, the Ibadan Narrow Gauge Train Station after inspecting Moniya Freight Park, in Ibadan, Oyo State, during the tour of operations on the Western Line, as part of his inspection tour of all districts which commenced on Friday.

He said: "The essence of this tour is to enable us to access our readiness to handle the cargo side of our business as business and logistics facilitator. We are happy with the extent of what we have seen and we can

comfortably say we are ready to move any manner of cargo for any of our customers."

Opeifa had commenced the tour from the Mobolaji Johnson Train Station at Ebute Metta, where he inspected the facilities available for passengers' convenience.

At his next stop at Omi Adio, Opeifa inspected the facility being put in place to establish another cargo park at Omi Adio. He directed the acquisition of more land around the proposed dry port area to provide for anticipated business the dry port would be processing when the business finally comes on stream.

Opeifa was joined on the inspection at the Ladoke Akintola Train Station, Omi Adio, by the Director General of Development Agenda for Western Nigeria (DAWN Commission) Dr. Seye Oyeleye, who expressed the readiness to work with the Corporation to reactivate the narrow gauges within some of the states in the Southwest for mass transportation.

The inspection took Opeifa and his management team to the Obafemi Awolowo Train Station, Moniya and the Moniya Cargo Park, where he inspected the readiness of the port to facilitate cargo business.

He also inspected the Western District Headquarters at Dugbe, Ibadan, where he charged the workers to double their effort and improve the Internally Generated Revenue (IGR) of the railway.

"I can approve an improvement in your allowances once we improve our IGR. So let us be committed to doubling our efforts," he said.

Opeifa said the management is determined to recommence cargo commitment from Lagos to Kano, even as he said he would be at Ibadan to flag off the Dugbe end of the movement once the service begins.

He also commended all railway women, urging them to continue to prove their mettle in keeping the wheel of the rail going.

Addressing the welfare of pensioners, Opeifa assured that the corporation will continue to work at improving their welfare.

"I don't need to be told, I can feel so many things and I can only assure you that the management will continue to work at improving your living conditions," he said.

He reiterated his call for vandals to stop sabotaging the Corporation's effort at improving its services.

"Let me emphasize again that there are no scraps in the Nigerian Railway Corporation. All we have are rail materials. All our materials are in serviceable conditions. From here we are moving cement from Ewekoro to Osogbo and to Ilorin. All these wagons you see, all these rail sleepers, all these irons are still working and all security operatives have been directed to arrest and prosecute anyone caught vandalising our property. No one is permitted to carry our materials. No letter of approval is sufficient to allow anyone to do so, security operatives should put a call across to us to enable us to authenticate such activity," he said.





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CAPE TOWN CONVENTION COMPLIANCE: The Positives, Pessimisms

- Emmanuel Olisemeke

The recent compliance of Nigeria to the Cape Town Convention (CPC) Practice Direction, stakeholders in the Nigerian aviation industry say it has numerous benefits for the operating airlines in the country, but still expressed skepticism about its success. Emmanuel Olisemeke writes.

The signing of Cape Town Convention (CTC) Practice Direction by Nigeria in the last quarter of 2024 was unprecedented in the annals of the country's aviation industry.

The signing spearheaded by Mr. Festus Keyamo, the Minister of Aviation and Aerospace Development, is a step that would enhance the performance of Nigerian airlines – aircraft acquisition,

leasing (dry, dump and wet leases) and other business opportunities for the entire aviation industry in Nigeria.

The CTC Genesis

Nigeria had ratified and domesticated the Cape Town Convention in 2007. This came at a time when it was extremely difficult to acquire aircraft on wet and dry leases because of the poor safety record and non-adherence to agreement by the Nigerian aviation industry.

The CTC is an international treaty designed to standardise transactions involving movable property, particularly aircraft, spare parts and other mobile equipment to facilitate asset-based financing and leasing.

The convention aims to create a more secure and efficient framework for international transactions



Mr. Keyamo

involving mobile equipment, making it easier for lenders and investors to finance such assets. It also simplifies transactions and reduces legal uncertainty for lessor and lessee.

Despite being one of the signatories to the treaty since 2007, Nigeria's compliance was almost nil.

The indigenous airline operators proved difficult to transact business with. Lessors and other major aircraft manufacturing companies avoided the nation's airlines like a plague due to protracted legal tussles.

Some of the

operators had sought an injunction in law courts, making it extremely difficult for equipment repossession by lessors. This earned the country a bad image in the comity of nations, leading to a blacklist by aircraft lessors, particularly the Aviation Working Group (AWG), co-chaired by Airbus and Boeing.

For instance, the Nigeria Civil Aviation Authority (NCAA), had to intervene before a particular lessor could repossess its equipment from a local operator who had approached the court to halt the return of the aircraft to its original owner.

The Nosedive

The failure of Nigeria and its airline operators to comply with the CTC directive, led to quick slope of the country's rating in the comity of nations. For instance, out of the maximum of 100 points a country and its operators are expected to earn to indicate their compliance with the treaty, Nigeria's fortune declined to 49 points, therefore pointing to a hopeless future for the country's image and airline operators. This point drop, led to high insurance premiums, leasing and access to loans for Nigerian airlines, which made the operating environment toxic and uncompetitive for the operators.

But, in order to ensure its compliance, Keyamo, with the support of President Bola Tinubu, Vice President Kashim Shettima, and Lateef Fagbemi, Attorney-General of the Federation, then reached out to key institutions and offices in the judicial sector, resulting in the signing of the practice directions. The new practice directions issued by the Chief Judge of the Federal High Court is expected to eliminate judicial impediments in the implementation and compliance with the Cape Town Convention. This move, according to Keyamo, would also boost investor confidence and open the floodgates to Nigeria's air operators to easy access to aircraft acquisition either at outright purchase or leasing at much lower rates.

The Change and Impact

Barely a week after its compliance with the Cape Town Convention, the country's global rating status soared to 70.5 from 49 points, but the country was still on the watching list of the group.

This was contained in an email by Aviation Working Group (AWG) in London and New York to the Ministry of Aviation and Aerospace Development and signed by Jeffrey Wool, the Secretary General of the group, which is co-chaired by Boeing and Airbus.

This was the largest score the country had ever attained till date to give comfort to financiers and the leasing world.

The letter read in part: "Thank you (and your colleagues) for the time, effort and skill over the past months on the Practice Direction, issued late last week.

"Based on that important legal development, AWG has swiftly and materially increased the Nigeria CTC compliance index score from 49 to 70.5.

Keyamo also expressed optimism that the country had the potential for further increase in the next few weeks, stressing that he had directed the NCAA to immediately adjust

“

With 75.5, we are completely off the watchlist and the Aviation Working Group (AWG) co-chaired by Airbus and Boeing, they termed it a high score for the country and it matches the scores of most of the big nations in the world, which access big aircraft finances. We have that kind of access now I can assure you





its administrative rules called IDERA to also fully align with the convention to further boost the confidence of financiers and lessors across the world.

Removal From Watchlist By AWG

However, a few weeks after the compliance and growth of its points to 70.5 points, the country's global rating status once again soared to 75.5 points.

As a result of this, the AWG removed Nigeria from its watchlist.

The removal of the country from the watchlist now enables Nigerian airlines to access aircraft on dry leasing basis, while global financial

companies would also be able to partner with the airlines for aircraft financing.

In his comment, Keyamo expressed that the government was purposeful with its policies for the country's aviation industry, assuring that the government would continue to support private investors to thrive through the creation of an enabling environment for all.

He said: "It's a major market opener for the aviation sector, especially the Nigerian aviation sector around the world. They can then go globally and access the world of aircraft financing and aircraft leasing. We were actually on a blacklist before; at 49.5, a non-compliant figure, we moved on

to 70.5, which was a complaint belt, but still on the watchlist.

"With 75.5, we are completely off the watchlist and the Aviation Working Group (AWG) co-chaired by Airbus and Boeing, they termed it a high score for the country and it matches the scores of most of the big nations in the world, which access big aircraft finances. We have that kind of access now I can assure you.

Stakeholders' Reactions

The increase in points by Nigeria and subsequent removal from the AWG's watchlist due to its compliance with the treaty,

has led to encomiums from stakeholders and international organisations.

For instance, the International Transport Federation (ITF) in a correspondence with our correspondent, congratulated Nigeria for its impressive achievement of 75.5 points from the former abysmal 49 points.

In an email to our correspondent by Stephen Cotton, the General Secretary, ITF, an arm under the International Civil Aviation Organization (ICAO), Cotton said that the attainment gave Nigeria the platform to develop a regional aviation industry based on the principles of decent work, economic development and environmental sustainability.

He further lauded Keyamo for his hard work in this regard and hoped to have an improved working relationship with the Nigerian government.

A few weeks after the compliance and growth of its points to 70.5 points, the country's global rating status once again soared to 75.5 points.

As a result of this, the AWG removed Nigeria from its watchlist.

BOARD MEMBERS FOR AVIATION: NECESSARY FOR COMPLIANCE

By Emmanuel Olisemeke

The recent appointment of Alhaji Umar Ganduje as the Chairman Board of the Federal Airports Authority of Nigeria (FAAN), industry experts say is a step in the right direction, but want full compliance to agencies' Acts.

For almost 15 years, aviation agencies operated without board members despite the outcries in some quarters for the Federal Government to do so.

The agencies with boards of directors, according to the Acts setting them up, are the Nigerian Airspace Management Agency (NAMA), the Federal Airports Authority of Nigeria (FAAN), the Nigerian College of Aviation Technology (NCAT), the Nigerian Meteorological Agency (NiMET), the Nigeria Civil Aviation Authority (NCAA) and the Nigerian Safety Investigation Bureau (NSIB).

When Princess Stella Oduah was appointed as the Minister of Aviation by former President Goodluck Jonathan between 2011 to 2014, the minister dissolved the boards and administered the agencies all alone in flagrant disobedience to the Acts establishing them. Also, subsequent ministers did not fare better. Within the period, the aviation industry had Mr. Samuel Ortom, Mr. Osita Chidoka and Sen. Hadi Sirika as ministers.

Sirika, the longest serving Minister of Aviation, 2015 till 2023, refused to inaugurate board members for his eight years period despite the appointment of board members for the agencies by former President Muhammadu Buhari and the clamour for it by the then Chairman of All Progressives Congress (APC), Mr. Adams Oshiomhole.

Some of the appointees for the agencies included Dr. Yakubu Lame, Abdullahi Y. Gashu'a and Capt. Ibraheem Olugbade for NAMA. For FAAN, Buhari had appointed Otunba Niyi Adebayo, Akingbesote Akinyeye, Suleiman Mohammed and Bello Babura.

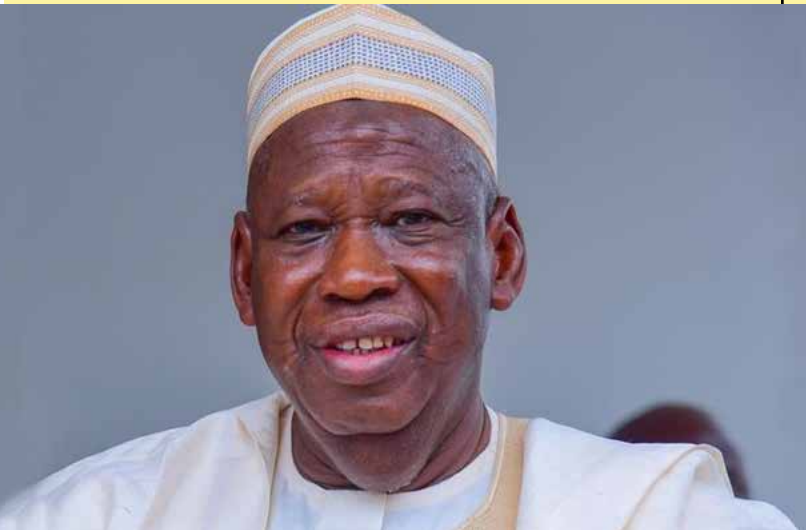
NCAT had Mrs. Deborah Iliyas and Chie Simon Owahofa, while NiMET had Otunba James Faleke and



Olubunmi Oluwaseun Kuku
FAAN MD

Dr. Chichi Ashwe, among others. But, Sirika failed to inaugurate the boards despite their appointments in 2018 by Buhari.

Sirika had claimed that the membership of the boards, violated the provisions of the Acts which stipulated the requisite qualifications they must possess to be appointed and inaugurated. The Act of each of the agencies specifically makes provision for the composition of governing boards to run them. The intent is to ensure that there is corporate governance in the running of the agencies while deepening the quality of decisions and policy implementation. For instance, Part 2 (5) of the NCAA Act 2022 reads: 5.—(1) There is established for the Authority, a Governing Board (in this Act referred to as "the Board"). The Board shall consist of — (a) a Chairman; (b) one representative each, who shall be within the directorate cadre, from the Federal Ministry for the time being responsible for — (i) Aviation, and (ii) Defence; (c) the Director-General of the Authority.



Alhaji Ganduje

May 29, 2023 Boards Appointment

Surprisingly, Sirika, who failed to inaugurate boards for his eight years period as a minister, constituted boards for the agencies a few hours until his departure on May 29, 2023. NSirika in a statement by Mr. Oluseyi Odutayo, the Head of Press and Public Affairs, Ministry of Aviation, named the agencies as NCAA, FAAN, NAMA, NCAT, NiMet and NSIB. According to the statement, NCAA was chaired by Mr. Lai Are with two institutional members representing the Ministries of Aviation and Defence.

FAAN was chaired by Capt. Fola Akinkuotu, the former Managing Director of NAMA with five institutional members representing the Ministries of Aviation, Defence, Justice and Tourism and NCAT while Capt. Mukhtar Aminu and Mr. Chris Aligbe were appointed as members. NAMA had Capt. Bashir Sodangi as Chairman with four institutional members representing Ministries of Aviation, Communications and Digital Economy, Transportation and Nigerian Air Force as well as two other members to represent public interest. They were Mr. Richard Aisuebeogun and Suleiman Balarabe Ismail. NSIB was to be chaired by Engr. Ezekiel Danboyi Zang with six other members including Engr. Suraj Abdulwahab, Engr. Ita Awak, Mall. Nasiru Anas, Alhaji Sani Maida, Engr. Pantani Esugo and Lawrence Fubara Anga, SAN.

Dr. Imoro Kubor was to chair the NiMet Board with four institutional members representing the Ministries of Aviation, Agriculture and Natural, Resources, Environment and Transportation with Dr. Adebayo Yinka and Prof. Aliyu Umar Tambuwal as members. Also, NCAT was chaired

by Capt. Jonathan Ibrahim with institutional members, which included the Ministry of Aviation, NCAA, Nigeria's International Civil Aviation Organisation (ICAO) representative; representative of the aviation sector, Engr. Bashir Saad; Hajia Binta Aminu Iya representing the community; Representative of the College elected from the congregation who should be a non-teaching staff and the college registrar.

The statement added, "It should be noted that, in line with the recently promulgated and gazetted Acts of the agencies, membership of their boards are mostly institutional representations. The President, therefore, considered the requirements in approving the memberships and hopes that they will play the necessary roles in furthering the development of the sector as a new administration takes over."

However, none of the board members was inaugurated. In fact, some of them who spoke to our correspondent, claimed that they only heard of their appointments in the media, adding that they were never contacted by Sirika.

Tinubu's Appointment of Ganduje

While the clamour for the appointment of board members continued to gain momentum, on January 24, 2025 President Bola Tinubu, announced the appointment of Board Chairpersons for 42 government agencies, but with only FAAN in the aviation industry.

Tinubu in a statement by Mr. Bayo Onanuga, Special Adviser to the President on Information & Strategy, announced Alhaji Abdullahi Ganduje, the Chairman of APC announced as the Chairman of board for FAAN without any other board members, while other agencies were overlooked apart from NCAT, which the government had earlier announced an unnamed board chairman for in the last quarter of 2024.

Experts Reactions

Experts in the country's aviation industry, especially the unions, have continued to crave for the appointment of board members for the agencies.

They argued that the appointment of boards would act as checks and balances on the minister, while also ensuring quick attendance to staff welfare issues and accelerated monetary approvals for the agencies' Chief Executives (CEs).

GLOBAL AIR CARGO DECLINES BY 01% IN FEBRUARY - IATA

By Emmanuel Olisemeke

The International Air Transport Association (IATA) has said that global air cargo markets measured in Cargo Tonne-Kilometers (CTK), declined by 0.1 per cent in February 2024, compared to the same period in 2024.

The association said that the decline was the first decline since mid-2023.

IATA also said that capacity, measured in Available Cargo Tonne-Kilometers (ACTK), decreased by 0.4 per cent within

He attributed this to February 2024 being extraordinary—a leap year that was also boosted by Chinese New Year traffic, sea lane closures and a boom in e-commerce.

“Rising trade tensions are, of course, a concern for air cargo. With equity markets already showing their discomfort, we urge governments to focus on dialogue over tariffs,” he added.

He further noted that in January, the industrial production index rose 3.2 per

cent indicating growth.

The PMI for new export orders rose slightly to 49.60 from the previous month, remaining just shy of the 50-mark, which is the growth threshold.

In February, consumer inflation remained elevated in the US, Europe, and Japan, easing only slightly from the previous month.

In contrast, China recorded its first decline in consumer prices in 11 months, reinforcing signs of persistent deflationary pressure in the economy.

On regional performances, IATA said Asia-Pacific airlines saw 5.1 per cent year-on-year demand growth for air cargo in February, while capacity increased by 2.7 per cent year-on-year.

Also, North American carriers saw a 0.4 per cent year-on-year decrease in demand growth for air cargo in February and capacity decreased by 3.5 per cent year-on-year.

For European carriers, they saw a 0.1 per cent year-on-year decrease in demand growth for air cargo in February and capacity also decreased 0.2 per cent year-on-year.

Middle Eastern carriers saw an 11.9 per cent year-on-year decrease in demand growth for air cargo in February, the slowest among the regions.

Also, capacity decreased by 4 per cent year-on-year in the region.

Latin American carriers saw 6 per cent year-on-year demand growth for air cargo in February, the strongest growth among the regions and capacity also increased 7.6 per cent year-on-year.

African airlines saw a 5.7% year-on-year decrease in demand for air cargo in February, while their capacity also decreased by 0.6 per cent year-on-year.

Besides, the association also said that African airlines saw a 6.7 per

the same period when compared to February 2024.

It said year-on-year comparisons were affected by the extra day in February 2024 due to the leap year.

Commenting on the statistics, Willie Walsh, IATA's Director General, said that February saw a small contraction in air cargo demand, the first year-on-year decline since mid-2023.

cent year-on-year, the highest growth in two years and world trade expanded by 5 per cent.

Besides, jet fuel prices averaged \$ 94.6/barrel in February, a 2.1 per cent drop from January.

In February, the Purchasing Managers Index (PMI) for global manufacturing output was above the 50-mark (51.5),





Willi Walsh

cent year-on-year increase in demand in February 2025 when compared to the same period in 2024.

IATA explained that global total demand, measured in revenue passenger kilometers (RPK), was up 2.6 per cent compared to February 2024, while total capacity, measured in Available Seat Kilometers (ASK), was up 2 per cent year-on-year.

According to IATA in its regional market analysis, African airlines experienced a 6.7 per cent year-on-year growth in demand with increased capacity at 4 per cent year-on-year.

Also, the load factor for Africa rose to 75.3 per cent ppt compared to February 2024.

For the global performance, total demand, measured in RPK, was up 2.6 per cent compared to February 2024.

Besides, total capacity, measured in ASK, was up 2 per cent year-on-year, while the February load factor was 81.1 per cent compared to February 2024 period.

IATA also said that international demand rose 5.6 per cent compared to February 2024 and capacity was up 4.5 per cent year-on-year, and the load factor was 80.2 per cent within the same period under review.

Domestic demand fell 1.9 per cent compared to February 2024 and capacity was down 1.7 per cent year-on-year, while the load factor was 82.6 per cent compared to February 2024.

Commenting on the statistics, Walsh said that while traffic growth slowed in February, much of this could be explained by factors including the leap year, and lunar new year falling in January compared to February last year.

Walsh emphasised that February traffic hit an all-time high, and the number of scheduled flights was set to continue increasing in March and April.

He, however, said that there was the need to keep a close eye on developments in North America, which saw falls in both domestic and international traffic.

"While many of the proposed reforms are sensible, the package stops short of a real solution. Even with the reforms, EU261 will still target the airlines with penalties even if the root cause of delays is an infrastructure incident out of their control—like we saw at Heathrow.

"Over two decades of EU261 have not seen a reduction in delays because infrastructure providers have no incentive to improve their game. Sadly, for European travelers, we are likely to see this play out again in this summer's peak travel season. Genuine reform of EU261 must ensure that all parties responsible for delays have a stake in the consequences," said Walsh."

On regional breakdown, International RPK growth

moderated to 5.6 per cent in February year-on-year, down from 12.3 per cent growth in January.

However, this growth, IATA said meant that all regions except North America established record February levels of demand.

Asia-Pacific airlines achieved a 9.5 per cent year-on-year increase in demand, while its capacity increased 8.3 per cent year-on-year and the load factor was 85.7 per cent when compared to February 2024.

European carriers had a 5.7 per cent year-on-year increase in demand and capacity increased 4.9 per cent year-on-year, while the load factor was 75.5 per cent.

Also, Middle Eastern carriers saw a 3.1 per cent year-on-year increase in demand and capacity increased 1.3 per cent year-on-year and the load factor was 81.9 per cent.

North American carriers saw a -1.5 per cent year-on-year fall in demand and its capacity decreased -3.2 per cent year-on-year, while the load factor was 78.9 per cent when compared to February 2024.

Latin American airlines saw a 6.7 per cent year-on-year increase in demand, while capacity climbed 9.9 per cent year-on-year and the load factor was 81.7 per cent.

Rising trade tensions are, of course, a concern for air cargo. With equity markets already showing their discomfort, we urge governments to focus on dialogue over tariffs



Peter de Waal

EXECU JETS, HONEYWELL INK AGREEMENT ON AIRCRAFT, EQUIPMENT MAINTENANCE

By Emmanuel Olisemeke

ExecuJet Nigeria, Free Trade Enterprises has signed a Memorandum of Understanding (MoU) with Honeywell Aerospace Technologies based in United States (U.S) for the supply, maintenance and storage of aircraft equipment in Nigeria.

The agreement was inked recently at the ExecuJet Aviation Nigeria office at the Murtala Muhammed Airport (MMA), Lagos.

ExecuJet Aviation Nigeria is a Fixed Based Operator (FBO) and Maintenance, Repair and Overhaul (MRO) facility, based in Nigeria, while Honeywell Aerospace Technologies is a division of Honeywell International that focuses on designing and manufacturing a wide range of aviation products including aircraft engines, avionics systems, auxiliary power units (APUs), and other critical components for both commercial and

military aircraft.

With this agreement, ExecuJet Nigeria Free Trade Enterprises has been appointed as authorised business and general aviation mechanical centre and avionics installer for Honeywell in West and Central African regions.

It also means that business jet owners for private and charter operations would no longer have to fly their aircraft outside West Africa to Europe, America or Middle East for spare parts acquisition, installation and maintenance.

Speaking at the signing ceremony, Mr. Sam Iwuajoku, Chairman, Quits Aviation Free Trade Zone, operators and hosts of ExecuJet facility in Nigeria, expressed optimism that the MoU would aid general aviation growth in Nigeria and West African regions.

Iwuajoku said that Honeywell is a popular organisation in the sector, which majors in the manufacturing of critical components for both commercial and military



aircraft and contributes to the development of advanced technologies for the aerospace industry.

He explained that the agreement would also facilitate technology transfer and engagement of technical personnel in the industry.

He appealed to business jet owners and operates to look inward for the maintenance of their aircraft, stressing that ExecuJet Nigeria could carry out



maintenance on aircraft from A to D-Checks.

He said: "It is impossible to see an aircraft without Honeywell products. All aircraft has Honeywell products onboard either as engines, avionics and others. Anything that flies, you must see Honeywell.

"I am very excited with the agreement. We want the public to give all the supports to ExecuJet Nigeria and we learn

from their technology and create employment for our local people."

Also, Ivo Heger, Customer Business Leader and General Aviation, Europe, Middle East and Africa (EMEA), Honeywell Aerospace Technologies, said that the agreement would enable the company to cater for Nigerian and the entire West and Central African markets.

Heger, said the partnership between both firms was for certain line of engines, such as the TFE731, as well as the APU 100 and "APU 150 amongst others.

He explained that with this agreement, all the solutions would now be available in Nigeria.

Heger also expressed delight with the partnership with ExecuJet Nigeria, stressing that both parties have had a series of fruitful agreements in the past.

Already, he posited that Honeywell, which is over 100 years old, has its presence in

South Africa and other regions across the world.

He said: "We are in regions for an easier access for retrofit modifications. We have a range of products for aircraft and helicopters and Nigeria is a major market for us in Africa. There are a lots of Honeywell products flying in Nigeria and we are making it easy for operators to get the support that they need from Honeywell.

"We are targeting West African market for line maintenance and faults on their aircraft that could be repaired in-house, it doesn't have to leave the region for those maintenance. We have been in discussions with ExecuJet Nigeria for quite some time, but during Covid-19, everything slowed down from Honeywell and General Aviation, but we have an agreement now and everybody is happy for the partnership.

"We have our equipment on helicopters as well and the biggest is the Augusta 139. We also have our equipment even for military. We do a lot of commercial to the smallest business jets and others."

I am very excited with the agreement. We want the public to give all the supports to ExecuJet Nigeria and we learn from their technology and create employment for our local people.

KEYAMO KICKSTARTS BASA REVIEW WITH JAMAICA, RECEIVES AMBASSADOR

By Emmanuel Olisemeke

Nigeria has kickstarted Bilateral Air Service Agreement (BASA) arrangement process' review with Jamaica.

When this process comes to fruition, it would enable direct air services between Nigeria and Jamaica and ensures a significant diplomatic boost for the two.

A recent statement by Mr. Tunde Moshood, the Special Adviser on Media and Communications Keyamo, said that the minister was leading this process from Nigeria's end, while Amb. Lincoln Downer, the Jamaican Ambassador to Nigeria would lead the push for the North America's country.

The statement said that the two leaders discussed this position on Tuesday in Abuja when the Jamaica's ambassador visited Keyamo in his office.

Downer, in his address, expressed his deep appreciation for Nigeria, revealing an intriguing discovery from his four months as the Jamaican envoy to Nigeria.

The ambassador emphasised the potential for mutually beneficial diplomatic engagements between Jamaica and Nigeria.

He highlighted the importance of improving and enhancing bilateral relations, including reviewing the BASA arrangements between the two countries.

Downer lamented that Jamaica currently lacked a national carrier and relies on neighbouring Trinidad and Tobago for air transport.

He proposed the idea of combining the BASA between Jamaica and Trinidad and Tobago to address the air services gap, underscoring the increasing demand for travel from Nigeria to Jamaica.

He said: "I have since discovered that Nigeria might be my ancestral home after all.

"I have been tasked by my country to review and improve on the diplomatic engagements between Jamaica and Nigeria, especially concerning air services."

Also, Downer shared the growing interest in Nigerian culture, particularly Afrobeat music and Nollywood films, which he said were trending in Jamaica.



Dr. Holness

This cultural exchange, he noted, further reinforces the need for enhanced diplomatic and air connectivity between the two countries.

"There is no reason why we should not have a direct flight between our countries. Nigerians love Jamaica, and there is a rising demand for Jamaican spices in Nigeria," he added.

In his response, Keyamo, welcomed the ambassador's proposals and expressed his eagerness to take the next steps.

In a bid to ensure a swift resolution, he said the government would set up a committee to expedite the process.

The minister further committed to visiting Jamaica if necessary, stating that he would be willing to travel to Jamaica to finalise and sign the BASA agreement in person.

The statement added: "This meeting marks a significant step towards reinforcing the bilateral ties between Jamaica and Nigeria and sets the stage for future collaboration in the aviation, trade, and cultural sectors," the statement added.

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NIGERIA PUSH FOR REMOVAL FROM WAR RISK INSURANCE

By Lanre Abdul

Nigeria has ramped up a crusade to the global maritime community to remove the country as one of the high risk countries for international shipping and maritime activities where the war risk insurance premium was imposed.

War risk insurance (WRI) is an additional surcharge imposed by international shipping companies on cargo bound for Nigeria. It comprises two key components: war risk

liability, which covers people and goods aboard the vessel and is calculated based on the indemnity amount, and war risk hull, which covers the vessel itself and is determined by its value.

According to Wikipedia, War risk insurance is a type of insurance which covers damage due to acts of war, including invasion, insurrection, rebellion and hijacking.



Mr. Oyetola



It is noteworthy that Nigeria has not recorded any case of piracy in the last three years and even as the International Maritime Bureau (IMB) is reporting that Nigeria recorded the least cases of armed robberies across its coastal waters and pirate attacks globally in the first half of 2022.

The premium which is considered as an additional financial burden was introduced at the peak of Niger Delta insurgency and piracy in Nigeria's maritime sector.

With the WRI, the global maritime community believes Nigeria is at war and so the insurance premium is placed on cargo coming to Nigeria to cover damage or possible hijacking of ships.

Since its introduction, it is estimated that Nigeria has incurred billions of dollars in losses paid as war risk insurance premium.

According to the estimate from the Nigeria Maritime Administration and Safety Agency (NIMASA), available figures indicate that Nigeria has paid over \$1.5 billion in the past three years alone to Lloyd's of London, Protection and Indemnity (P&I)

insurance, and other foreign insurance firms.

According to the agency, the impact on Nigeria's economy is staggering for a Very Large Crude Carrier (VLCC) valued at \$130 million, saying the WRI surcharge per voyage is approximately \$445,000.

For new container vessels valued at \$150 million, the cost rises to \$525,000 per voyage. Maersk, one of the world's largest shipping companies, has also introduced a transit disruption surcharge of up to \$450 per container, while other shipping lines impose a war risk surcharge of \$40-\$50 per 20-foot container.

Since the era of the immediate past Director-General of NIMASA, Dr. Bashir Jamoh, Nigeria has championed the crusade to delist the country

and end the war risk insurance premiums.

The country has hinged the crusade on not only the peace in the Niger Delta but the stability on the waterways with piracy almost eliminated.

It is noteworthy that Nigeria has not recorded any case of piracy in the last three years and even as the International Maritime Bureau (IMB) is reporting that Nigeria recorded the least cases of armed robberies across its coastal waters and pirate attacks globally in the first half of 2022.

The report says none of the 58 incidents reported globally in the first six months of 2022 occurred in Nigeria.

The record is the least Nigeria has had since 2018 when 31 cases were reported in the country in the first six months of the year.

The report said that the first half of 2022 witnessed the least cases of piracy and vessel hijack globally since 2018 with only 58 reported cases compared to 68 cases within the same period in 2021.

According to the IMB report titled, 'Piracy and Armed Robbery against Ship', of the 58 incidents, 12 incidents of piracy were reported in the Gulf of Guinea, and 10 cases were classified as armed robbery and the remaining two were referred to as "Piracy Attacks" – with none of them occurring in Nigerian waters.

The government of Nigeria over the years has invested heavily in securing the waterways against robbery and pirate attacks which observers believe is responsible for the present zero piracy.

In 2021, former President Muhammadu launched the Deep Blue Sea Project which was an Integrated National Security and Waterways Protection Infrastructure framework.

This project, which was conceived by the Ministry of Transportation under the leadership of Rotimi Amaechi as the minister was handled by Homeland Security International (HLSI), an Israeli firm, for the purpose of tackling piracy, sea robbery, kidnapping, oil theft, smuggling, illegal trafficking of drugs and other related maritime crimes on Nigeria's territorial waters and its Exclusive Economic Zone (EEZ) up to the Gulf of Guinea region.

The project also involved all layers of defence in the country, jointly patrolling the waterways, covering the entire Gulf of Guinea. This, analysts believe, has helped in securing

the waterways and achieving the zero piracy level Nigeria has attained in the recent years warranting the call for the country's declassification as a high risk country for maritime activities.

Osagie Edward, Head of Public Relations at NIMASA in a statement to itemise series of charges imposed on Nigeria said war risk insurance (WRI) is an additional surcharge imposed by international shipping companies on Nigeria-bound cargo.

"Recognising the severe economic implications of this financial burden, NIMASA under the leadership of Dr Dayo Mobereola has launched an aggressive campaign to eliminate war risk insurance on Nigeria-bound cargo.

"The NIMASA Act and the Merchant Shipping Act mandate the agency to promote shipping development, and removing the WRI premium has become a central focus of its maritime reforms.

"The security concerns that originally justified these premiums no longer exist. Nigeria has not recorded a single piracy incident in over three years, and in 2021, the International Maritime Bureau (IMB) officially removed Nigeria from its list of piracy-prone countries," he stated.

Recounting efforts made by NIMASA and the Nigerian Navy, through the Ministry of Marine and Blue Economy and the Ministry of Defense, Osagie stated that Nigeria has made significant investments in maritime security through initiatives like the Deep Blue Project, which, according him, has successfully

eliminated piracy in the country's waters for over 30 consecutive months—a record unmatched anywhere in the world.

"In addition, Nigeria collaborates closely with the IMO and other international bodies to combat maritime threats, further reducing its risk classification. IMO Secretary-General Arsenio Dominguez has publicly commended Nigeria's efforts in securing the Gulf of Guinea.

"Despite these improvements, shipowners and insurers have refused to acknowledge Nigeria's new security status, continuing to levy exorbitant premiums on vessels operating in the country" he added.

He revealed that the international diplomacy played by Dr. Mobereola, had earned the nation global recognition

"Determined to break this cycle of financial exploitation, Dr. Mobereola under the directives of the Minister of Marine and Blue Economy, Adegboyega Oyetola took Nigeria's case to international stakeholders, urging them to support the removal of war risk insurance premiums.

"In a major diplomatic move, he engaged Chatham House, where he met with Dr. Alex Vines, Director of the Africa Programme, who agreed to escalate the matter to the United Nations. NIMASA has also engaged major global shipping organizations, including:

- BIMCO (Baltic and International Maritime Council), the world's largest shipping association.
- The International Chamber of Shipping (ICS).
- INTERCARGO (International Association of Dry Cargo Shipowners).
- INTERTANKO (International Association of Independent Tanker Owners).

"In discussions with these organizations, Dr. Mobereola emphasized that Nigeria has invested billions in maritime security, yet continues to be unfairly penalized. He urged the global shipping community to recognize the country's improved security status and





remove the unjustified WRI premiums. Stinne Taiger Ivø, Deputy Secretary General of BIMCO, acknowledged Nigeria's progress and stated that shipowners should take the lead in pushing for lower premiums.

"Similarly, Zhou Xianying of INTERCARGO assured NIMASA of their support in Nigeria's campaign to be delisted from war risk insurance premium zones. Reducing these premiums is critical for Nigeria's competitiveness in global trade. Lower shipping costs will Encourage more international trade, Attract foreign investment, and Strengthen Nigeria's position as a leading blue economy player.

"Recently, NIMASA met with a Danish delegation led by Kristin Skov-Spilling, Chief Technical Advisor from the Danish Ministry of Foreign Affairs, urging Denmark to advocate for a reduction in war risk insurance premiums. Some critics argue that Denmark

cannot intervene in private insurance matters, but this argument is flawed.

"Denmark has a significant interest in the Maersk Line, which contributes over 15% of the country's GDP. If Denmark exerts pressure on Maersk, other shipping companies will likely follow suit. Dr. Dayo Mobereola and his Management team at NIMASA have successfully brought global attention to Nigeria's unfair war risk insurance burden.

"Now, it is time for all stakeholders—government, industry, and international bodies—to support the removal of this unjustified premium. Nigeria has fulfilled its obligations, securing its waters and eliminating piracy. Yet, foreign insurance firms continue to profit while Nigerian businesses and consumers bear the costs. The message is clear: Nigeria cannot continue paying war risk insurance premiums

indefinitely. The time for change is now and lets sustain the momentum," he said.

Minister of Marine and Blue Economy, Alhaji Adegboyega Oyetola who recently spoke on the strides in his Ministry emphasised that "Nigeria remains committed to safeguarding the crucial shipping lanes that traverse West Africa and the Gulf of Guinea."

He said, "The implementation of the Deep Blue Sea Project and the Falcon Eye Surveillance Systems, featuring advanced surveillance and response systems, has significantly strengthened maritime security. These efforts have sustained our zero-piracy record in the region in the last three years. By deploying cutting-edge maritime security assets, Nigeria has cemented its role as a critical guardian of maritime security."



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FG MOVES TO REDUCE EMISSIONS FROM SHIPPING INDUSTRY

The Federal Government is championing the cause of shipping decarbonisation as means to reduce emissions in African maritime industry in order to improve the competitiveness of the continent's shipping routes.

Speaking while declaring open "Africa Strategic Summit on Shipping Decarbonisation" in Abuja recently, the Minister of Marine and Blue Economy, Adegboyega Oyetola said "we gather not just to discuss challenges, but to come up with solutions that will propel Africa towards a sustainable and prosperous blue economy.

"The global shipping industry is at a pivotal juncture as the International Maritime Organisation (IMO) is set to finalize and adopt the policy framework on the Revised Greenhouse Gas Emissions Reduction Strategy (GHG-ERS) and the Basket of Midterm Measures by this autumn.

"The progression of negotiations and research work done so far suggests Africa along with most developing countries will be most impacted due to the transport cost increase as result of the energy transition to near-zero and zero emissions for the shipping sector.

"You may wish to know that, our contribution to the global fleet is below 2 percent, and as such, our dependency on imports from other parts of the world makes this transition an important debate we must not shy away from."

Oyetola explained that "trade is critical to our place in the world and with over 90 percent of global trade facilitated by maritime transport, reducing GHG emissions from shipping is not just an environmental necessity, but an economic imperative.

"As IMO advances its regulatory framework on decarbonisation, Africa must ensure that its voice is heard, and its interests safeguarded in shaping policies that impact our economies and livelihoods".

The Minister stated that as a coastal continent with 38 coastal nations, "we stand a chance to explore opportunities that this energy transition offers our region by engaging the Global North to partner with Africa to utilize the need to develop our ports as a launch pad for catalyzing the industrialization of Africa.

"We must carefully develop meaningful discussions and partnerships that do not set us back to extractive partnerships but a respectful approach to building our region and strengthening our position in the world.

"This will not come easy, and that is the essence of this summit. This event is one of many intended to unify our efforts towards a greater Africa.

"Africa's maritime sector is uniquely positioned to leverage



Dr. Dayo Mobereola

its strategic geographic advantage, renewable energy potential, and growing port infrastructure to become a global leader in green shipping:

"However, this requires a concerted effort from all stakeholders be it as public and private sector players and /or development partners to align investments with sustainability and economic growth," he stated.

The Minister further noted that decarbonizing the shipping industry must be pursued in a manner that is just and equitable, ensuring that no African nation is left behind.

"Shipping decarbonisation also goes beyond ships, it touches various sectors, such as transport, environment, climate change, trade and investment among others.

"While we recognise the need for ambitious climate action, we must also acknowledge the challenges faced by developing economies, including access to technology and capital, energy poverty, inefficient food systems, of which food insecurity is chief, as well as

capacity building amongst others. The principle of Common but Differentiated Responsibilities must be upheld as we navigate this transition” Oyetola emphasized.

In his welcome remarks, the Director General of the Nigerian Maritime Administration and Safety Agency (NIMASA), Dr. Dayo Mobereola, explained that Shipping Decarbonisation refers to the efforts to reduce Greenhouse Gas (GHG) emissions from the shipping industry, which is a significant contributor to global emissions.

“The shipping industry accounts for approximately 3 percent of global GHG emissions contributing to climate change.

“The environmental concerns arising from these emissions have created a sense of urgency, driving the world to focus on shipping decarbonisation—and Africa must not be left behind” he stated.

Mobereola further explained that decarbonisation supports the United Nations Sustainable Development Goals (SDGs), particularly SDG 13 (Climate Action).

“This African Strategy Summit has brought together experts, regulators, policymakers, industry leaders, and stakeholders to discuss best practices, share knowledge, and exchange experiences that will ensure a just and equitable shipping decarbonization in Africa by promoting sustainable maritime development’.

On his part, the Liberian Representative to IMO, Dr Harry Conway said “you cannot trade without using a vessel. 80% of global trade is by sea, and Africa is 90% dependent on sea borne trade,” urging African countries to be part of the decision making body at the IMO in order have their needs heard.

OMIBUS FERRY OPERATORS COMMENCES OPERATION IN LAGOS

The Lagos State Waterways Authority (LASWA), has announced the commencement of Omi Bus ferry operations in Lagos State.

The water bus services marked a new era of safe, efficient, and reliable water transportation for Lagos residents, in line with the Lagos State Government’s vision for a multimodal transportation system.

Omi Bus Ferry will provide seamless and affordable water transport services across major routes, easing traffic congestion on the roads while offering commuters a faster and more convenient alternative.



Mr. Emmanuel

“Our mission is to revolutionize water transportation in Lagos by promoting safe, modern, and eco-friendly ferry services and managing Lagos waterways infrastructures with locally made state-of-the-art boats, well-trained crew, trained to adherence to strict safety protocols, Omi Bus is set to provide passengers with a world-class commuting experience,” the statement signed by Nkechi Ajayi, from LASWA said.

The ferry services will operate on major waterways routes including Ikorodu to Falomo, Falomo to Apapa, Badore to Falomo and CMS ensuring connectivity between key business districts, residential areas, and tourism hubs.

Each Omi-Bus vessel is equipped with life jackets, emergency response systems, free WiFi and onboard security to guarantee passenger safety at all times.

“Lagosians can expect a smooth and enjoyable ride as Omi Bus Ferry Operators integrate digital ticketing using the Cowry cards, real-time tracking, and customer service support to enhance the overall commuting experience,” she added.

As Omi-Bus set to sail for commercial operations from tomorrow 14th of March 2025, we invite the public to embrace water transportation as a viable solution to urban mobility challenges.

LASWA prevents major waterways mishap, removes hazardous dredging pipe

The Lagos State Waterways Authority (LASWA) has once again demonstrated its unwavering commitment to ensuring safety on the Lagos Inland waterways by swiftly mitigating the effect of a dangerously installed dredging pipe that posed a significant threat to ferry operators and waterway users along the power line en route Ikorodu axis of Lagos.

The poorly installed pipe, left behind by a dredging company, was discovered in the early hours of Tuesday, March 11th, 2025. It obstructed the movement of 2 passenger ferries and damaged the hull parts of the boats, creating a potential hazard for waterways users.

Upon receiving reports of the obstruction, LASWA’s Patrol team immediately conducted an on-site inspection and took decisive action to eliminate the risk by installing marker buoys to show the safe path to navigate.

This effort emphasized LASWA’s vigilance in monitoring and managing the waterways to prevent accidents.

This swift action of demarcating the danger area and installation of marker buoys prevented what could have been a catastrophic incident.

We urge all dredging companies and marine operators to adhere strictly to safety and environmental regulations to prevent such occurrences in the future.

The agency further called on stakeholders, including dredging companies, boat operators, and waterfront communities, to collaborate in maintaining safe and navigable waterways.

Did you know?

The Lagos State Waterways Authority (LASWA), Omnibus is Lagos' First modern water bus service!

- ✓ Affordable & Safe: A convenient alternative to road traffic.
- ✓ Scheduled Routes: Regular trips across key jetties.
- ✓ Eco-Friendly: Reduces carbon emissions & road congestion.





HORNS, CHAUVINISM, AND BRAKE LIGHTS:

♦ *Surviving the Road as a Woman*

It starts as a wave—then it grows. The nagging annoyance of being belittled behind the wheel, dismissed simply for being a woman. And then, it erupts: the fury of being slighted, gaslighted at every turn, unleashed on the next approaching driver—matching expertise for expertise, and, oftentimes, rage for rage.

Welcome to the world of the female driver. Every day, among the over 20 million women navigating roads across the country, discrimination persists. It doesn't help that

the first woman to drive a car in Nigeria, Mrs. Funmilayo Ransome-Kuti, earned that title over 80 years ago. Since then, the roads haven't been kind to women, with their competence constantly questioned.

A Woman's Competence Behind the Wheel

Is there ever a time a woman's driving skills will be celebrated? As a female driver, I refuse to be modest when push comes to shove. There's a deliberate effort on my part to ensure no man takes me for a ride.

"Yes, I live in Oshodi, and I 'drag' roads with many men who assume that behind my bespectacled face lies a frail woman. They're wrong," says Rasheeda from Adamawa. "Whenever they exhibit chauvinism on the highway, I make sure they doubt their own driver's license."

But not all women can assert themselves so boldly. Many instinctively defer to their male partners when sharing the wheel—perhaps a result of generational prejudice. Some downplay their skills to make

men feel more comfortable in the car.

"Not me," says Ifeoma. "I'm in competition with any man."

Ifeoma began driving within her estate two years before turning 18. Coming from an all-girls household, her father made sure she and her sisters learned early.

"Today, everyone knows me as a competent driver. I've been driving for 23 years and can boldly say I've never caused or been involved in an accident," she shares. *"When men hear my driving résumé, I couldn't care less. I won't let their insecurity affect me. In fact, my husband married me partly because of my driving skills. When I casually mentioned I'd driven from Enugu to Abuja, he hailed me as his future wife!"*

Confidence on the road pays off. You'll encounter all kinds of drivers, but a solid grasp of road rules and sharp instincts will guide your decisions—ensuring no one faults you simply for being a woman.

When Fear Takes the Wheel

Yet, for some, confidence is easier said than done. Felicia still carries the trauma of an accident that nearly claimed her life.

"I became the trauma," she admits. *"For years, I avoided driving, relying only on trusted drivers. But hiring one wasn't sustainable, so I had to get back behind the wheel."*

The first few weeks were a nightmare. Every honk, every turn made her fidget uncontrollably. The insults—particularly from men—shattered her. *"Oh, na woman*

sef," became a recurring jab whenever she hesitated.

Fortunately, her story isn't all gloom. Gradually, she shed her fear and eased into driving. *"The insults still come occasionally, but they don't affect me like before."*

Are Women Kinder to Each Other on the Road?

The bigger question is: Do women support one another on the road? The answer isn't straightforward.

Radiant, a vehicle inspection officer, recalls complimenting a woman on her well-maintained car. *"The car was hers alone, driven for nearly three years, yet the body and interior were pristine—proof of a disciplined driver,"* she notes.

"Yes, I'm well-behaved," the driver said. *"I don't rush. Abuja has good roads, so there's no need to 'drag' with others. Plus, I completed proper driving lessons and passed my DTT test before getting my license. If every woman—and man—learned this way instead of relying on husbands, brothers, or mechanics, they'd drive competently without judgment."*



Gender and Road Safety: What Studies Say

Globally, studies have examined whether gender influences road safety and traffic violations. Unsurprisingly, men—who dominate driving—account for more accidents. However, women are cited for more traffic infractions, often attributed to misinterpreting road signs.

For a woman to command respect behind the wheel, she must master signals, markings, and regulatory signs: stop at police, no left turn, no U-turn, no waiting. Quick, informed decisions ensure smooth traffic flow.

The Final Gear

With bustling city traffic, women must consciously bring their best to the road. Tobi recalls a moment that stuck with her:

"Once, I made a clean stop just before a traffic light turned red. I'd accelerated, hoping to beat it, but in a split second, I knew I wouldn't make it and braked in time. A traffic warden gave me a thumbs-up, praising my quick judgment. She even left her post to see who was driving. As she walked away, I wondered if she knew my husband jokes that I once interned with a car smuggler!"



ALBAN IGWE: CHAMPIONING SMART TRANSPORT POLICY FOR A THRIVING SERVICES ECONOMY

In a compelling presentation at the Anambra Ministry of Transport's Policy Retreat held from March 26–28, 2025, Dr. Alban Igwe, LLM, FCILT, laid out a visionary framework for repositioning Anambra State through strategic transport policy and planning. With a distinguished background in law, logistics, and infrastructure, Dr. Igwe brought clarity to the pivotal role of transportation in accelerating economic growth—particularly within a services-driven economy.

A Fellow of the Chartered Institute of Logistics and Transport (CILT), Dr. Igwe is known for blending policy insight with practical strategy. His call to action was clear: for Anambra to fully unlock the potential of its services economy, it must view transport infrastructure not as a cost, but as a catalyst for inclusive development and long-term sustainability.

The Services sector accounts for over 70% of global GDP and over 57% of Nigeria's GDP.

The transition from a manufacturing-focused to a service-oriented economy began in the mid-20th century.

Transport, logistics and supply chain are key elements in services sector and currently the world Bank's Logistics Performance Index (LPI) is a key metric for measuring international competitiveness.

So given the critical role of transport, logistics and supply chain, crafting an intentional transport policy and masterplan represents a strategic development agenda.

The nexus between Transport and Sustainable development

The United Nations has set the Sustainable Development Agenda 2030 with seventeen goals and targets to drive development in the 21st century. Even before the Agenda 2030, several attempts have been made towards achieving sustainable development beginning from Agenda 21, adopted at the 1992 Earth Summit in Rio de Janeiro. It should be noted that the transport strategy can be used to achieve most of our development objectives. For example, the greatest tool for combating food insecurity is not increasing food production (since the world produces more food than we need) but reducing food losses and food waste which is a supply chain (transport) strategy.

Sustainable transportation, as defined by the United Nations, is "the provision of services and infrastructure for the mobility of people and goods — advancing economic and social development





to benefit today's and future generations — in a manner that is safe, affordable, accessible, and environmentally responsible”.

Transport-Oriented Development (TOD)

The United Nations recognizes the central role of transportation and mobility in ensuring sustainable development. Transport-Oriented Development (TOD) is crucial for achieving multiple Sustainable Development Goals (SDGs), particularly by fostering sustainable cities (SDG 11), promoting economic growth (SDG 8), and reducing environmental impact (SDG 13) through efficient and sustainable transportation systems. A cursory look at the SDGs reveals the role of transport in achieving the SDGs.

1. Sustainable Cities and Communities (SDG 11)

Access to Safe and Affordable Transport: TOD prioritizes public transport, walking, and cycling, making transportation accessible and affordable for all, especially vulnerable populations.

Reducing Congestion and Pollution: By promoting efficient and sustainable transportation, TOD helps reduce traffic congestion and air pollution, improving the

quality of life in urban areas.

Inclusive Urbanization: TOD promotes inclusive and sustainable urbanization by ensuring that transportation infrastructure caters to the needs of all residents, including people with disabilities and low-income individuals.

2. Decent Work and Economic Growth (SDG 8)

Economic Growth: TOD can stimulate economic growth by improving accessibility to employment centers, markets, and other economic opportunities.

Job Creation: The development and maintenance of transportation infrastructure can create jobs in various sectors, including construction, engineering, and transportation services.

Sustainable Industrialization:

TOD can support sustainable industrialization by facilitating the movement of goods and services, promoting regional integration, and enhancing access to markets.

Good Health and Well-being (SDG 3)

TOD can improve public health by reducing air pollution and promoting active transportation, which can lead to better physical health and well-being.

THE SERVICE AREA		S/N	State	Population (Millions) 2025	Area km ²	GDP (US \$)
Item	Size					
Population	49.5 million	1	Anambra	7299910	4,844	12.43
Area	102, 023 Km ²	2	Imo	6107543	5,530	19.02
Combined GDP	\$96.86bn	3	Enugu	5896098	7,161	4.40
The Anambra Region is bigger in population and GDP than any of the following: Algeria, Ghana or Uganda.		4	Rivers	9,567,892	11,077	19.27
		5	Delta	6107543	17,698	14.80
		6	Edo	5527810	19,559	10.70
		7	Abia	4,143,100	6,320	7.10
		8	Kogi	4,809,743	29,834	9.14
		Total		49,459,639	102,023	96.86

Target 3.6: By 2030, halve global deaths from road traffic accidents.

Industry, Innovation, and Infrastructure (SDG 9)

TOD fosters innovation in transportation technologies and infrastructure, promoting sustainable and resilient transportation systems.

Target 9.1: Develop resilient infrastructure, improve infrastructure quality, and promote sustainable and inclusive industrialization.

Reduced Inequalities (SDG 10)

TOD can help reduce inequalities by ensuring that all residents have access to affordable and accessible transportation, regardless of their income or location.

Target 11.2

By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

3. Climate Action (SDG 13)

Reducing Greenhouse Gas Emissions: By promoting sustainable modes of transport, TOD can significantly reduce greenhouse gas emissions from the transportation sector, contributing to climate action.

Energy Efficiency: TOD encourages the use of energy-efficient modes of transport and technologies, helping to reduce energy consumption and promote a low-carbon economy.

Dubai performance

In 2023, Dubai's Roads and Transport Authority (RTA) generated AED 3.7 billion in revenue.

Singapore's public transport operator SBS Transit on Tuesday (Feb 25) reported a 2.1 per cent increase in group revenue to S\$1.56 billion (US\$1.17 billion) for 2024.

In 2023, ordinary revenue from passenger transport in the Netherlands increased by 22% to €2.887 billion. The Netherlands is expected to see a significant growth in revenue within the Public Transportation market, with a projected revenue of US\$4.85bn (about N7trn) in 2025.

Policy Vs Planning

Policies are frequently, though not exclusively, incorporated into laws and other legal instruments that serve as a framework for developing planning interventions. Planning does not necessarily involve legislative action and is more focused on the means of achieving a particular goal, often within the existing regulatory framework. Policy dictates while planning implements.

Transport as a service (TaaS)

Transportation as a Service (TaaS) is a subscription-based business model offering comprehensive transportation solutions, including vehicles, insurance, maintenance, charging infrastructure, etc aimed at providing predictable, flexible and cost-efficient services. In a service driven economy, transport is key

Public Transport Performance in the uk

In the UK, public transport revenue, including bus, rail, and tram services, reached approximately £10.3 billion in 2023/24, with bus services generating around £3.5 billion in passenger revenue alone.

A glimpse at Public Transport Performance in the UK²

Passenger revenue on local bus services = £3.5 billion 2022/23.

Total estimated operating revenue for local bus services in England, for the year ending March 2023 = £5.5 billion.

Public funding accounts for 44% of all bus industry income in England, with the rest coming from fares.

National Rail: National rail passenger fare income = £10.3 billion in 2023/24

Public Transport Performance in Singapore

Singapore, a tiny island nation with population of 5.918 million (2023), is now a global logistics powerhouse.

Geographic Advantage: Singapore's geographical location is a linchpin in its logistics success.

World-Class Infrastructure: The Port of Singapore and the upcoming Tuas Mega Port are technological marvels with cutting edge infrastructure.

Technological Innovations: Singapore has embraced technological innovations, transforming its logistics landscape and optimizing supply chain operations.

Singapore is the world's busiest container trans-shipment hub. By the 2040s, Tuas Port is

projected to become the largest fully automated port, with an annual handling capacity of 65 million twenty-foot equivalent units (TEUs), capable of managing the largest container ships and complex cargo operations.

A cursory look at Singapore

Singapore is a leading global logistics hub due to its strategic location, world-class infrastructure, and business-friendly environment, consistently ranked among the top logistics hubs globally. It's home to the world's busiest transshipment seaport and one of Asia's largest cargo airports, facilitating efficient global trade and connectivity.

Recommendations

1. Reimagine Transport Development in Anambra Region
2. The creation of Transport and Logistics Services
3. Solve the Transport Problem

Conclusion

Anambra State by virtue of geographic location is a logistics hub for Southern Nigeria. Therefore, strategic development of her transport system represents a new market and a new economy and the time to exploit it is now.





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