

An analysis of the issues and challenges of transportation in Nigeria and Egypt

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Abstract

Understanding the development of transportation management in Nigeria and Egypt is crucial to the understanding of the challenges facing the industry. In Africa, the potentials for growth and development is quite promising. The expansion in external trade among most African countries such as Nigeria, Benin, Togo and Ghana including Egypt has resulted in increased demand for more effective transportation. The expansion of international trade in these regions has placed a lot of demand on the importance of the transportation industry. This paper attempts to analyze issues and challenges in the transportation industry in Nigeria and Egypt. This was achieved by the use of secondary data sources. Major issues analyzed were, lack of coherent air transportation, policy, weak management, obsolete facilities, insecurity, air crashes, bad roads due to lack of maintenance, non-functioning of railway systems, bad water transportation among others. The study recommended that drastic measures will be to employ a total approach to air, road, rail and water transportation planning and management if the desired objective of economic recovery is to be achieved.

1. Introduction

Understanding the development of transportation management in Nigeria and Egypt is concise to the understanding of the challenges facing the transportation industry. In Africa, the potentials for growth and development is quite promising. The expansion in the external trade among most African Countries such as Nigeria, Egypt, Ghana, Benin, Togo and so on has resulted in increased demand for more effective transportation. The expansion of international trade in these regions has placed a lot of demand on the importance of the transportation industry.

Transportation is an important part of human activity. It forms the basis of all socio-economic interactions. In many developing countries, lack of transport facilities often hinders economic development. A good transport system is essential to support economic growth and development. Bad roads, inadequate fleets of vehicles, inadequate trains, overcrowded airplanes and congested ports are common features of developing world. Physical problems such as untrained transport managers and planners, capital restructuring and bureaucracies, ineffective traffic regulations exist. Generally, transportation is the actual physical movement of people and goods from one place to another (Ahukannah et al, 2003). Several means of transportation exist for both man and goods. These means have evolved through the length of time of man's existence on the planet. Air transportation is a relatively more recent means of transportation with the invention of air travel in the last century. Prior to this time, man had transported

himself and goods on land with the aid of animals, on wheels (aided by animals) and most recently automobile and trains. Water travel is as old as civilization with the invention of the ships to sail at the time of the earliest cities in hundreds of centuries BC. Trade and exchange were greatly facilitated between regions across the globe through water transportation. This did not go without its own evils such as slave trade and the problem of sea pirates. Air travel has not only aided movement of man and goods but also importantly man's exploration to space to study the operations of the universe and aid communication. It is not to be overlooked that pipelines have equally assisted in transporting raw and finished liquid materials such as crude oil which is a major economic resource and one of the most lucrative foreign exchange earner across the globe. Road transportation has its own history. Its flexibility and ability to create accessibility to the smallest units of land uses gives a great advantage and helps in the development of local economy. In Nigeria, road transportation is the commonest and most extensively used form of transportation. It involves the use of bicycles, motorbikes, carts, cars, buses, lorries, trailers, tankers, etc., in moving people, goods and services from one location to another where they are needed (Anyanwu, 1997). Achieving entrepreneurship especially in emerging economies cannot be achieved if transportation which is an important component of globalization and economic growth and development is not properly overhauled. This study is an attempt to assess the issues and challenges that exist in the transportation industry in Nigeria and Egypt.

2. Air Transport

Airline services are seen as a veritable instrument of globalization and market expansion, political and cultural integration and destination value enhancement ([ATAG, 2008](#)). Air services make possible multinational institutions, corporations and companies to expand rapidly growing distant markets. It facilitates competition among industries leading to efficiency, innovations, entrepreneur development, revenue enhancement and increased productivity. It has changed the global supply chain and facilitates rapid and realizable movement of goods and services worldwide. Similarly, political and cultural integration of the nations of the world have been greatly enhanced through open skies treaties among nations of the world creating political and cultural interference and optimal diplomacy. The values of numerous destinations across the globe have been greatly enhanced because accessibility of destinations has been greatly enhanced (Oni and Okanlawon, undated).

Notably, policy interventions and innovations as deregulation and liberalization, recapitalization, institutional framework as well as globalization have impacted on the airline services in Nigeria. For instance, the deregulation of the air transport services has brought reality to air transport services in Nigeria ([Akpoghomeh, 1999](#)). Similarly, the institutional restructuring and reforms of government's agencies have created a regime of efficiency and effectiveness which have impinged on air services operations in Nigeria. Also, the recapitalization policy of the federal government on all airlines operating in the country resulted in the consolidation of the investment portfolio of most airlines operations leading to merger and acquisition of airline. The effects led to acquisition of brand new aircraft, route expansion and capital base enlargement.

However, the laudable policy intervention and globalization have impacted positively on the airline services in Nigeria. No doubt, it brought a new paradigm of competition, innovation which has impacted on service delivery among the airline operators in Nigeria. But the empirical analysis of passenger's perception of the airline services in Nigeria is yet studied. In this light, this study examines the empirical investigation of the airline services in Nigeria and ascertains the impacts on the users of the services in Nigeria (Oluwakoya and Olufemi, 2011).

There is no doubt, the importance of airlines services in the enhancement of the movement of passengers, freight and development of the passenger in Nigeria cannot be overemphasized. Airline services in the country have improved to some extent. This improvement is generally tied to the concept of deregulation and globalization that induce competition regime among the airline operators. The contextual argument for transition reliably holds in emergence of changing and dynamics of services and market structure of airline services to attract market share in a competitive regime. Indeed, it is worthy to say that airline services have benefited from twin concept of globalization and deregulation in Nigeria.

Prior to deregulation, the Nigeria airline services were characterized by irregular and ineffective services and poor result oriented in nature. The consumer were left with Hobson's choice as alternatives do not exist there were limited participant and no options offered irrespective of the quality of services rendered. These were the prevalent features which characterized the airline services in Nigeria prior to deregulation.

However after deregulation, the airline services in Nigeria witnessed a new era of growth and advancement. The deregulation regime offered an increased interest and investment in the more dormant Nigerian aviation industry. As more airlines entered the market, for instance, the Ethiopian airline, Turkish airline, air France, British airways, Egypt air, Kenyan airline and many others, an enhanced investment in fleets of aircraft to retire the old and risky fleet also to build confidence in the market. The services offered witnessed a turnaround as market driven innovations came to bear to attract more passengers. The corollary of this is the emergent of varieties of services to suit all categories of air travelers which were never a feature of the industry.

In addition, the air service in the domestic and international terminal recorded tremendous changes as compared to the old. Also, foreign airlines use the nation's terminals as hubs for flights operations within and without the continents. On the other hand, the domestic operations of airline services benefited from deregulation and privatization as consortium invested in terminal development. The improved facilities and amenities offered in the new terminal engendered improved services to the passengers.

Indeed, the airline services in Nigeria after deregulation witnessed an improved, standardized services compared to the period before deregulation. Transport can contribute to the economy directly through addition to capital stock via increases in transport infrastructure. Transport provides the arteries through which the economic life of the people, information and raw materials as well as finished products can be moved from one place to the other.

3. Brief historical development of air transportation in Nigeria

Air Travel in Nigeria commenced during World War II (1939-1945) when it became necessary to move troops and supplies fast across the country. Several air strips were built then which were converted after the war, to Civilian use (Filani, 1983). Nigerian Airways was established in October, 1958 as a Joint Venture between the Nigerian Government, Elder Dempster Lines and the British Overseas Airways Corporation (BOAC). The Airways took over the operation of domestic flights from the disbanded West African Airways Corporation (WAAC) which had been operating commercial aircraft within the country since 1946 (Filani, 1983). In 1963, the Nigerian Federal Government bought out the other shareholders and Nigeria Airways became wholly-owned by the Nigerian government. The airline has a monopoly for providing domestic air services in Nigeria. It was also the national flag carrier for international services along the West African Coast, Europe and the United States of America.

4. Problems facing air transportation in Nigeria

The following problems have over the year militated against efficient air transportation in Nigeria:

- a. **Absence of Coherent Air Transport Policy:** The National Transport Policy has indicated the need to take measures to bring co-ordination and rationality in the transport network. According to Filani and Ikporukpo (2000), the early history of transportation development in Nigeria was marked by an attempt at coordination. However such attempts were virtually abandoned in later years. The result of this is that the Nigerian Airways was declared bankrupt and replaced with a private cum public airliner. The demise of the Nigerian Airways is a clear indication of lack of coherent policy which paved way for the death of the national carrier. Furthermore, if there is a coherent policy, major airports in the country should have been expanded and modernized long time ago as many of the airports were built in the 1970s with an old architectural design. There is the need for a coherent policy that will ensure balance between the needs of the society and the economy for adequate transport facilities and the ability of the transport sector to meet such demands.
- b. **Bad Management:** Transport corporations and hence the transport systems have been poorly managed. This explains the management agreements between the Nigerian Airways and the Royal Dutch Airline in the late 1970s and early 1980s. In 1999, bad management led to a crisis in the Nigerian Civil Aviation industry following the decline and near collapse of the Nigerian Airways (Akpoghomeh, 1999). This bad management finally resulted in the Nigerian Airways declared bankrupt in 2004. It is clear that over the years the national carrier Nigerian Airways could not be managed successfully as a business venture. The result is sharp reduction in the number of airplanes in the fleet of the Nigerian Airways. For example, in 1979, the nation could boast of twenty nine well maintained and functional aircrafts in the fleet of the Nigerian Airways flying locally and internationally, but by 1999, only two were left functional (Nwakoro, 2007). In 2014, principal officers in the aviation ministry had issues of corruption leveled against them that led to the total overhaul of the aviation ministry.
- c. **Decaying Facilities:** Facilities provided at the nation's International Airports at Lagos and Kano is overstretched. Facilities such as seats, air-conditioning system, conveyor belt, toilet facilities, etc are decaying. This arises as they are not upgraded based on the increase in human traffic. Owerri Airport in Imo State is worst in terms of facilities, there are no trolleys to carry passenger's load and as such passengers goes through difficulties before boarding a flight. In Nigeria, while passengers and cargo traffic has increased, the infrastructure provided has not experienced a corresponding overhaul and expansion over the years. The decaying facilities especially at international airports gives the country a bad image as airports are the first port of call for foreigners coming into the country. Airport infrastructures are vital to the economic growth of any nation (Carruthers, 2012).
- d. **Loose Security:** There is loose security at airports in Nigeria. There is no solid perimeter fencing at all the airports in the country. The lack of perimeter fencing allowed grazing by the runway of some airports. For example, in 2005 an Air France flight crashed on cows on the runway of Port Harcourt International Airport, killing seven of them and damaging the landing gear of the aero plane (Agbo, 2008). Besides, the roads leading to some airports such as those at Owerri and Port Harcourt are not secured, as armed robbers and militants attack travelers (Agbo, 2008). The Isolo Expressway leading to Lagos International airport also witness armed robbery incidents. These robbery

incidents occur due to loose security along roads leading to airports which need to be secured for the safety of travelers and their properties. There are also petty thieves in some airports who capitalize on the loose security to break into visitor's car and carry handy belongings. Also all kinds of people are found at the airport due to loose security. In this year 2016, passengers of the Turkish airline demonstrated at the Abuja International Airport for poor luggage policy by the Turkish airline management, this resulted into breach of security at the airport.

- e. **Air crashes:** There are intermittent air crashes in Nigeria which damages the safety record of airlines in the country. This also makes passengers to be afraid of traveling by air, as air crashes are fatal. For example, in October, 2005, 117 people were killed when Bellview Airlines Boeing 737 bound for Abuja came down shortly after taking off from Lagos. In December of the same year, a Sosoliso Airlines DC-9 crashed in Port Harcourt, killing 103 people on board. The closure of Port Harcourt International Airport was to prevent further air crashes after the Sosoliso Crash. (Agbo, 2008).

4.1 Economic and Managerial Implications of the Problems

The problems facing air transportation in has economic and managerial implications which include; first, the decaying facilities at the nation's airports gives Nigeria a bad image and thus investors from abroad are unwilling and hesitant to come and invest in the country. Also with loose security these same investors will fear coming into the country for fear of been attacked by armed robbers or militants. Thus Nigeria loses a lot of foreign investments which have negative implications on the economy. Secondly, the dwindling confidence of passengers on domestic airlines leads to limited business travels by air and thus a lot of time is wasted when other means of transportation are used and in business time is money. Also with intermittent plane crashes, passengers will fear to travel by air and thus resort to using road transport which has high rate of accident leading to further loss of lives and properties. Thirdly, with problems facing air transport sectors of the economy that rely heavily on air transportation will witness negative economic growth. Furthermore domestic airlines cannot win business contracts involving carriage of freights and passengers such as the annual airlift of pilgrims for Hajj to Saudi Arabia. Fourthly, the sudden and long closure of airports especially international ones is a big loss economic loss in terms of revenues to be collected by FAAN and losses by local businesses at the airports. The suspension of direct flights by foreign airlines is another economic loss. Fifthly, the problems of air transport portrays Nigerians as bad managers who cannot sustain ably and profitably manage public corporations and thus had to join hands with foreigners. Sixthly, the problem of bad management creates persistent crisis in the Nigerian civil aviation industry which have a negative effect on the economy. These issues have to be tackled headlong for entrepreneurship especially in emerging economies is to be achieved.

5. Road Transport in Nigeria

Anyanwu et al (1997) documented that the history of road transport in Nigeria dates back to 1904 when Lord Laggard attempted the construction of a mule road linking Zaria and Zungeru both in the Northern States of Nigeria. The road was later extended from Zaria to Sokoto, Katsina and Maiduguri. However, the road linking Ibadan and Oyo constructed in 1906 is recorded to be the first motorable road ever constructed in Nigeria. At independence in 1960, the Nigerian landscape was dotted with a skeletal network of trunk roads as well as secondary and feeders roads that exhibited the characteristics which reflected the purpose of their construction. They were narrow and winding, being simply meant to facilitate the evacuation of agricultural produce from the interior to the ports for exports in addition to serving as links between scattered human settlements thus permitting ease of administration.

In 1925, the central government of Nigeria set up a Road Board. By 1926, H.E. Walker proposed a skeleton trunk road system to link the major administrative centres in the country. These roads were designed as a frame upon which the network of secondary roads could be built thus enabling the general road system to be considered as a co-coordinated whole rather than as a jigsaw of small disjointed sections. The total length of roads maintained by the government rose soon from 6,160 km (5,875 miles) in to 9,453 km (5,875 miles).

6. Brief Historical Development of Road Transport in Nigeria

Drawing upon the account of Anyanwu (1997), the historical development of road transport in Nigeria can be traced to 1940, when Lord Lugard attempted the construction of a mule road Linking Zaria and Zungeru both in the Northern state of Nigeria. The road was later extended from Zaria to Sokoto, Katsina and Maiduguri.

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Problems facing road transportation

Problems facing road transportation in Nigeria include;

- Bad management – Our roads in Nigeria has been poorly managed by FERMA. There are certain places in the country that you cannot move smoothly. Communities are cut off from each and as such, trade between communities is impossible. There is need for coherent policies that will ensure proper maintenance of our roads.
- Loose security – Our road are always witnessing armed robbery incidents. These robbery incidents occur due to loose security along our road connecting states and reforms.
- Other problems include road accidents, old nature of vehicles that ply our roads etc.

7. Rail transport

According to the National Bureau of Statistics and Transport, the rail transport is usually the most suitable mode of transportation for heavy traffic flows when speed is also an advantage because of the lower cost per person per load as the train load increases. Nigeria's single-narrow-gauge railway line constructed in the colonial period was for many years the only mode of freight movement between the northern and southern part of the country. In Nigeria, rail transport accounts less than the half percent to the Gross Domestic Product (GDP) of the

transport sector. Although rail has always contributed a tiny proportion of value added in transportation, its share of value added continues to decline because road transport (freight and passengers) has virtually taken over all the traffic previously conveyed by rail.

The relegated status of the Nigerian Railways is a classic illustration of a transportation policy which has side-lined an important and cheap means of transport to foster the growth of privately-owned long haulage transport services. This policy has engendered the following:

- (i) It has made Nigeria Railway Corporation (NRC) a lame duck with total reliance on the government for subvention.
- (ii) A disorganized, unregulated private sector-owned road transport system providing freight and passenger services. The effect of these are:
 - Traffic congestion on urban roads.
 - Increasing rate of fatal road accidents emanating from bad roads, poorly maintained vehicles and careless driving.
 - Worsening environmental pollution. The sharp devaluation of the Naira has also aggravated the situation as an increasing number of private car owners are joining the pool of frustrated travelers and commuters.

Of a quality ranging from average to poor, most of the Maghreb network is single track. In terms of freight, it essentially provides bulk carriage between the mining areas and the ports of export (chiefly for phosphates and other minerals). However, the importance of rail transport for multimodal trade, particularly in general cargo, has made a modest reappearance in projects due to the influx of containers (ONCFMITA, SNCFT, and so on) (Bouchentouf, 2006).

Most of the countries have rehabilitation and expansion programmes for their networks. Algeria, for example, has an ambitious programme to build a high-speed network, develop the Highlands network and rehabilitate existing networks. Morocco, for its part, has extended its freight and passenger network towards Nador and the new port of Tanger-Med. It has embarked on the creation of high-speed lines (Tangier, Casablanca, and Marrakesh) with the creation of multimodal freight logistics platforms.

8. Water Transport

Water Transport Water transport scores a distant second to road transport, with an average share of about 1.6 per cent of Nigeria's gross domestic product. Water transport is slow and therefore, unsuitable for passenger movement, except for holiday and tourist traffic where time is not a constraint or where other forms of transport are not available. Water transport has the following three components: ocean transport, coastal water transport and inland water transport. Inland water transport is only advantageous in terms of costs of moving heavy traffic, especially where speed is less important than cost. The importance of water transport statistics depends on the geography of the country concerned. Land-locked communities will be less concerned with water transport statistics than inland or peninsular settlements, except perhaps in terms of inland water transport. Water transportation has not received the desired attention in Nigeria. This mode of transportation is not encouraged as there are no boats, ship to move people and goods freely from one location to another.

9. Human-powered

Human powered transport, a form of sustainable transportation, is the transport of people and/or goods using human muscle-power, in the form of walking, running and swimming. Modern technology has allowed machines to enhance human power. Human-powered transport remains popular for reasons of cost-saving, leisure, physical exercise, and environmentalism; it is sometimes the only type available, especially in underdeveloped or inaccessible regions.

Although humans are able to walk without infrastructure, the transport can be enhanced through the use of roads, especially when using the human power with vehicles, such as bicycles and inline skates. Human-powered vehicles have also been developed for difficult environments, such as snow and water, by watercraft rowing and skiing; even the air can be entered with human-powered aircraft.

10. Animal-powered

Animal-powered transport is the use of working animals for the movement of people and goods. Humans may ride some of the animals directly, use them as pack animals for carrying goods, or harness them, alone or in teams, to pull sleds or wheeled vehicles.

11. Transport Scenario in Egypt

The challenges of developing a good transportation system in Egypt are multifaceted. The five challenges though draw intuitively, seem to have captured the essence of the problems. These are discussed below.

a. Infrastructure related challenges

Like many other LCDs, the most important challenge facing transportation development in Egypt appears to be infrastructure related. Inadequate transport and telecommunication networks, and poor port and related facilities are the major factors hindering the development of a logistics system in the country. These shortcomings greatly reduce the flexibility of a firm. It is plausible that the respondents prefer motor transport for its door-to-door, fast, frequent and flexible service, and as such, tend to consider this more suitable for their transport needs and, therefore, more important for the system.

Because of construction of more road-mileage during the last two decades, there has been a continuous realignment in the domestic business and distribution centres in Egypt. Many new centres accessible by motor carriers have emerged, replacing traditional centres connected through relatively slower rail or river transport. However, the rail links connecting the ports and their major business and industrial hinterland are yet considered adequate by many. The river network, on the other hand, is mostly used by small trades to distribute goods in the traditional rural markets.

Furthermore, some of the respondents may have represented organizations with little or no interest in the rural market. These issues may provide partial explanations as to why the respondent's perceived rail and river transport to be unimportant in the context of Egypt, rail and water transport play a very important part of the nations' transportation system.

The inadequacies of the two sea ports in the country and those of storage, warehousing, and materials handling, have also been brought to light. Only a section of the port has been developed to handle container traffic. These facilities need both modernization and expansion.

b. Challenges stemming from the Economic System:

These challenges have stemmed primarily from the frequent changes in the government and government policies, lack of understanding of the nature of the market economy and its management. It may be argued that due to these changes, the structure of the Egypt economy and its modus operandi may not have been well understood even by the managers of the economy. This is exemplified by the fact that whiles the intension to establish a being publicized as a national policy, protectionism is also being encouraged by some decision makers.

c. Management System Problems:

With the exception of the MNCs and small group of modern domestic firms, tenets of modern management are alien to the vast majority of the Egyptian organizations. A large proportion of the top managers are from the civil service and the armed forces. Who follow a bureaucratic

style of transportation management? Egypt transportation management style always tended to be based on a strong bureaucratic system that placed much faith on the bureaucrats to set the right conditions for growth through effective macro-economic management.

The bureaucratic policy makers seem to be unwilling to accept that adoption of economic and market reforms entails devolution of power consequently; the management system remains rigid and inflexible. The pace of computerization in Egypt business and industries is slow. Most of the enterprises in the transportation public sector have yet to computerize their operations. Also, there is a general shortage of qualified managerial personnel. It has been reported that a serious lack of skill among Egypt's port management is hindering the improvement of productivity and efficiency of port operations.

d. Managerial Problems

It is not surprising that top transport management's resistance to change has been identified as one of the challenges to transportation development. There is no infusion of new ideas and no desire to learn new or innovative ways of doing things. It is reported that many Egyptian managers view customer service, trade-off, just-in-time inventory or total quality management as concepts with no practical value in the transportation system of an LDC such as Egypt.

Hence, instead of adopting the total cost concept as a guiding philosophy for cost reduction and competitive advantage, these managers tend to urge the government to protect their captive market from outside competition. The managers fail to understand and appreciate the role and importance of logistics as a distinct management function and, as such, are reluctant to support the establishment of such a department in their organizations. Also, the fact that people in traffic, purchasing, or materials management positions in Egyptian transport are perceived to be corrupt and dishonest unmotivated qualified persons from pursuing a career in transportation as services or related fields.

12. General Problems

The political instability, lack of continuity of government policies, and resource limitation of the country have been classified as general problems since their effect transcends the domain of logistics and extends to all aspects of the nation. Since many decades, Egypt never enjoyed any term political stability.

As a result, the country failed to plan and pursue any long-term national economic agenda. Irrespective of their relative merit and importance, policies adopted by an outgoing regime are almost always changed by the incoming government. Decision makers' idiosyncrasies rather than issues of national interest often determine objectives and policy priorities. Consequently, projects undertaken to upgrade infrastructure are often abandoned half way. There is every need to act fast in this regard if entrepreneurship can be achieved in emerging economies. There is however a link to which animals can be used to transport people and goods. Animals can break down or even die in the process of transport.

13. Results and Analysis

Based on the above analysis conducted and the literature reviewed, the issues and challenges of transportation industry in Nigeria and Egypt are presented below.

- Lack of coordination and regulation
- Lack of sophisticated management techniques among transportation companies
- Issues with information and communication technology
- Lack of skilled manpower
- Inflexible bureaucracy
- Under-funding
- Corruption

- Infrastructural problems especially in the following areas:
 - i. Federal government being the primary financier of infrastructure of project
 - ii. Annual budgetary allocation is insufficient to meet the country's infrastructure demand
 - iii. Process of allocating budget to rehabilitate existing infrastructure is slow, opaque and inefficient
 - iv. Capacity gaps exist for project development, management operations and maintenance
- Bad management
- Decaying facilities
- Insecurity

These challenges are much similar to in the two countries investigated. See the diagram below for more insight, the figure is adapted from the structure of logistic and supply chain issues in analysis by Rosena, M.D. Ali, Harlina Suzana Jaafar and Sabariah Mohamad, but then modified to suit our discussion here.

The figure-1 below shows clearly the issues and challenges of transportation in Nigeria and Egypt. The classification of the above issues and challenges is very important in charting the way forward which is crucial or critical towards achieving efficiency and effectiveness in the transportation industry. As discussed earlier, the transportation industry. As discussed earlier, the transportation industry is critical in achieving both domestic and international trade.

14. Conclusion/Recommendations

In conclusion, it can be seen that, the transportation system is an important part of human activity or endeavour. It forms the basis of all socio-economic interactions; hence no two locations can interact effectively with transportation. In many developing countries like Nigeria, inadequate transportation facilities are often the norm rather than the exception. A good transportation system is therefore very essential to support and guarantee economic growth and development.

The issues and challenges of transportation which include, bad roads, inadequate fleets of buses, inadequate and functional trains, airplane and congested parts hinders free movement of goods and services which further slow economic growth and development.

To achieve maximum result in the transportation industry, the study recommended strongly that;

1. drastic measures be taken to reposition the air, road, rail and water transportation;
2. the issues articulated in this study, should be addressed with all seriousness by policy makers if the desired objectives are to be achieved;
3. the approach to tackle the issues and challenges raised in the transportation industry should be viewed from a holistic point of view, and tackled in its totality.
4. Research and development should be encouraged. Seasoned academic should be included in handling and managing issues relating to human capital. This will promote professionalism in this industry and hence facilitate achievement of set goals.
5. Continuous professional development programme (CPDP) should be encouraged to build capacity and assure quality in the industry.

Infrastructure Challenges

- Federal government is primary financier of infrastructure projects
- Annual budgetary allocation insufficient to meet the country's demand
- Slow process of allocating budgets to rehabilitate infrastructure

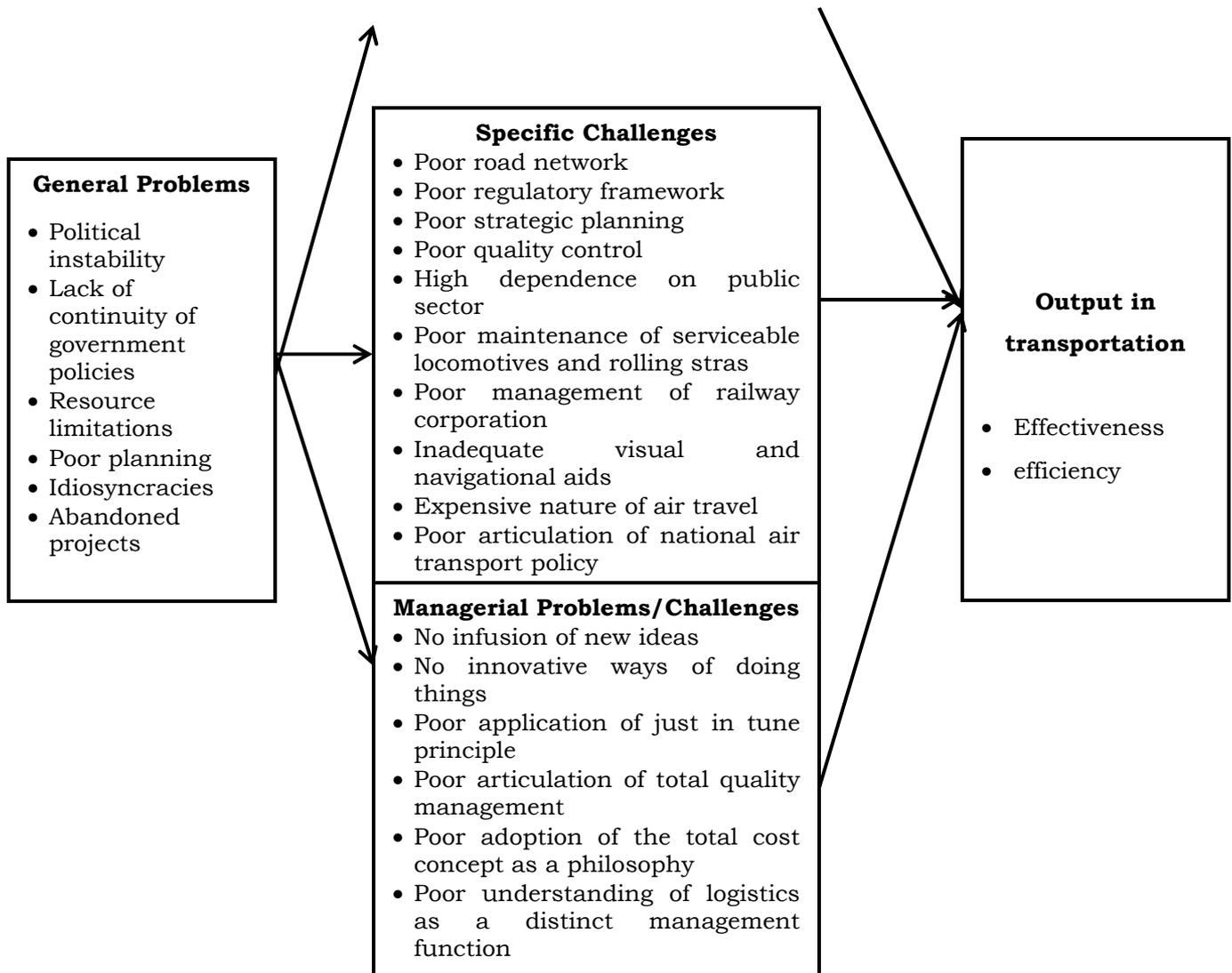


Figure 1: Structure of Challenges of Transportation

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