CONTEMPORARY ISSUES IN TRANSPORT DEVELOPMENT IN NIGERIA

Editors
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This book presents, for the first time in the history of Transport literature in Nigeria, a conglomeration of trendy ideas and issues in Transport Development across modes. It moves a step ahead of previous publications in Transport in Nigeria by linking National Development to Transport. It also advanced the course of technology deployment to Transport in Nigerria; as well as other noticeable salient development in thr Public Transport, Transport Education, Rural Transport, Rail Transport and Supply Chain. It equally touches on germane issues in the Maritime and Air Transport.

The book therefore, is tailored towards better understanding of the Nigeria Transport Sector. Thus, it will prove useful in training courses in Transport Planning, Operation, Development and Transport economy. Consequently, it will be very useful to all Student of tertiary institutions, academics and researchers across the country and beyond.

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THE EVOLUTION OF TRANSPORT AND LOGISTICS MANAGEMENT EDUCATION IN NIGERIA

By
Ajiboye, Araoye Olarinkoye

Introduction

Imagine a world without automobiles, airplanes, ships and trains. In today's context it is highly imaginable as every facet of modern society relies on transportation. Its pervasiveness is almost transparent to us as we move between homes, offices, markets, educational institutions, religious centers, healthcare centers and recreational centers as well as even in the use of products in everyday life.

The pivotal role played by transport and logistics over the years cannot be overemphasized since it is a key factor in all aspects of development of any country. There is hardly any aspect of a nation's development in which transport and logistics is not an essential ingredient since there is always the need to collect, assemble, transfer and distribute people, products and services from one geographical location to another according to Ajiboye (1994, 1995,2007).

Transportation and Logistics has been rightly seen as a catalyst to development and has become of great concern to those at the helm of government as well as planners. Even though it is generally conceded according to Onakala (1988) that it is very difficult to measure the exact impact of transport and logistics investment on development because of the subtle but complex nature of the role that transport and logistics plays in economic development.

Transport and Logistics is being regarded in any society –urban or rural, developed or underdeveloped or developing as the engine of growth of such an economy. The role of transport and logistics is therefore very crucial and a phase in production process which is not complete according to Adefolalu (1977) until the commodity is in the hands of the final consumer. Similarly, the availability of transport and logistics facilities which has been identified by Ajiboye (1994), Ajiboye and Fapohunda (2008), Ajiboye and Afolayan (2009), as a critical investment factor that stimulate economic growth through increased accessibility. As efficiency and effectiveness all affect the basic function of production, distribution, the basic function and consumption in many ways while it also

influence the cost of commodity consumed and the purchasing power of the consumers.

In an attempt to introduce the prospective transport and logistics planners and managers to a field study which offer both variety and specialization as well as opportunities for work in both local and international organizations such as airlines, shipping companies, courier firms, trucking/haulage companies, oil and gas marketing and distribution companies, railways, public transit, pipeline industry, manufacturing and processing companies, armed forces, paramilitaries, travel agencies, tour and travel as well as tourism companies, airports, seaports, higher institutions, consultancy firms, government agencies and ministries, post office, telecommunication companies, warehouse management, air and ship broking, traffic control among others. There is a greater need for training and education of the prospective staff and those on the job.

In the light of the above, this paper is structured into seven sections. Section 1.0 is on the introduction of the paper as well as revealing the objectives and coverage of this paper. Section 1.1 examines the conceptual framework and review of literature and section 1.2focuses on the manpower needs of the transportation and logistics industry while section 1.3 deals with the history and development of transportation and logistics management education in Nigeria. Section 1.4examines the research and development challenges facing transport education and lastly section 1.5 concludes the paper.

Conceptual Framework and Review of Literature

For the purpose of this study and paper, there are certain concepts that need to be explained for better understanding. Among these are Education and Training, Transportation, Transportation and Management, Logistics, Logistics Management and Transport and Logistics Management.

Buckley and Caple (1990) define training as a planned and systematic effort to modify or develop knowledge, skill or attitude through a learning experience in order to achieve effective performance in an activity or range of activities and a renowned educationalist, William Rouven observed that education is not a mere means to life..... Education is life! This statement was made several years ago but it still stands till today even in the area of transport and logistics management. Education on the other hand is a process and a series of activities aimed at enabling an individual to assimilate and develop knowledge, skills, values and understanding that are not simply related to a narrow field of activities, but allow a broad range of problems to be defined, analyzed and solved according to Oyeneye et al (1996). The distinction between training and education is shown in Table I according to Osisioma (1995).

Table 1: Distinction between Training and Education

S/N	Training	Education
1	More precise, More job oriented	Less precise, More person oriented
2	Defined in a specific job context	Broader process of change
3	results in uniform behavior	Increased individual variability
4	Mechanistic process producing predictable responses	More organic process producing less predictable change in the individual
5	Knowledge and skills for specific tasks	Analytical and critical abilities generally. More theoretical and conceptual.
6	Observable in short time	More profound and long term effect.

Source: Osisioma, 1995

Transportation is the movement of people, goods, services and information from one geographical location to another through a specific mean or means for a particular purpose according to Ajiboye (1995). For instance, getting to and from office, school, religious or recreational centers require transportation, so does getting agricultural products from farms or industrial products from manufacturing companies into markets for the end users to purchase as observed by Adefolalu (1977), Ajiboye (1994,1995), Ajiboye and Afolayan (2009a, 2009b), Ajiboye and Fapohunda (2008).

Transportation is derived from the Latin word 'trans' meaning across and 'portare' meaning to carry. It creates time utility, which is getting a product to a destination on time and space utility which is the optimal utilization of space available for to carry large volumes of goods at a low cost. For instance, if a finished product is not moved to the market at the right time, it ceases to have value. In other words, transportation is basically the movement of goods, people and services as well as information from one location to another.

Transport management is the technique, practice or science of controlling, planning, developing and maintaining adequate transport services that meet the individual and corporate needs. It is also the process of ensuring that people, freight services and information are delivered to the right place, at the right time and at the right price according to Ajiboye (1995, 2007), Nnadi (2008) while the Council of Logistics Management in United States of America (2003) see transport management as the art of managing inventory in motion for delivery to the right place, at the right time and in the right condition, choosing the right equipment and in the right direction while it encompasses management of inbound and outbound transportation. In broad terms, it also consists of the management of areas such as shipment scheduling, routing, freight cost management, shipment tracking and parcel management in optimal way. However, Ajiboye (2007) observed that the main objective of Transport

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Management according is to provide a functional and sustainable transport services for the nation and this has to be done by providing a consistent general approach and realistic guide for the operation of transport sector which is described as the engine of the nation's economic growth and development.

Logistics is a common terminology but most often wrongly misused or misrepresented. However each profession applies it according to their suitability. For instance, Helsinki (1996) looks at logistics from the business perspective and defines it as a business planning framework for the management of material, service, information and capital flows. It includes the increasingly complex information, communication and control systems required in today's business environment while the military according to JCS (undated) see logistics as the science of planning and carrying out the movement and maintenance of forces.... those aspects of military operations that deal with the design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of material; movement, evacuation, and hospitalization of personnel; acquisition of construction, maintenance, operation and disposition of facilities; and acquisition of furnishing of services.

On the other hand, it is the science of managing inventory both in motion and in static condition. The Council of Logistics Management (CILM) of United States of America (1998) defines logistics as the process of planning, implementing and controlling the efficient, effective flow of storage of goods, services and related information from point of origin to point of consumption for the purpose of confirming to customer requirements. The definition includes inbound, outbound, internal and external movements and return of materials for environmental purposes while the Canadian

Association of Logistics Management (1998) see logistics as the process of planning, implementing, and controlling the efficient, cost effective flow and storage of raw materials, in-process inventory, finished goods and related information from point of origin to point.

Transport and logistics management is defined according to Chartered Institute of Logistics and Transport (CILT) International (2003) as any activity consistent with the general objectives of the institute as stated in the charter including prejudice to the generality there of: (i) the administration, management, planning, conduct or operation of any of the principal forms of transport, transit, traffic, locomotive, physical distribution, logistics or any activity related thereto and (ii), the research, development, study, education in or of the art and science of logistics and transport in all its branches.

Manpower Need of the Transport and Logistics Industry in Nigeria

The role of human element in the production process cannot be compromised. Of all the factors of production, among all the inputs into the productive process, human capital remains the most strategic co operant factor according to Nnadi (2008). An important distinction between labour and other inputs such as capital, machinery and equipment is that employees have the ability to develop innovative solutions to production problems and learn new skills. The collection of skills and knowledge that employees possess is called human capital.

In the Nigerian transport and logistics industry, human capital development has been vigorously pursued over the years, incorporating both training and education but it is still a far cry to the need of the industry while the most cogent rationale for human capital development in the transport industry is the need to keep performance efficiency at a satisfactory level. For instance, Ajiboye (2007) notes that the efficiency of transport has become the yardstick by which the socio and economic development of a country is measured.

Modern logistics and transport use a battery of sophisticated methods and require a range of skills and personal qualities. These are summarized as good in general numerical skills, a grounding knowledge in statistics and sampling methods, some knowledge of computers and data analyses, good presentation and communication skills, organizational/administrative abilities, a flexible approach both in academic and practical as well as using one's own initiative. The need for increased efficiency and therefore continued human capital development has become even more urgent as mega cities – cities with more than 10million inhabitants emerge. In Nigeria, for instance Lagos, the economic and financial hub of the country is the largest metropolitan city area in sub-Saharan Africa. With a current population in excess of 15million, it is ranked the 8th largest mega city in the world according to Oyesiku (2002) and Nnadi (2008). Findings in a global research project on 25 of the world's mega cities including Lagos show transportation as the topmost mega city infrastructure challenge. There is no doubt a desperate need to keep up efficiency in the sector.A critical appraisal of the human resources available in the transport sector indicates an acute shortage of personnel among the professionals and technicians. This has resulted in an unduly high independence on foreign experts to carry out planning, design, construction and maintenance work in the transport sector while the artisans and operators are very large in number but are usually poorly trained and therefore ill equipped to carry out those minor but important functions in the transport sector as required by their trade or be part of a program of quality improvement within the sector.

Furthermore, there is also the demand created by expansion in the transport sector which must be met by well trained manpower. Here in lies a further rationale for human capital and development. The training gap in Nigeria's transport and

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Evolution and D Education in Niger

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logistics industry has long been identified. For instance, Filani (2003) citing Adebisi shows that out of 7870 total manpower in the transport sector in 1987, 5054, representing 64.2 percent needed training. In 1992 out of 8820 transport sector work force, 5995 representing 67.8 percent needed training in one skill or the other. By 1997, the workforce has grown to 9976 of which 6,667 or 68 percent needed training as shown in Table 2. The trends for both total transport employment and the training gaps have been increasing and must have worsened by now. There is a good rationale for transport human capital development.The need for more urgent motivation for training and education of personnel for transport and logistics industry is in the fact that a high incidence of crash causation has been attributed to the human element. For instance, Oyeyemi (2003) implicates the human elements in the causation of over 75 percent of the road accidents recorded at the Federal Capital Territory and Kong (2008) traces 80 percent of maritime accident to human error while Iwueke (2008) also confirmed that human elements was also responsible for aviation accidents in Nigeria.

Table 2: Estimated training needs in Transport Sector in Nigeria

SECTOR	YEARS			
	1987	1992	1997	TOTAL
Rail	2148	2311	2675	7134
Road	121	1209	1403	3733
Maritime	777	872	906	2555
Physical Distribution	3396	3975	4251	11,622
Federal Ministry of Transport and Aviation	428	463	541	1432
TOTAL MANPOWER	7870	8820	9976	26.466
TOTAL NUMBER WITH TRAINING NEED	5054	5995	6667	17716
PERCENTAGE	64.2%	67.8%	68%	66.9%

Source: Adapted from Filani (2003) and Ajiboye (2007)

Evolution and Development of Transport and Logistics Management Education in Nigeria

It is against the foregoing background that measures have been taken over the years to undertake formally and seriously, some manpower development for the exclusive benefit of the transport sector in Nigeria. In Nigeria, there are both

private and public institutions that run training and educational programmes for the consumption of the transport industry ranging from the trade test to doctorate levels.(see Table 3)

The Nigerian College of Aviation Technology (NCAT), Zaria is the pioneering transport school in Nigeria established in 1964 by the Federal Government of Nigeria and the International Civil Aviation Organization (ICAO). NCAT is statutorily vested with the responsibility of training and manpower development for the aviation industry. It was established as a regional center of excellence for the training and retraining of aviation experts who possess sufficient expertise to carry out duties in such a manner as to ensure safe and economic air and ground operations. The College Trains Pilots, aircraft maintenance engineers, air traffic controllers and aeronautical communication officers among other. Since the graduation of her first set of graduates in 1968, the reputation of the college has grown both locally and internationally.

The Nigeria Institute of Transport Technology (NITT), Zaria was established in 1986 to train senior and middle cadre personnel as well as to induct new employees of the transport industry. NITT Zaria is to serve the general transportation manpower development body with much emphasis on road and rail. The institute offers Diploma and Post Graduate Diploma in Transport while it offers a professional master programme in collaboration with a South African University.

In the maritime sector, the Maritime Academy of Nigeria (MAN), Oron was established by Decree 16 of 1988 as a specialized institution for the training of merchant navy personnel and manpower for the maritime industry. The academy offers National/Higher National Diploma in the following courses. Namely Nautical Science, Marine Engineering, Maritime Transport and Business studies for four semesters or two sessions duration respectively. Furthermore, MAN also offers two-semester Post Graduate Diploma in Shipping Technology while they also run programmes such as preparatory/mandatory courses for certificate of competency in accordance with STCW 95, specialized seamen training courses and management short courses for the maritime/shipping industry in the areas of shipping and ports, maritime administration, maritime insurance and law, pollution, cargo operations and other special course.

In addition to the above, several Nigerian Universities now run explicit programmes in transportation. Federal University of Technology, Owerri was the pioneer in establishing a Transport Management Department and commencement of B.Tech programme in Transport Management in 1982 while they started the post graduate programme in Transport in 1999. The university has produced a lot of graduates at Bachelor and Masters level while twelve people has successfully

completed their PhD programme. At all levels, degrees are granted in Transport Management Technology with options in Transportation Planning and Administration and Logistics Management while degrees are also granted in Maritime Management Technology with options in Shipping Management, Maritime Technology and Maritime Resources Management. The option of Aviation Management Technology also exists and the departments will soon become School of Transport Management Technology.

Ogun State (now Olabisi Onabanjo) University Ago Iwoye Ijebu pioneers the Post Graduate programmes in Transport studies in Nigeria in 1992 with the introduction of Post Graduate Diploma and Master of Science in Transport studies. It has an international acclaimed Center for Transport studies and now runs Diploma and B.Sc in Transport Planning and Management as well as Post Graduate Diploma, M.Sc and PhD programmes in Transport five candidates had successfully completed their PhD programmes while Onakomaiya (2002) revealed that seven hundred had graduated with PGD and M.Sc. in Transport since its inception. This number would have increased since that assertion was made in 2002.

The Center for Transport Studies popularize transport and logistics education in Nigeria especially with the closeness of the school to Lagos and today if you see five Master degree holders in Transport from Nigeria universities, three will be a product of Olabisi Onabanjo University Ago-Iwoye while they also constitute the largest number among the transport lecturers in the schools offering transport courses except the Federal University of Technology, Owerri.

Ladoke Akintola University of Technology, Ogbomoso also started transport management courses with professional PGD and MTM which later gave birth to Bachelor of Technology (B.Tech) in Transport Management and the first set of M.Tech and PhD Transport Management students are expected to graduate very soon. The university has graduated four sets of B.Tech Transport Management and more than five hundred has graduated with PGD and MTM according to Ajiboye (2007), Lagos State University, Ojoo has also started transport management programmes and established a School of Transport Studies. They run an undergraduate programme and a Professional Master programme in Transport while University of Lagos has also started Post Graduate Diploma and Master degree in Transport Planning.

Federal Universities of Technology Akure and Minna has also established Transport Management Department to offer Bachelor of Technology in Transport Management Technology and their students are presently in 300 and 200 levels respectively. The Petroleum Training Institute (Now University of Petroleum) Warri also runs transport related courses and the first set of M.Sc Transport

students of Ahmadu Bello University, Zaria are almost rounding up their academic programme.

Other state universities had joined the train of Olabisi Onabanjo University, Ago-Iwoye, Ladoke Akintola University of Technology Ogbomoso and Lagos State University Ojoo. These are Tai Solarin University of Education Ijebu Ode that offer double honours degree in Education and Transport Studies and have graduated their first set while Ebonyi State University has a Centre for Transport and Logistics and normally organized an international conference in logistics annually. The other is the River State University of Science and Technology Port Harcourt.

Some private universities like the Bell University of Technology, Otta and the Lead City University Ibadan as well as Redeemer University of Nigeria Redemption camp also run B.Tech and B.Sc in Transport and Logistics Management and B.Sc Transport and Tourism Management programme respectively.

Among the mono and polytechnics in Nigeria only Yaba College of Technology and Ibadan Polytechnic offer Transport related courses. However the role of these Institutional Training centres in meeting the manpower needs of the Transport and logistics industry in Nigeria cannot be ignored. These are Nigerian Ports Authority, Air Traffics Services Schools in Lagos and Kano and National Cargo Handling Company Training Schools as well as Research and Training Institute, Oshodi offer aeronautical and aviation meteorologist related courses.

There are professional institutions that are committed to training and education of Transport and logistics professionals. Among these are the Chartered Institute of Logistics and Transport (CILT), Institute of Transport Administration of Nigeria (IOTA), the Institute of Freight Forwarders of Nigeria (IFFN) and the Chartered Institute of Shipping (CIS).

Table 3: LIST OF INSTITUTIONS OFFERING TRANSPORT AND LOGISTICS RELATED COURSE IN NIGERIA

S / N	Institutions	Ownership Federal(F) State(S) Private(P) Professional(R)	Cert / Diploma	BSc / B.Tech / BSc / B ED	PGD / M.Sc	PhD
1.	Federal University of Technology Owerri	F		*	*	*
2.	Olabisi Onabanjo University, Ago-Iwoye	S	*	*	*	*
3.	Ladoke Akintola University	S		*	*	*

	of Technology, Ogbomoso					
4.	Tai Solarin University of Education, Ijebu Ode	S		*		
5.	Lagos State University, Ojo	S		*	*	
6.	Federal University of Technology, Akure	F		*		
7.	University of Lagos	F			*	
8.	Federal University of Technology, Minna	F		*		
9.	Bells University of Technology, Otta	P		*		
10.	Redeemers University for all Nations Redemption Camp	P		*		
11.	Rivers State University of Science and Technology, Port Harcourt	S		*	*	
12.	University of Petroleum Resources, Warri	F	*	*		
13.	Ahmadu Bello University, Zaria	F			*	
14.	Ebonyi State University, Abakaliki	S		*		
15.	Lead City University, Ibadan	P		*		
16.	Nigerian College of Aviation Technology, Zaria	F		*	*	
17.	Nigerian Institute of Transport Technology, Zaria	F	*	*	*	
18.	Maritime Academy of Nigeria, Oron	F	*	*	*	
19.	Yaba College of Technology, Lagos	F	*			
20.	The Polytechnic, Ibadan	S	*			
21.	Chartered Institute of Logistics and Transport	R	*	*	*	
22.	Chartered Institute of Shipping (CIS)	R	*		*	
23.	Institute of Transport Administration of Nigeria (IOTA)	F	*			
24.	Institute of Freight Forwarders of Nigeria	R	*			

Source: Author's Field Survey March 2011

- Represent the programme each institution is offering

The role of pioneer lecturers and motivator in the field of transport studies in Nigeria cannot be forgotten despite the fact that they were not hundred percent transportant but their contributions cannot be set aside in teaching, researching,

supervising and motivating the greater tomorrow. Among these are Late Professors Kunle Adeniji (NISER), A. O. Ogunsanya (Unilorin), Ogunremi (LASU); and Professors S. O. Onakomaiya (OSU/ OOU), M.A. Filani (Unibadan), E.A Adeniyi (ABU), I.C Ogwude (FUTO), Olateru- Olagbegi (Federal Polytechnic Ilaro), Kayode Oyesiku (OOU), Soji Adesanya (NISER). I.A. Fadare and A. Ogunjumo (OAU), Dele Badejo and O.O. Odugbemi (OOU). Eno Okoko (FUTA) as well as Prof S.I Oni (UNILAG).Drs' I.C Ibe and K.U Nnadi (FUTO) and Wole Ademiluyi (OOU) to mention a few. All these are transport geographers, urban and regional (transport) planners, transport historian, transport economists and transport / highway engineers to mention a few.

These older generation of academics have succeded in training a younger generation of academics. The upcoming young researchers and academics in the field of transport and logistics management education include Drs Kolawole Gbadamosi and Muse Solanke (OOU), Adebambo Somuyiwa and Olu Afolayan (LAUTECH), Olarinkoye Ajiboye and Babatunde Osoba (FUT Minna) and Obed Ndikom (FUT Owerri), Joshua Adetunji Odeleye and Bawa-Allah, T.O (LASU), Kayode Olagunju and Sakiru Balogun (FRSC) to mention a few.

Research and Development Priority Areas in Transport and Logistics Education Development in Nigeria

The real objective of transportation and logistics is how to move the people and goods in the shortest possible costs to the individual and the society in general, with the least possible loss of lives and properties and the least possible disruption to the environment and the ecosystem. There is therefore little doubt that Nigeria has barely started on the journey to improve and modernize transportation systems, notwithstanding the fact that there are about two million functionally operational vehicles on the nation's highways serving a population of about 140 million, conveying not less than 90% of the total passenger – kms and tonne-kilometers of goods in the country.

(i) Similarly, with the growth and increase of development of transport and logistics education in Nigeria and offering of the transport and logistics programmes by private, state and federal universities as well as mono and polytechnics across the nation. There is therefore the need for intensive research and development in the following areas for meaningful solutions to be attainable.

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(ii) There is an urgent need for the National Transport Policy to be passed by the Legislature in order to ensure that all impediments to efficient transport operation in all modes are removed or at least drastically reduced.

(iii) Research is needed in vehicle operating and maintenance cost models which would highlight the functional relationship between operation and maintenance costs and the impact of roads on vehicles. This type of research would ensure that road maintenance (rather than new construction) becomes a very major budgetary item for the government at all levels.

(iv) There is need to research intensively (not superficially) with copious empirical case studies on the linkage between transport and logistics, energy inputs, production costs, inflation and poverty reduction so as to be able to bring down the current high level of inflation.

(v) Empirical research studies are also requires on value of travel time savings to serve as justification for evaluation of various forms of traffic management schemes in the heavily congested streets of Nigeria's' cities.In order to appreciate the problems of urban congestion on the streets of major cities and state capitals in Nigeria, there is the need by the Transport Departments, Centers, and Schools etc to research into fuel consumption patterns on roads of different levels of congestion.

(vi) Various forms of enforcement of traffic rules need to be researched. For instance, use and non-usage of seat belts, helmets, foot bridges by pedestrian, abuse of speed limits by government officials and entourage drives and bullion vans, as well as road/rail accidents at un-segregated railway crossings.

(vii) With the issue of climate change, research is urgently requires on the transport related air and land pollution, especially vehicle emission and petroleum/transport induced pollution in rural-urban and maintenance areas.

(viii) Research is requires on the degree of compliance by airlines, Nigerian Civil Aviation Authority, Nigeria (NAMA) with I.A.T.A. and ICAO rules and regulations with a view of reducing air traffic accidents and promoting international tourism in Nigeria. Similarly in the shipping and maritime transport research should also be conducted to ascertain the level of compliance to the International Maritime Organization (IMO).

(ix) Finally, the insurance companies and tire and vehicle manufacturers should sponsor research that would promote road safety, use of seat belts and helmets, brand of vehicles and tires as well as the economic costs of accidents in Nigeria.

1.6 CONCLUSION

If Wilfred Owen's thought that "immobility perpetuates poverty in all the nations of the world, in a developing nation like Nigeria, immobility not only perpetuates poverty, it does in fact spell the death knell on the very poor and remotely located people whether in urban or rural areas. Therefore a strong base of well developed human capital in the transport and logistics industry will keep it from poverty, penury and backwardness.

The introduction of transport-logistics programmes by the various institutions has therefore brought a lot of harmonization to allow candidates with qualifications or experience in any of the basic disciplines of transport to be admitted especially to Postgraduate levels while the undergraduate curriculum of most transport schools touch every areas of transport. Such as Transport Economic and Policy, Transport Geography, Transport Management, Quantitative and Modeling Techniques, Transport Technology as well as Transport and Highway Engineering which could help in solving the poverty level of the citizenry.

In conclusion, Nigeria as demonstrated thus far, is well endowed with personnel and paraphernalia for vigorous manpower development in the transport and logistics industry. What remains is to fully exploit these and go on to a programme of action that will engender total professionalization of the transport industry in Nigeria.

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