

Building a Comprehensive Logistics Ecosystem for Nigeria's Future Trade



The Chartered
Institute of Logistics
and Transport

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2025 – 2035 | Strategic Roadmap

CILT N PRESENTATION



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Executive Overview

Nigeria's Logistics Sector: A Transformational Opportunity

Nigeria's logistics sector stands at a defining crossroads. With Africa's largest economy, a population exceeding 241 million, and a geographic position as the continent's commercial hub, Nigeria possesses the raw materials for a logistics revolution. Yet inefficiencies cost the nation an estimated 30–40% of GDP in supply chain leakages annually.

\$4t

GDP Potential
by 2035

25%+

Logistics Cost
as % of GDP

240M+

Population &
Growing Market

**36 States
+ FCT**

Vast Domestic
Market Network

3rd

Largest Economy
in Africa



Strategic Imperative:

Building a comprehensive logistics ecosystem is not merely an economic priority — it is a national security and sovereignty imperative. This presentation outlines a strategic, multi-pillar framework to transform Nigeria into Africa's premier trade and logistics hub by 2035.

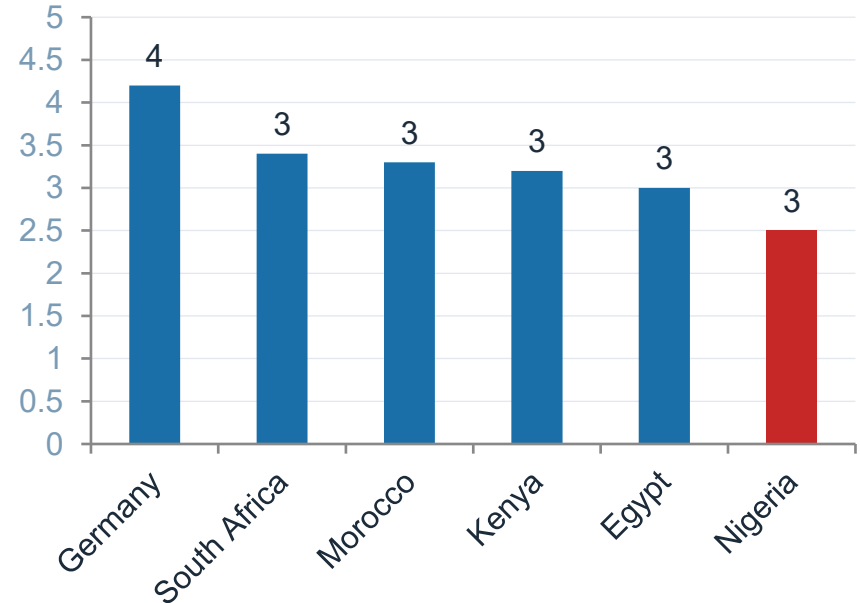
Nigeria's Trade Position in Africa & the World

Current Realities and Strategic Potential

Trade Profile

- Nigeria accounts for ~55% of West Africa's GDP
- Total trade volume: ~N72 trillion annually (in 2023)
- Oil & gas dominates: 86% of export revenue
- AfCFTA membership unlocks 1.3B consumer market
- Ranked 88th globally in Logistics Performance Index (2023)
- Ports handle ~129.3M metric tonnes (in 2025) of cargo per annum
- Over 35,000km of federal road network (30% motorable)
- 9 major seaports, 5 international airports with cargo facilities

LPI Score vs Peers (2023)



Why Logistics Matters — Now More Than Ever

Key Drivers Demanding Immediate Action

AfCFTA Implementation

Nigeria must leverage the African Continental Free Trade Area to expand non-oil exports and diversify revenue streams.

Economic Diversification

The post-oil transition demands robust supply chains to support agriculture, manufacturing, and services sectors.

Industrialisation Agenda

Nigeria's industrial parks and SEZs require world-class logistics connectivity to attract and retain investors.

Digital Economy Growth

E-commerce is projected to reach \$10b - \$20b by 2026, requiring last-mile delivery infrastructure at national scale.

Population Dividend

A youth bulge of 150 - 170m+ under 35 creates both a massive consumer market and a logistics workforce pool.

Regional Integration

ECOWAS corridors and trans-African highways position Nigeria as the gateway to West and Central Africa.

SECTION 2

Current State: Challenges & Gaps

A Candid Assessment of Nigeria's Logistics Landscape

Infrastructure Gaps: Roads, Rail & Ports

The Physical Backbone — Critically Underdeveloped

Roads

Only 30% of 240,000km road network is paved; less than 60% is in good condition; annual repair cost: ₦880 billion.

Rail

3,505km of narrow gauge rail; 90% of freight moved by road due to rail unreliability.

Seaports

Apapa port congestion costs economy \$3m+ annually; average truck dwell time is 18–21 days vs global best practice of 4 days.

Air Cargo

Only 4 airports with functional cargo terminals; high handling costs; 60% of exports routed through foreign hubs.

Warehousing

Cold-chain capacity meets only 4% of demand; fragmented, informal storage dominates; no national grid of DCs.

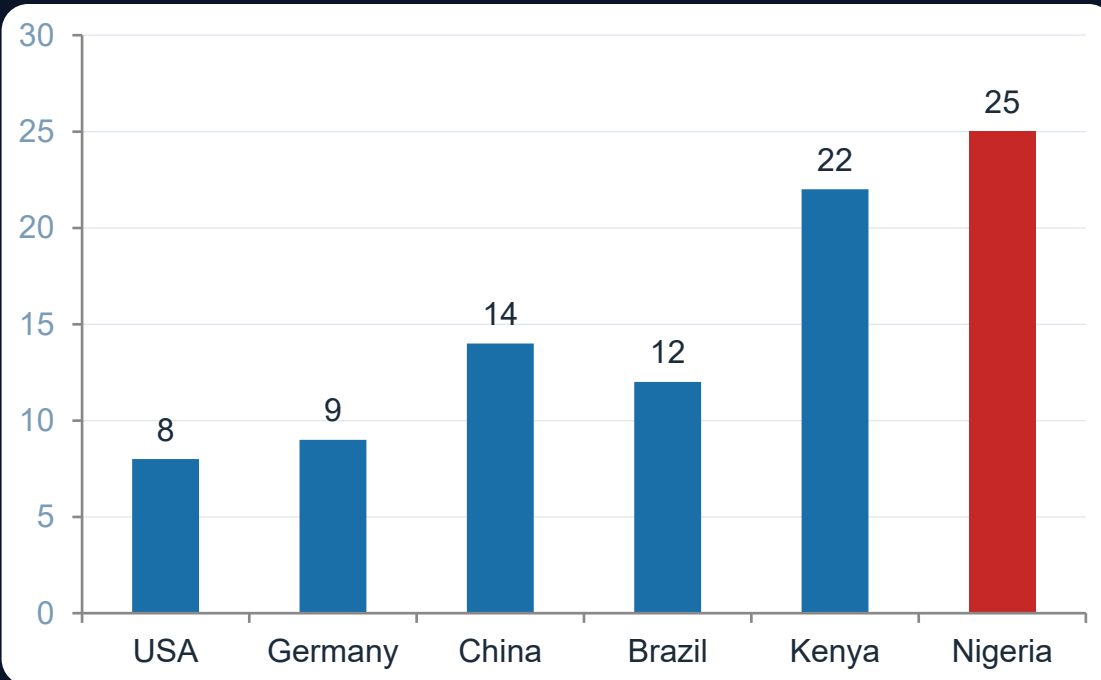
Last Mile

Over 80% of delivery infrastructure informal; poor addressing system; congestion in urban centres kills delivery SLAs.

The Cost of Logistics Inefficiency

Quantifying the Economic Drain on Nigeria's Competitiveness

Nigeria's logistics costs are among the highest in the world — an invisible tax on every product made, bought and sold.



\$10b+

Annual cost of port congestion & delays

40%

Post-harvest losses due to poor cold-chain

₦2t+

Annual road freight inefficiency cost

88th

Nigeria's World Bank 2023 Logistics Performance Index rank

Regulatory & Institutional Challenges

Fragmentation, Overlap and Governance Deficits

Multiple Agencies, No Coordination

Over 10 federal agencies regulate aspects of logistics with little inter-agency coordination, creating confusion and compliance costs.

Inconsistent Port Procedures

Varying documentation requirements, manual processing, and frequent changes in regulations increase transaction costs.

Customs Bottlenecks

The average customs clearance time is 15–21 days, compared to 2–3 days in Singapore and 4–5 days in South Africa.

Trucking Regulation Gaps

Partial and inadequate national trucking standards for vehicle specifications, driver training, or insurance, leading to unsafe operations.

State-Level Barriers

Multiple taxation, roadblocks, and divergent state regulations fragment the domestic market and raise freight costs.

Weak Enforcement

Non-adherence to axle-load limits destroys road infrastructure; estimated 40% faster road degradation as a result.

SWOT Analysis: Nigeria's Logistics Sector

Strategic Assessment Framework

STRENGTHS

- Largest economy & market in West Africa
- Strategic geographic position
- Growing young workforce
- Existing port infrastructure base
- Active AfCFTA membership

WEAKNESSES

- High logistics cost (25% of GDP)
- Poor road and rail infrastructure
- Low LPI ranking (88th globally)
- Fragmented regulatory framework
- Limited cold-chain infrastructure

OPPORTUNITIES

- AfCFTA market of 1.3 billion consumers
- E-commerce and digital logistics boom
- Industrial parks and SEZ development
- Diaspora investment in logistics
- Green logistics & clean energy

THREATS

- Regional competition from Ghana, Kenya
- Security risks on transport corridors
- Foreign exchange volatility
- Climate change & flooding impacts
- Brain drain of logistics talent

SECTION 3

The Five-Pillar Framework

A Holistic Architecture for Logistics Ecosystem Development

The Five-Pillar Framework: Overview

An Integrated Approach to Ecosystem Development

No single intervention can transform Nigeria's logistics sector. Sustainable transformation requires simultaneous progress across five interdependent pillars:

- | | | |
|----|--------------------------------|---|
| 01 | Physical Infrastructure | Roads, rail, ports, airports & warehousing |
| 02 | Digital Ecosystem | Technology, data & e-logistics platforms |
| 03 | Policy & Regulation | Governance, standards & legal frameworks |
| 04 | Human Capital | Skills, training & professional development |
| 05 | Sustainability | Green logistics & climate resilience |

Pillar 1: Physical Infrastructure

Building the Physical Backbone of Trade

204,000km

Road Network Target

3,500km

Modernization of Rail
Corridors

12

Upgraded Seaports

₦15t

Infrastructure Investment

Key Initiatives

- National Road Rehabilitation & Expansion Programme (NRREP)
- Standard Gauge Railway: Lagos–Kano–Maiduguri Corridor
- Deep-water port development: Lekki, Bonny, Calabar
- Air cargo terminal upgrades at 12 airports
- National Logistics Parks (NLPs) near SEZs
- Cold-chain corridor: Kano–Lagos–Port Harcourt
- Multi-modal freight villages at 6 strategic nodes

Expected Outcome



A fully integrated multi-modal transport network reducing freight cost by 40% and transit time by 60% by 2035.

Pillar 2: Digital Logistics Ecosystem

Technology as the Great Enabler

100%

Port Single Window

50m+

Digital Delivery Users

₦500b

Tech Investment

Top 50

Digital LPI Target

Key Initiatives

- National Port Community System (single digital window)
- National Freight & Logistics Exchange Platform
- IoT-enabled asset tracking across all corridors
- Blockchain customs documentation & trade finance
- Last-mile delivery tech ecosystem (startups + regulation)
- National Addressing & Geolocation Standard (NAGS)
- Drone & autonomous vehicle pilot corridors

Expected Outcome



A digitally integrated logistics ecosystem reducing transaction costs by 35%, enhancing customs clearance to under 48 hours, and enabling \$20b in e-commerce trade.

Pillar 3: Policy, Regulation & Governance

The Enabling Framework for Investment & Efficiency

1

Apex Logistics Regulator

30%

Tariff Reduction

48hrs

Customs Clearance

AAA

Investment Grade Target

Key Initiatives

- Establish National Logistics & Supply Chain Authority (NLSCA)
- Harmonise inter-agency mandates: NPA, FAAN, NIMASA, NRC
- National Trucking Standards & Vehicle Regulation Act
- Trade facilitation corridors: ECOWAS & Trans-African Hwy
- Special Logistics Zones (SLZs) with streamlined regulations
- Mandatory Logistics Sector data reporting & transparency
- PPP framework for logistics infrastructure investment

Expected Outcome



A predictable, transparent regulatory environment attracting \$30b in foreign direct investment to Nigeria's logistics sector by 2030.

Pillar 4: Human Capital Development

Building the Workforce that Drives the Ecosystem

500K+

Trained Professionals

20

Logistics Centres of Excellence

CILTN

Accreditation Standard

75%

Certification Rate

Key Initiatives

- National Logistics Workforce Development Fund (NLWDF)
- CILTN-led professional certification & licensing framework
- Logistics competency integration into TVET curriculum
- University centres of logistics excellence (20 institutions)
- Women in Logistics empowerment programme
- Apprenticeship & internship framework with operators
- Digital skills programme for logistics professionals

Expected Outcome



A certified, professional logistics workforce of 500,000+ by 2030, positioning Nigeria as the talent pool for West African logistics leadership.

Pillar 5: Green & Sustainable Logistics

Aligning Trade Growth with Environmental Responsibility

40%

Carbon Emission Reduction

3,000

EV Freight Vehicles

50%

Renewable Port Energy

Net Zero

2050 Target

Key Initiatives

- National Green Freight Programme (NGFP)
- EV charging infrastructure along major freight corridors
- Solar-powered warehousing and logistics parks
- Carbon credit trading framework for logistics operators
- Inland waterways revival as low-emission freight mode
- Green port certification standards for all Nigerian ports
- Climate resilience audit of all critical logistics nodes

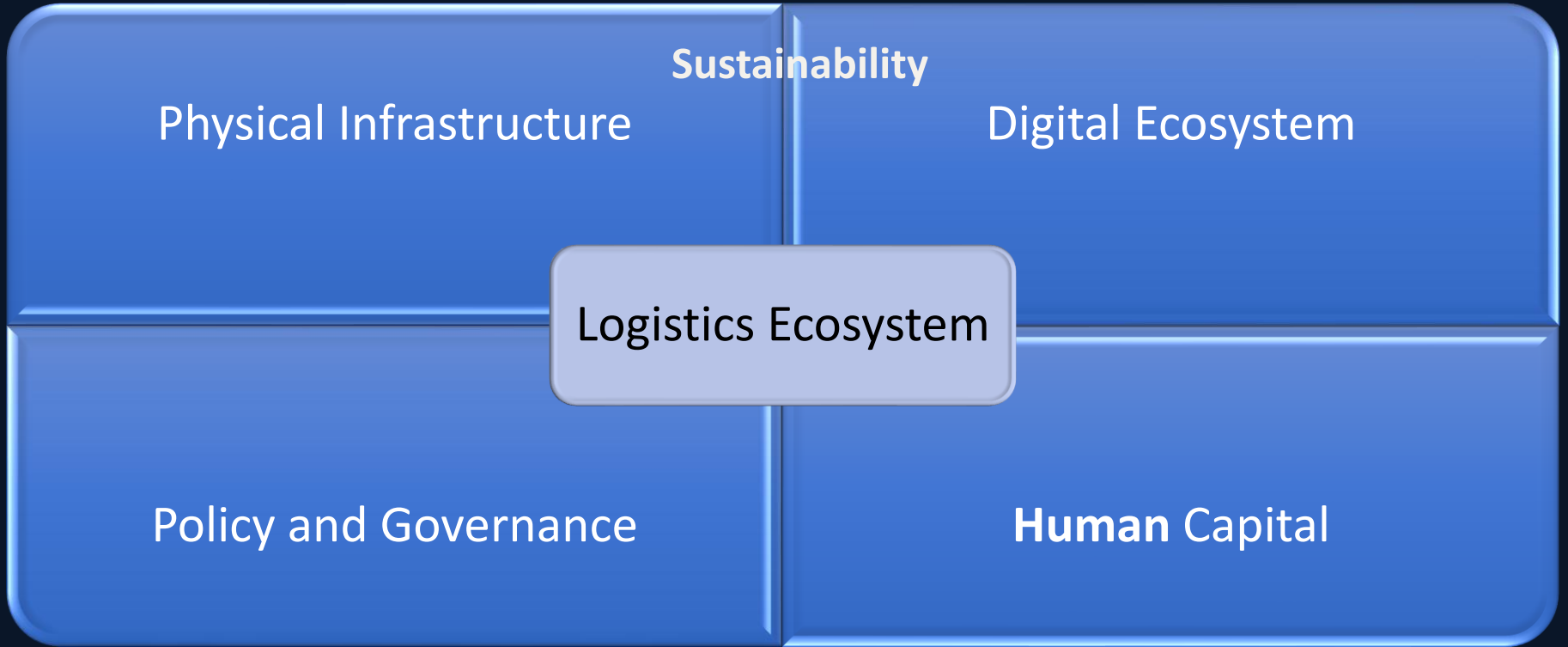
Expected Outcome



A climate-smart logistics sector that reduces carbon emissions by 40% by 2035 while maintaining growth in freight volumes, aligning with Nigeria's Nigeria Determined Contribution (NDC) commitments.

Pillar Interdependencies

Why All Five Pillars Must Move Together



Each pillar reinforces the others — digital systems need skilled users; infrastructure needs regulation; sustainability needs both green tech and policy support.

Benchmarking Against Global Best Practices

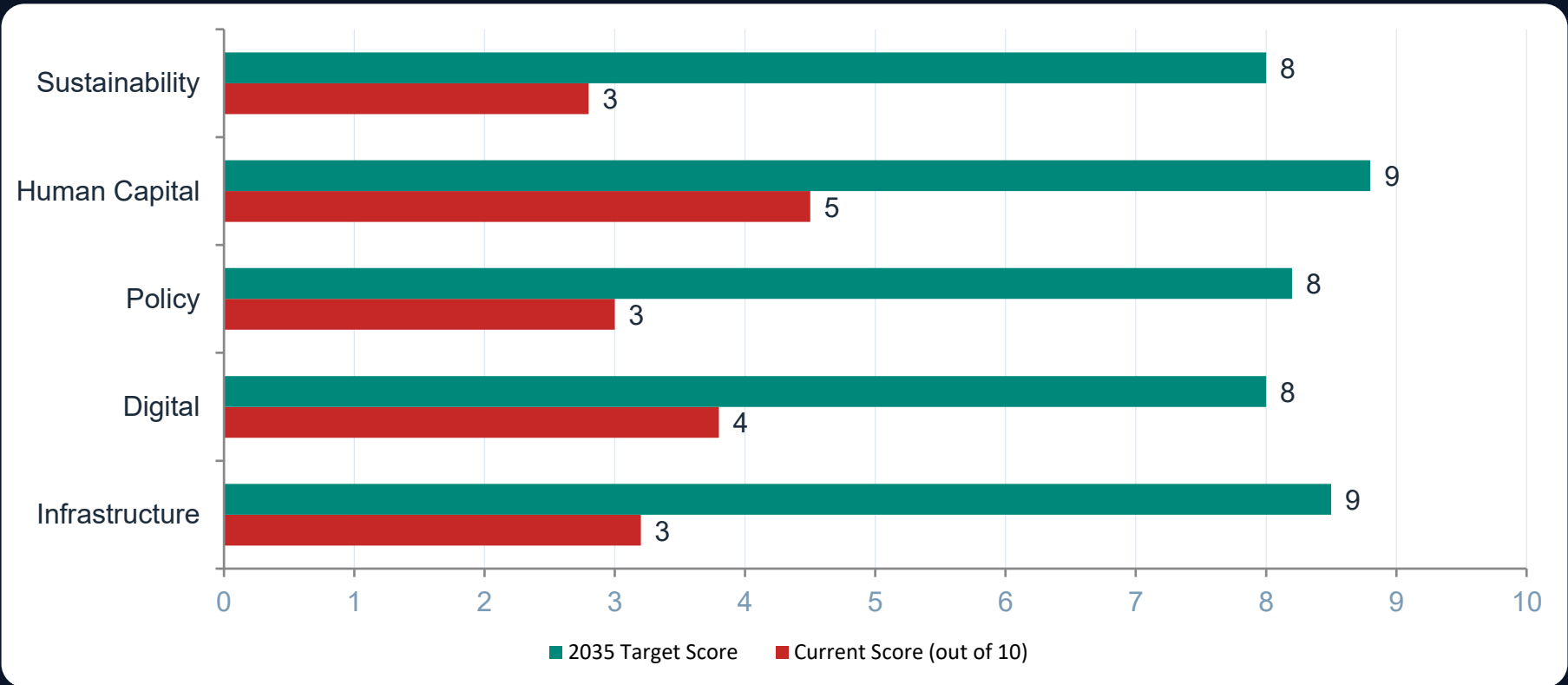
Learning from Singapore, Germany & the UAE

Country	Ranking out of 139 countries	LPI Score	Customs Time	Logistics Cost	Key Lesson
Singapore	1	4.0/5.0	1 Day	8% of GDP	Single-window platform, minimal bureaucracy, integrated port-city planning
Germany	3	4.2/5.0	1.5 Days	9% of GDP	Multimodal integration, DHL & operator ecosystems, rail freight dominance
UAE (Dubai)	7	3.9/5.0	2 Days	10% of GDP	Jebel Ali as transshipment hub, free zone model, air-sea-land nexus
Kenya	68	3.2/5.0	4 Days	22% of GDP	Northern Corridor reform, SGR investment, Mombasa port expansion lessons
Nigeria Target	50	3.5/5.0	3 Days	18% of GDP	Five-pillar approach, Lekki Deep-sea port, ECOWAS corridor integration

Nigeria must adopt and adapt — not merely copy — best practices, customising them to its federal structure, resource base and cultural context.

Five-Pillar Scorecard: Where Nigeria Stands Today

Baseline Assessment and Target Scores



SECTION 4

Infrastructure Development Roadmap

Connecting Nigeria's 923,768 km² with World-Class Logistics Infrastructure

Port Development & Reform Strategy

From Congestion to Continental Gateway

Priority Port Projects

- Lekki Deep-Water Port: \$1.5b, capacity 2.5m TEUs
- Apapa Port Decongestion: Rail-to-port connectivity
- Tin Can Island Expansion: Additional 3 berths
- Onne Port: Oil & gas logistics hub upgrade
- Calabar Port Revival: Regional gateway to SE Nigeria
- Warri Port: Inland waterway integration
- Port Harcourt: Industrial logistics park integration
- Kano Dry Port: Northern Nigeria trade gateway

Reform Measures Required

- Implement National Port Authority Reform Act
- Establish 24/7 port operations mandate
- Deploy Port Community System (PCS) nationwide
- Reduce dwell time to <48 hours (from current 7 days)
- Establish Port Performance Monitoring Dashboard
- Landlord port model: private terminal operators
- Abolish illegal levies: 'cost of doing port business' reform
- Dedicated freight corridors from all major ports

Rail & Road Master Plan

Building the Freight Arterials of Nigeria's Economy

Road Programme

- Rehab 10,000km of federal roads (2025–2028)
- Construct 8 dedicated truck freight corridors
- Axle-load enforcement on all major routes
- Road Safety & Freight Standards: new legislation
- Lagos–Ibadan–Abuja–Kano superhighway upgrade
- Enugu–Onitsha–Port Harcourt industrial corridor

Rail Programme

- Complete standard gauge: Lagos–Kano (1,124km)
- New: Warri–Itakpe rail extension to Abuja
- Eastern corridor: Port Harcourt–Maiduguri
- Dedicated freight railcars: 500 new wagons
- Rail–port connections at Apapa, Tin Can, Lekki
- Concession NRC operations to private sector

Multimodal Hubs

- 6 Inland Container Depots (ICDs): Lagos, Kano, Abuja, Aba, Ibadan, Kaduna
- 12 National Logistics Parks with cross-docking
- River Niger & Benue: inland waterway freight revival
- Intermodal transfer facilities at all hub locations
- Truck parks with fuel, rest, maintenance facilities
- SEZ logistics precincts: Lekki, Onne, Calabar

Warehousing Infrastructure & Cold-Chain Network

Closing the Storage and Preservation Gap

Current Cold-Chain Capacity

**~500,000 tonnes (11%
of need)**

Required Cold-Chain Capacity

4.5 million tonnes

Post-Harvest Losses (annual)

₦3.5 trillion

Formal Warehouse Space

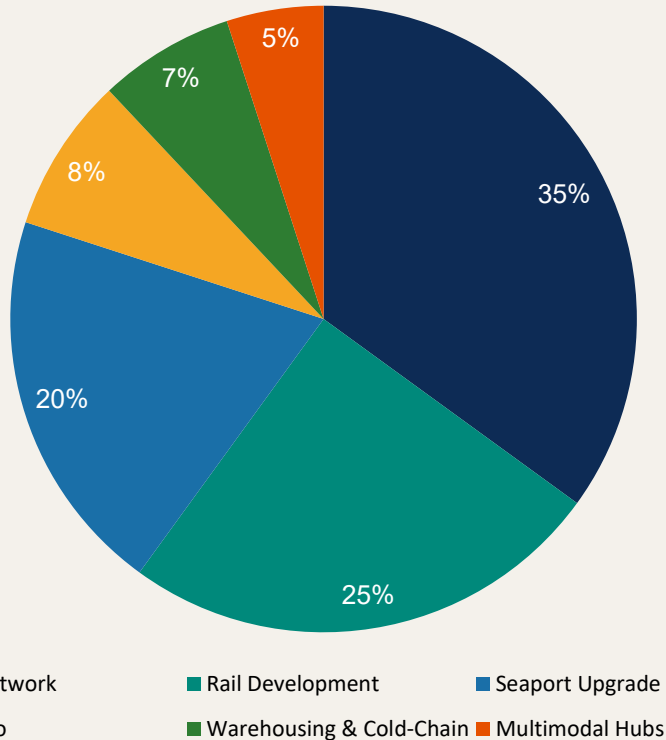
<15% of total storage

National Cold-Chain & Warehousing Strategy

- Construct 50 National Temperature-Controlled Distribution Centres along major food corridors
- Mandate cold-chain standards for agricultural produce leaving farm gates
- Public-private cold-chain investment fund: ₦500B seed capital
- Integrate cold-chain nodes with railway freight depots at all 6 major cities
- Digital cold-chain monitoring platform: IoT sensors + national data dashboard
- Special incentives for private warehousing developers: 10-year tax holiday in underserved zones
- National Warehousing Licensing & Standards Authority under a proposed National Logistics & Supply Chain Authority (NLSCA)

Infrastructure Investment Summary

Financing the Physical Logistics Transformation



Area	Investment	Timeline	Funding Source
Road Network	₦5.25t	2025–2030	FGN Budget + Sukuk Bonds
Rail Development	₦3.75t	2025–2033	PPP + Chinese EXIM Bank
Seaport Upgrades	₦3.0t	2025–2030	Private Operators + DFIs
Air Cargo Terminals	₦1.2t	2026–2030	FAAN + Private Partners
Warehousing	₦1.05t	2025–2035	Private Sector + Tax Incentives
Multimodal Hubs	₦0.75t	2027–2033	State Govts + FGN

SECTION 5

Digital Transformation & Technology

Leveraging the Fourth Industrial Revolution to Power Nigeria's Trade

National Digital Logistics Platform

The Technology Stack for Nigeria's Logistics Future

Data & Analytics Layer	National Freight Data Repository • Real-time corridor analytics • Predictive demand modelling
Integration Layer	Port Community System • Customs e-Single Window • API gateway for operators
Transaction Layer	Digital trade documentation • Blockchain bill of lading • E-payment & settlement
Operational Layer	Fleet management systems • IoT asset tracking • Warehouse management systems
User-Facing Layer	Shipper portals • Last-mile delivery apps • Consumer tracking interfaces

E-Commerce & Last-Mile Delivery Infrastructure

The Final Frontier of Logistics Competitiveness

\$75b

E-commerce
Target by 2030

80%

of Deliveries
Currently Informal

200m+

Mobile Internet
Users by 2025

#2t+

Last-Mile
Market Opportunity

National Digital Address System

Implement national geocoding standard (like GhanaPostGPS) for universal addressability

Last-Mile Logistics Operators Framework

License and regulate 3rd Party Logistics last-mile operators; set delivery SLA standards

Urban Micro-Fulfilment Centres

Dark stores and neighbourhood delivery hubs in Tier-1 & Tier-2 cities

Rural Logistics Connectivity

Agency logistics model, community-based delivery agents, shared rural DCs

Returns & Reverse Logistics

National returns standard, shared reverse logistics network for e-commerce

Fintech-Logistics Integration

Cash-on-delivery infrastructure, BNPL logistics solutions, insurance products

Building a Logistics Tech Startup Ecosystem

Innovation as a Driver of Efficiency

Nigeria's vibrant tech ecosystem — home to 4 unicorns (Flutterwave, Opay, Interswitch and Moniepoint) and a growing logistics-tech sector — must be harnessed as a force multiplier for the national logistics agenda.

Mobility & Fleet

Telematics, fleet management, driver apps, truck aggregation platforms

Freight Matching

Digital freight brokers, cargo aggregators, spot rate platforms

Customs & Trade

TradeTech, compliance automation, digital documentation

Agricultural Logistics

Farm-to-market platforms, cold-chain tech, rural logistics

Warehousing Tech

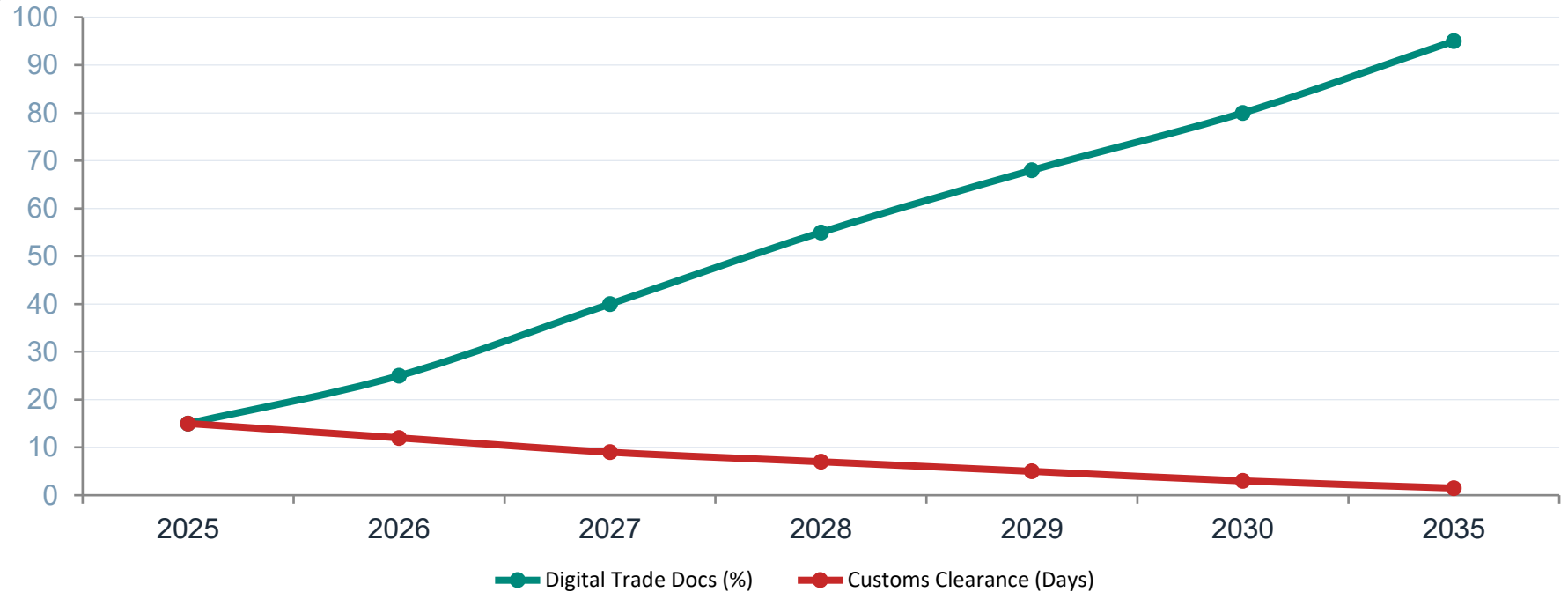
WMS, dark store operators, robotics & automation

Insurance & Finance

Cargo insurance platforms, logistics financing, risk tools

Digital Transformation Targets & KPIs

Measuring Nigeria's Digital Logistics Progress



Source: CILT N projections based on NCS digital transformation roadmap, Port Community System rollout plan, and AfCFTA digital trade facilitation benchmarks.

SECTION 6

Regulatory, Policy & Institutional Reform

Creating the Governance Architecture for a World-Class Logistics Sector

Proposed Institutional Architecture

Rationalising Nigeria's Logistics Governance

National Logistics Council (NLC)

Chaired by VP/President — apex policy body

National Logistics & Supply Chain Authority (NLSCA)

Regulatory, licensing & standards body

Modal Regulators

NPA | FAAN | NIMASA | NRC | FRSC | Customs

State Logistics Agencies & Local Implementation Bodies

36 States + FCT logistics desks, industry associations, CLTN chapters

Key Principles of the New Architecture:

Single regulatory voice • Clear mandate separation • Performance-based governance • Industry co-regulation model • Transparent tariff-setting

Legislative & Policy Reform Agenda

The Legal Framework for Transformation

Legislation	Year	Purpose
National Logistics & Supply Chain Act	2026	Establishes NLSCA, mandates inter-agency coordination, sets national logistics standards
Trucking Industry Reform Act	2026	Regulates truck specifications, driver licensing, insurance, and operating standards
Port Administration & Efficiency Act	2027	Mandates 24/7 operations, dwell time SLAs, port community system compliance
Trade Facilitation & Customs Modernisation Act	2027	Aligns Nigeria with WTO TFA commitments, mandates risk-based customs clearance
Special Logistics Zones Act	2028	Creates SLZ framework with streamlined taxes, regulations and immigration
National Freight Data & Transparency Act	2028	Mandates data sharing among operators, protects commercially sensitive data
Green Logistics Incentives Act	2029	Tax credits for EV adoption, solar warehouses, and carbon-neutral logistics

Trade Facilitation & Corridor Management

Unlocking Cross-Border and Regional Trade

1

Lagos–Abidjan Corridor

1,028km West African coastal corridor. Key upgrade: border post modernisation at Seme; digital transit document.

2

Kano–Niamey–Ouagadougou

Trans-Saharan trade route serving landlocked ECOWAS states. Priority: truck stop infrastructure, border harmonisation.

3

Onne–Bamenda–Ndamena

Gateway to Central Africa. Upgrade needed: road surface, customs dwell time, axle-load enforcement.

4

Apapa–Ibadan–Kano Rail Corridor

Priority freight rail spine. Connects Nigeria's largest port to its largest inland cities. PPP opportunity.

5

Port Harcourt–Enugu–Onitsha

Industrial heartland corridor. Key for southeast manufacturing, oil services, and trade with Cameroon.

SECTION 7

Human Capital & Skills Development

CILTN's Mandate: Building the Professionals Who Will Drive Nigeria's Logistics Revolution

National Logistics Workforce Development Plan

From Informal to Professional at Scale

500,000

Certified Logistics Professionals by 2030

20

Centres of Logistics Excellence

36+1

States with CILTN Chapter Presence

75%

Professional Certification Rate

CILTN Professional Framework

Expand CILTN membership to 50,000 active members; mandate CILTN certification for all logistics management roles in public sector

TVET Logistics Integration

Introduce logistics and supply chain modules in all TVET institutions; standardised curriculum with CILTN quality assurance

University Centres of Excellence

Partner with 20 universities to establish logistics research and teaching centres; fund PhD scholarships in supply chain

Trucking & Driver Standards

National truck driver licensing programme; safety, efficiency and compliance training; tie insurance to certification

Women in Logistics Programme

40% women participation target; dedicated training fund; mentoring network; bias-reduction in hiring standards






Digital Reskilling Initiative

Online logistics certification programmes reaching rural and remote professionals; mobile learning platform

CILTN's Strategic Role in Ecosystem Development

The Professional Body as Ecosystem Catalyst

How CILTN Drives the Five-Pillar Framework

	Infrastructure	Advise on logistics infrastructure standards; provide technical input to FERMA, NPA, NRC on facility design and operations.
	Digital Ecosystem	Certify digital logistics professionals; co-develop national competency standards for logistics tech roles.
	Policy & Regulation	Seat on NLSCA board; develop model regulations; publish annual Logistics Sector State of the Nation report.
	Human Capital	Primary certifying body; accredit training providers; set professional standards; lead research & publication.
	Sustainability	Develop Nigeria's Green Logistics Charter; certify sustainable logistics operators; lead ESG reporting standards.

Research, Data & Knowledge Infrastructure

Closing the Evidence Gap in Nigeria's Logistics Sector

Annual Logistics Performance Report

CILT N to publish annual state-of-sector report covering all five pillars, benchmarked against LPI and AfCFTA targets.

National Freight Data System

FGN to mandate freight data collection from all operators above threshold; open data platform for researchers.

Logistics Research Fund

₦5b annual fund jointly managed by CILT N and NUC to co-fund applied logistics research in Nigerian universities.

Industry-Academic Consortium

10-year partnership between CILT N, NAFDAC, Customs, and 5 universities for curriculum and case study development.

Logistics Sector Innovation Lab

Physical and virtual innovation lab co-located with University of Lagos, ABU Zaria, and University of Port Harcourt.

International Knowledge Exchange

Formal knowledge exchange partnerships with CILT UK, APICS, FIATA, and WEF Global Logistics Council.

SECTION 8

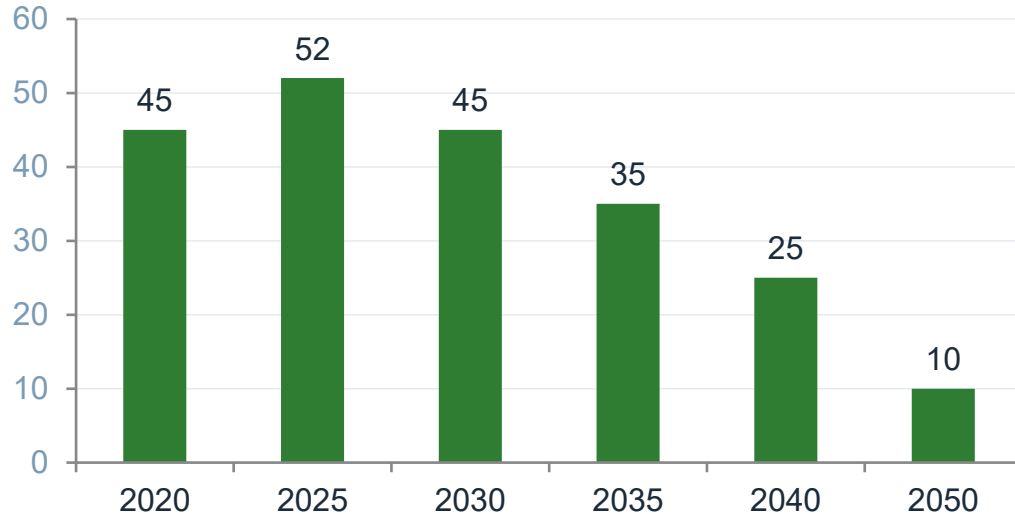
Green & Sustainable Logistics

Aligning Nigeria's Logistics Growth with Global Climate Commitments

Nigeria Green Logistics Strategy

Decarbonising the Supply Chain

Projected Emissions Reduction Pathway



EV Fleet Transition

3,000 EV freight vehicles by 2030; charging corridors on Lagos–Abuja–Kano axis

Solar Warehousing

All new NLPs powered by minimum 40% renewable energy from commissioning

Waterway Revival

Inland waterways as low-emission alternative: 2x freight capacity increase

Carbon Credits

National carbon credit trading framework for logistics operators; link to CBN green bonds

Nigeria's NDC commits to 20% unconditional emissions reduction by 2030. Green logistics must be central to that commitment.

Inland Waterways: The Underutilised Corridor

Nigeria's Aquatic Logistics Highway

10,000km

of navigable waterways in
Nigeria

<5%

of freight currently moved by
water

60%

potential cost savings vs road
freight

17 States

accessible via Niger-Benue
waterway

Inland Waterways Revival Programme

- Dredge River Niger from Onitsha to Warri: 540km navigable channel for bulk freight
- Establish 12 river ports along the Niger-Benue-Delta waterway system
- River ferry services for passenger-cargo integration in Delta, Rivers, Anambra, and Kogi states
- Float National Inland Waterways Authority (NIWA) restructuring: private terminal concessions
- Pilotage and hydrographic survey services: digital charts for all major waterways
- Fleet investment programme: 200 new cargo barges, LNG-powered for low emissions
- Connect river ports to rail and road networks at key nodes: Lokoja, Onitsha, Baro, Idah

Climate Resilience in Logistics Infrastructure

Building for the Climate of 2035 and Beyond

Flooding

Annual floods disrupt major freight corridors (Lokoja, Onitsha, Warri).
₦200b+ in annual road damage.

Heat Stress

Rising temperatures degrade asphalt; increase cold-chain energy consumption; threaten driver welfare.

Sea Level Rise

Lekki, Apapa, Port Harcourt ports at risk from 0.5m sea level rise by 2050.
Coastal infrastructure vulnerability.

Desertification

Northern Nigeria freight corridors threatened by advancing Sahara; supply chains for food from NE Nigeria disrupted.

Climate-Proofing Strategy:

All new logistics infrastructure must meet enhanced climate standards: raised embankments, flood-resistant warehousing, heat-reflective road surfaces, sea-level contingency planning for coastal ports, and climate risk assessment mandatory for all transport corridor investments above ₦500M.

SECTION 9

Implementation Roadmap & Investment

A Phased, Costed and Sequenced Plan for National Logistics Transformation

Three-Phase Implementation Roadmap

2025–2035: Sequenced for Maximum Impact



Phase 1: Foundation

2025–2027

Governance & Regulatory Architecture

- Pass National Logistics & Supply Chain Act
- Establish NLSCA & National Logistics Council
- Launch Port Community System nationally
- Begin 10,000km road rehabilitation
- CILTn national certification programme launch
- National Cold-Chain Fund: ₦100b seed capital



Phase 2: Acceleration

2028–2031

Infrastructure Build-Out & Digitalisation

- Complete Lagos–Kano standard gauge rail
- Commission Lekki Deep-Water Port
- Deploy National Freight Digital Platform
- Open 6 Inland Container Depots
- 500,000 logistics workers certified
- EV corridor: Lagos–Ibadan–Abuja



Phase 3: Leadership

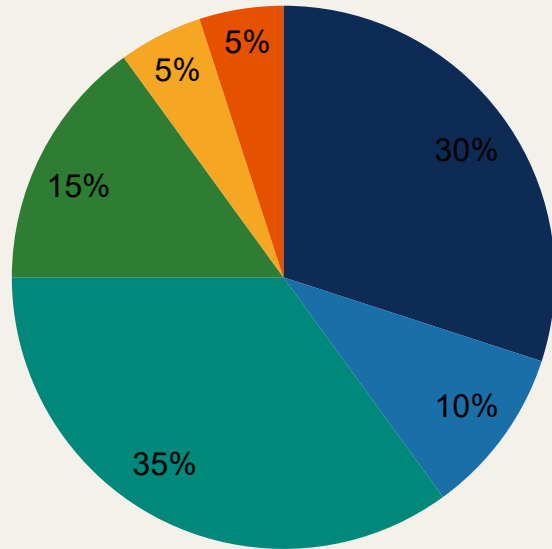
2032–2035

Continental Integration & Innovation

- Nigeria as top-5 LPI country in Africa
- Full AfCFTA corridor compliance
- Logistics tech exports from Nigeria
- Net-zero emissions in port operations
- Nigeria–West Africa logistics hub status
- Logistics sector contributes 8% to GDP

Total Investment Framework & Financing Strategy

₦15 Trillion over 10 Years — Where It Comes From



- Federal Budget Allocation
- State Government
- Private Sector / PPP
- Development Finance Institutions
- Pension Fund Infrastructure
- Diaspora / Sovereign Bonds

₦4.5t

Federal Budget

MTEF allocations, Sukuk bonds, road levy

₦1.5t

State Governments

State Road Funds, World Bank SFTAS credits

₦5.25t

Private / PPP

Concessions, terminal operations, logistics parks

₦2.25t

DFIs

AfDB, World Bank IDA, AIIB, Islamic Development Bank

₦0.75t

Pension Funds

PENCOM alternative asset framework for infrastructure

₦0.75t

Diaspora & Bonds

Logistics Infrastructure Bond, Diaspora Investment

Key Performance Indicators & Targets

Measuring Nigeria's Logistics Transformation

KPI	Baseline (2026)	Target (2029)	Vision (2035)
Logistics Performance Index Rank	95th (2023)	50th (2028)	Top 20 (2035)
Logistics Cost as % of GDP	32%	25%	18%
Average Customs Clearance Time	15–21 Days	5 Days	2 Days
Port Average Dwell Time	7 Days	3 Days	<48 Hours
Road Network in Good Condition	40%	60%	80%
Cold-Chain Capacity Coverage	11%	40%	75%
Certified Logistics Professionals	~35,000	200,000	500,000+
Logistics Sector % of GDP	4%	6%	8%+

Risk Register & Mitigation Framework

Managing the Risks on the Road to Transformation

Risk	Level	Mitigation Strategy
Political Will & Continuity	HIGH	Embed in MTEF; cross-party consensus; multi-year legal mandates
Funding Availability	HIGH	DFI pipeline pre-approved; PPP pipeline contracted; contingency funds
Security on Corridors	HIGH	Dedicated corridor security units; truck escort programmes; insurance
Private Sector Participation	MEDIUM	Investment incentives; transparent PPP framework; project bankability
Implementation Capacity	MEDIUM	PMU at FMOT; CILTN technical assistance; World Bank PIU support
Climate Shocks	MEDIUM	Climate-proofed standards; disaster recovery plans; corridor redundancy

A dedicated Programme Management Unit (PMU) within the Federal Ministry of Transportation, reporting quarterly to the National Logistics Council, will own the risk

SECTION 10

Vision 2035 & Call to Action

The Future is Built Today: Nigeria's Moment of Logistics Leadership

Nigeria 2035:

Africa's Premier Logistics & Trade Hub

- ✓ Top 50 globally on the World Bank Logistics Performance Index
- ✓ Logistics costs reduced to 18% of GDP, competitive with upper-middle-income peers
- ✓ Nigeria ranked #1 logistics hub in West Africa and #3 in Africa
- ✓ 500,000+ certified logistics professionals driving a ₦50T sector
- ✓ Fully integrated multi-modal network connecting 774 LGAs to global markets
- ✓ Net-zero emissions in port operations; 40% reduction across the sector
- ✓ Nigeria a net exporter of logistics talent, technology and best practice

"A nation that moves goods efficiently moves its people forward."

A Call to Action

Building Nigeria's Logistics Future — Together

Federal & State Governments

Prioritise logistics in MTEF; pass the National Logistics Act; fund the NLC.

Private Sector & Investors

Engage in PPP opportunities; invest in logistics parks, tech platforms, cold-chain.

CILTn & Professional Bodies

Drive certification, research, policy advocacy, and international benchmarking.

Development Partners

Mobilise DFI financing; provide technical assistance; co-develop corridor programmes.

Academia & Research

Build evidence base; train the next generation; develop Nigeria-specific solutions.