

# Assessment of Trailer Parks as A Means of Revenue and Employment Opportunities for Local Government in Nigeria

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**Abstract:** The Local Government Areas (LGAs) of Nigeria are struggling with persistent income deficits and high unemployment rates, which is hindering the development of grassroots communities. As a dual approach to increase Internally Generated Revenue (IGR) and generate job opportunities, this study evaluates the possibilities of constructing modern trailer parks that serve multiple functions and are reimagined as integrated transport logistics hubs. This article makes use of a narrative review technique to compile a synthesis of the literature from the fields of development studies, public administration, and transport economics. An integrated theoretical framework that incorporates Human Capital, Public-Private Partnership (PPP), and Fiscal Federalism serves as the basis for the investigation. The findings suggest that parks of this kind have the potential to create many layers of revenue through fees, leases, and formalized taxes, in addition to the creation of direct, indirect, and induced employment opportunities. On the other hand, the realization of this potential is dependent upon Nigeria overcoming its quintuple problem, which consists of informality, funding shortfalls, inadequate governance, environmental costs, and resistance from the community. The contribution that this study makes is the identification of critical success factors that are interdependent on one another. These factors include viable public-private partnership models, digital integration for transparency, strategic national siting standards, and proactive community benefit-sharing. The paper comes to the conclusion that trailer parks are a feasible instrument for local government area (LGA) economic autonomy and job creation, but that they require a significant amount of governance. This fact shifts the policy discussion away from the technological potential and towards the institutional conditions for successful implementation.

**Keywords:** Internally Generated Revenue (IGR), Local Government Finance, Truck Transit Parks (TTPs), Informal Sector Formalization, Public-Private Partnership (PPP).

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## I. INTRODUCTION

Nigeria's local government system, which consists of 774 Local Government Areas (LGAs) spread across 36 states and the Federal Capital Territory (FCT), is the primary level of government in charge of grassroots development, service delivery, and community welfare. In spite of this responsibility, local government areas (LGAs) continue to struggle with ongoing economic challenges and high unemployment rates, which hinder their ability to offer

critical services, including infrastructure, healthcare, education, and sanitation (Adekunle, 2017; Musa, 2023).

According to the National Bureau of Statistics (2023), Nigeria's total internal revenue generated by the states and the Federal Capital Territory (FCT) reached N2.43 trillion in 2023. However, local government areas (LGAs) contributed just a small amount, with metropolitan centres like Lagos State dominating through diverse sources such as property taxes and commercial fees. This gap makes rural-urban

differences even more pronounced, since many local government areas continue to be too dependent on allocations from the federal government and the state government, which are frequently unstable and insufficient in the face of economic pressures like variations in oil revenue and inflation (World Bank, 2022).

The transport industry, which is an essential component of Nigeria's economy, offers potential for innovation at the local government area level that has not yet been explored. According to the United States International Trade Administration (2025) and Okunsanya and Azmat (2025), the logistics industry in Nigeria, which is estimated to be worth approximately \$2-3 billion annually, is plagued by inefficiencies. These inefficiencies include road congestion, the indiscriminate parking of heavy vehicles, and inadequate infrastructure. As a result, the industry suffers annual economic losses estimated to be between \$8 and 14 billion (International Trade Administration, 2025). This calls for reimagining trailer parks as integrated logistics hubs that include repair workshops, fuelling stations, driver accommodations, security systems, warehousing, and commercial spaces (Nigerian Shippers' Council, 2018; Federal Road Safety Corps, 2020). Trailer parks have traditionally been viewed as nothing more than parking lots for trucks and tankers. However, the reimagining of trailer parks is in line with global best practices, which establish that such facilities serve as economic nodes, generating revenue through user fees, leases, and ancillary services while simultaneously stimulating employment in both formal and informal sectors (Yapicioglu et al., 2017; Olamigoke & Emmanuel, 2013).

Pilot projects of trailer parks have been implemented in states with significant levels of logistical activity, such as Lagos (which is home to major ports such as Apapa and Tin Can Island), Ogun (which is an industrial corridor), and Kano (which is a northern trade centre) (Anudu, 2019; Jenkwe, 2023). These trailer parks have been designed to reduce traffic and improve safety. For example, the measures taken by the Lagos State Government, such as the Truck Transit Parks (TTPs) that are based on public-private partnership models, are designed to reduce congestion on roads and to stimulate local economies (MMS Plus, 2017).

Research, however, suggests that these facilities frequently underperform owing to poor management, environmental deterioration, and security difficulties, which in turn limits their potential for income and employment (Anudu, 2021; Olatoye, 2023). This highlights the necessity of doing a comprehensive analysis of trailer parks as potential long-term solutions to the problems of debt and unemployment in the local government area.

"Can the strategic development and management of trailer parks provide a sustainable solution to the chronic revenue shortages and unemployment challenges faced by Nigerian local government areas?" This is the central inquiry that guides this literature review. Additionally, what are the critical success factors and potential pitfalls that are associated with this endeavour? This question is especially

pertinent when considered in the context of Nigeria's developmental agenda, which includes aspects such as the Sustainable Development Goals (SDGs) that aim to achieve decent work (SDG 8) and sustainable cities (SDG 11), as well as national policies such as the National Transport Policy (2010) and the Economic Recovery and Growth Plan (ERGP) (Federal Ministry of Transportation, 2010; Federal Government of Nigeria, 2017).

The purpose of this study is not to present any new primary data; rather, it is to synthesize the current scientific and grey literature from fields such as public administration, transport economics, urban and regional planning, and development studies. It contextualizes the problem within the framework of Nigeria's federal structure, where local government areas (LGAs) are constitutionally empowered to generate revenue from sources such as motor parks and markets (Fourth Schedule, 1999 Constitution), but they face obstacles such as corruption, inadequate infrastructure, and policy fragmentation (Olowu, 1992; Oladapo, 2023). This review constructs a compelling argument for trailer parks as viable internally generated revenue (IGR) and job-creation mechanisms (Australian Financial Review, 2024; Oluwasanmi & Fagbadebo, 2025). To answer the question this paper raises, this review will pursue the following objectives:

- To conceptualize a modern, multi-functional trailer park within the Nigerian socio-economic context, distinguishing it from rudimentary parking fields and highlighting its potential as a logistics ecosystem.
- To identify and analyze potential revenue streams for LGAs from trailer parks, including fees, taxes, leases, and PPP-derived income, supported by empirical and theoretical evidence.
- To explore the direct, indirect, and induced employment opportunities generated by trailer parks, encompassing construction, operations, logistics, and ancillary services, with attention to informal sector integration.
- To critically examine the challenges and success factors for establishing and managing viable trailer parks in Nigeria.

This structure ensures a logical progression from problem identification to solution analysis, emphasizing linkages to Nigeria's transport sector realities and broader economic environment. The review contributes to the discourse on LGA fiscal autonomy, offering policy implications for sustainable development.

## II. LITERATURE REVIEW

### A. Conceptual Review

#### ➤ Trailer Parks as Multi-Functional Logistics Hubs

The concept of a "trailer park" connotes an informal, often chaotic, parking area for trucks and trailers, typically lacking basic amenities and regulation (Anudu, 2019).

### ➤ *Internally Generated Revenue (IGR) for Local Governments*

IGR refers to revenues mobilized by a government from its own internal sources, as opposed to transfers from a higher level of government. Effective IGR is critical for fiscal autonomy, enabling LGAs to fund statutory responsibilities like primary healthcare, basic education, and local infrastructure without over-reliance on unpredictable federal allocations (Oluwasanmi & Fagbadebo, 2025).

### ➤ *Employment Opportunities*

Employment opportunities are investigated beyond official, salaried occupations. In the Nigerian economy, where the informal sector is responsible for the majority of livelihoods, employment has to be conceived in a way that encompasses direct, indirect, and induced occupations across formal and informal categories (Tunde et al., 2011). Employment that is developed directly inside the basic activities of the trailer park, such as management and security, is referred to as direct employment. Jobs that are produced in auxiliary companies that are located within the park or directly support the park are examples of indirect employment. Examples of such businesses include food sellers and mechanics. The term "induced employment" refers to jobs that are produced in the larger local economy as a result of increased economic activity and expenditure that is generated by the employees of the park and the park itself. In particular, while migrating from informal to formalized work contexts, the idea of the quality of employment is just as important as the amount of employment. This is because the quality of employment takes into consideration variables such as the consistency of income, safety, and social security.

### *B. Theoretical Framework*

For the purpose of explaining how Truck Transit Parks (TTPs) alleviate LGA revenue shortfalls and unemployment, this analysis takes an integrated theoretical approach, drawing on the theories of fiscal federalism, public-private partnership (PPP), and human capital. Also included in this review is the theory of human capital.

According to Okwudili (2024), the theory of fiscal federalism proposes that decentralized government improves efficiency by delegating the authority to raise money to subnational entities that are in the best position to satisfy the requirements of the local community. In line with Okwudili (2024), Umar and Jongur (2024) notes that this theory places an emphasis on the capacity of local government areas (LGAs) to leverage tax-free trade zones (TTPs) for internally generated revenue (IGR), hence decreasing overreliance on federal oil revenues and encouraging fair resource allocation. The contradiction between constitutional empowerment and practical impediments such as policy fragmentation is brought to light by this, and it suggests that Truck Transit Parks (TTPs) may increase budgetary autonomy if they were controlled locally.

On the other hand, public-private partnership (PPP) theory places an emphasis on collaborative partnerships between public organizations (such as local government areas)

and private investors in order to implement infrastructure projects, with the goal of sharing risks, resources, and benefits (Akanbi, 2025). As it pertains to TTPs, this paradigm provides an explanation of how LGA capital deficiencies may be solved by the utilization of private funding and operational skills, with the money from concessions being deposited into public coffers (Alamu et al., 2024). Specifically, it places an emphasis on success factors such as clear contracts and risk distribution, both of which are essential in the context of Nigeria's limited institutional capability.

In conclusion, human capital theory considers employment to be an investment in both skills and productivity. This theory proposes that infrastructure such as TTPs results in the creation of jobs that improve the capacities of the workers and the production of the economy (Fleischhauer, 2007). According to this theory, possibilities associated with TTP are framed as avenues for skill development (for example, in the fields of mechanics and logistics), particularly for young people who are underemployed, which contributes to greater socioeconomic and social advancement.

With fiscal federalism for income devolution, public-private partnerships (PPP) for implementation feasibility, and human capital for employment implications, these theories, when taken together, create a comprehensive framework through which the study is conducted.

### *C. Empirical Review*

When it comes to the difficulties that local governments face in terms of finances and income, literature consistently reveals that Nigerian local government areas (LGAs) are fiscally struggling. According to studies, this is due to an excessive reliance on federal inflow, inadequate mobilization of internal resources, and widespread corruption. Both Adekunle (2017) and Musa (2023) emphasize the fact that many local government areas (LGAs) fail to leverage their income bases owing to administrative failures and dishonesty among tax collectors. This is despite the fact that constitutional requirements are in place. An original paper on Onitsha, which was done by Olowu (1992), continues to be a major exception. In his paper Olowu (1992) demonstrates that an LGA may become financially solid with competent management of sources such as trailer parks, which contribute more than 25 percent of total income. Despite the fact that leakage and poor accountability continue to be pervasive problems, more recent research, such as Oladapo (2023), has confirmed that the diversity of IGR sources has a positive correlation with enhanced service delivery.

On the subject of transport infrastructure and economic relationships, research substantiates the substantial connection that exists between transport infrastructure and the growth of the local economy. In their 2013 article, Olamigoke & Emmanuel argue that road transportation is an essential accelerator for local economies because it lowers transaction costs and improves market access. Yapicioglu et al. (2017), in a survey of Nigerian stakeholders, identified strategic transport policies as necessary for growth within logistics hubs. However, they remark that there is a gap in the

implementation of transportation policies. Moreover, research conducted by Ali et al. (2014) provides empirical data from Nigeria demonstrating that better transport infrastructure directly boosts household welfare and non-agricultural income. This exemplifies the possible "induced" economic impacts that a trailer park might create in the community that it is located in.

Furthermore, empirical studies on employment within Nigeria's transport sector largely focus on its informal dimensions. Using quantitative evidence, Tunde et al. (2011) demonstrate that the informal transport industry is a significant employer, since it is responsible for employing 21.7% of those who are currently without jobs. As a result of their research, they discovered that wages are affected by elements such as the number of hours worked and membership in a union. Their finding proposes that formalization has the capacity to both structure and improve lifestyles. In another study of trailer parks in Ibadan, Offiong et al. (2015) record the socio-economic dynamics of touting. They indicate that touting is a source of income for many people, but it is also characterized by extortion and violence, which highlights the social cost of informality.

The literature also addresses externalities. An environmental study of a trailer park in Lokoja was conducted by Jenkwe (2023), who provided empirical data on pollution. He discovered that the soil was significantly contaminated with heavy metals and that the noise levels were significantly higher. Evidence that has been analyzed by experts in the field demonstrates that the economic advantages of trailer parks can be nullified by adverse effects on the environment if they are not maintained in a proactive manner. This is an essential factor to take into account while pursuing sustainable development of trailer parks.

#### D. Identification of Research Gaps

A careful review of the conceptual, theoretical, and empirical literature shows several important gaps that this study aims to address. First, there is an integrated analysis gap. Most existing studies look at trailer parks from only one angle. Some focus on transport and traffic control, others on public finance, and some on informal employment. Very few studies combine these views to examine trailer parks as multi-purpose tools that can address both local government revenue generation and unemployment at the same time.

Second, there is an empirical measurement gap. Policy reports and media sources often make claims about expected job creation and revenue generation. However, there are very few peer-reviewed studies that measure actual revenue earned by Local Government Areas from existing trailer parks or track employment creation over time. The literature relies heavily on projections and advocacy, with little verified data on real performance. Third, there is a governance gap related to formalization. While the challenges of informal systems are well known, there is limited detailed research on the governance structures and institutional arrangements needed to move informal transport activities into formal, LGA-managed systems. The practical steps for successful formalization, beyond general recommendations such as

public-private partnerships, are not well explained and require further study.

Fourth, there is a contextual framework gap, where only a small number of studies use strong theoretical frameworks to explain trailer park development in Nigeria. The application of relevant theories to this specific context remains limited, which weakens understanding of how trailer parks can function as effective tools for local economic development. This literature review therefore places the current study in a position to address these gaps. It offers an integrated and multidisciplinary assessment that links theory with real policy and implementation challenges, while also highlighting the need for future empirical research.

### III. METHODOLOGY

In order to better accommodate the multifaceted, multidisciplinary, and context-rich nature of the research topic, this study makes use of a rigorous narrative literature review methodology. Because the research question at hand, which is evaluating trailer parks as socio-economic instruments for Nigerian local government areas (LGAs), requires engagement with a diverse body of literature that encompasses public administration, transport economics, urban planning, development studies, and grey literature from policy and media, the narrative literature review was chosen as the appropriate method of literature review. In situations where direct empirical data is frequently scarce or projected, a narrative review offers the necessary analytical flexibility to interpret, contextualize, and synthesize findings from a wide variety of sources. This allows for the construction of a coherent argument regarding potential, challenges, and success factors (Greenhalgh, Thorne, & Malterud, 2018).

#### A. Rationale for a Narrative Review Approach

The choice of methodology is driven by three key characteristics of the research landscape:

- **Diversity of Source Material:** The inquiry necessitates examining peer-reviewed journal articles, official government publications and policy documents (e.g., from the Nigerian Shippers' Council), feasibility studies, credible media investigations, and academic theses.
- **Primacy of Conceptual and Qualitative Analysis:** The core objectives involve conceptualizing a model (the modern trailer park), identifying revenue and employment linkages, and analyzing governance challenges. This requires thematic synthesis and critical evaluation of arguments, rather than meta-analysis of quantitative data.
- **Exploratory and Interpretive Aim:** The review aims to map the field, identify dominant narratives and gaps, and build a theoretically informed argument about feasibility. A narrative review supports this exploratory and interpretive function, allowing for the integration of historical context (e.g., Olowu, 1992) with contemporary projections (e.g., Bego, 2026).

### B. Search Strategy and Data Collection

An iterative and multi-phased search strategy was employed to capture the breadth of relevant literature. The process was guided by the core research question and sub-objectives, rather than by a fixed set of keywords applied mechanically.

Source Identification: Searches were conducted across multiple platforms:

- Academic Databases: Scopus, Web of Science, Google Scholar, JSTOR, and African Journals Online (AJOL) for peer-reviewed literature.
- Institutional Repositories: Websites of Nigerian government agencies (National Bureau of Statistics, Nigerian Shippers' Council, Infrastructure Concession Regulatory Commission), state governments, and local government associations.
- Grey Literature Sources: Reports from development partners (World Bank, UN-Habitat), credible Nigerian news platforms (Punch, The Nation, BusinessDay), and relevant non-governmental organizations.

Search Iteration included an initial broad search using terms like "trailer park Nigeria revenue" and "truck transit park employment" identified key papers. The snowballing technique (reviewing reference lists of seminal papers) and citation tracking were then used to locate further sources (Lecy & Beatty, 2012). This iterative process allowed the discovery of context-specific studies (e.g., on agberos in Lagos or motor parks in Ibadan) that might not be indexed with standard keywords.

#### ➤ Inclusion and Exclusion Criteria

The inclusion criteria included:

- Publications (post-2000, with exceptions for foundational works) focusing on Nigeria's transport infrastructure, local government finance, informal transport sector, employment generation, and public-private partnerships.
- Grey literature providing specific case studies, policy details, or investigative data was prioritized.
- Exclusion criteria included:
- Purely technical engineering studies of pavement design, literature on recreational vehicle (RV) parks without logistical relevance, and opinion pieces lacking empirical or analytical foundation.

### C. Data Appraisal and Synthesis

Given the heterogeneous sources, a contextual appraisal was conducted for each source, considering:

- Provenance: Was the source from a peer-reviewed journal, a reputable institution, or investigative journalism?
- Methodological Transparency: Did the source clearly explain how data was gathered or arguments constructed?
- Analytical Credibility: Were conclusions supported by the evidence presented?
- Relevance to Research Objectives: Was the source's contribution to understanding revenue, employment, challenges, or success factors direct or tangential?

The synthesis was also an interpretive process involving several stages:

- Familiarization and Thematic Coding: All included texts were read repeatedly. Initial descriptive codes (e.g., "parking fees," "agbero system," "PPP model," "environmental impact") were applied.
- Development of Analytical Themes: These codes were grouped into higher-order analytical themes that directly addressed the research objectives, forming the structure of the Findings and Discussion section: (i) Conceptual Model Evolution, (ii) Revenue Architecture, (iii) Employment Pathways, (iv) Governance Challenges & Success Factors.
- Triangulation and Argument Building: Evidence from different source types was juxtaposed and triangulated. In order to construct a cohesive argument about the "formalization dividend," for instance, the quantitative estimate of informal revenue (Anudu, 2021) was interpreted in conjunction with qualitative assessments of motor park formalization (Oluwasanmi & Fagbadebo, 2025) and historical case studies (Olowu, 1992). Contradictions and evidence gaps (e.g., between job projections and post-implementation studies) were explicitly highlighted as areas for future research.

### D. Reflexivity and Limitations

This study recognizes the active involvement of the researcher in choosing, analyzing, and integrating information into a cohesive story since it is a narrative review. The search and synthesis approach included both policy advocacy papers and literature critical of infrastructure initiatives in order to reduce bias. The main drawback is the reliance on the caliber and accessibility of the body of current literature. The lack of impartial effect assessments and long-term, post-implementation studies of Nigerian trailer parks limits the review. As a result, a lot of judgments must be made based on inferences from linked industries, policy forecasts, and individual case studies. This restriction is explicitly mentioned and serves as the foundation for the review's suggestion for further empirical study.

## IV. FINDINGS AND DISCUSSION

### A. The Imperative for Integration

The literature resoundingly suggests that the conventional understanding of trailer parks as nothing more than parking areas is a key obstacle to the realization of the economic potential that they possess. Integrated Transport Logistics Hubs (ITLHs) or Truck Transit Parks (TTPs) are the reimagined versions of the ideas that are the most compelling. The Nigerian Shippers' Council (NSC) and the Federal Road Safety Corps (FRSC) are the driving forces behind this change, which converts the places from a cost center for regulating nuisances into an economic engine that generates profits. According to the National Security Council (2019), TTPs are defined as secure rest and service zones that are outfitted with gasoline stations, mechanized workshops, cargo tracking systems, clinics, and parking for drivers. Currently, there are systemic flaws in Nigeria's logistics chain that are predicted to cost between \$8 billion and \$14.2 billion

yearly in inefficiencies (U.S. International Trade Administration, 2025; Okunsanya & Azmat, 2025). However, this multi-service model directly addresses these shortcomings while also generating a new economic ecosystem.

This shift in thinking is very necessary in order to liberate a considerable amount of revenue and job opportunities. Within the framework of the National Inland Infrastructure documentation (ICRC, 2018), the integrated hub model is responsible for the generation of value through the establishment of ancillary business clusters. This is demonstrated by active projects such as the N3.5 billion park in the Odogbolu Local Government Area (LGA), which is specifically built to function as a logistics hub comprised of hotels and retail establishments (Punch, 2025). Additionally, the Potiskum TTP is intended to accommodate 500 vehicles in addition to warehouses (Bego, 2026). The economic reasoning behind this is quite clear; and it is that a basic parking lot only captures value at the gate (parking fees), but an integrated hub generates numerous, sustainable income

points from a diversified range of leaseholders and promotes the wider local economy, hence growing the taxable base of the local government area (Olawepo, 2010).

The existence of informal and illegal parks, such as the Tipper Garage case in Abuja, is a striking illustration of both the critical market demand for these services and the dire consequences of unplanned development, which include the degradation of the environment, the risk of security breaches, and the complete loss of revenue from public coffers (Idris et al., 2025). This contrast uncovers the fact that the solution is not any park, but rather a center that is properly maintained and serves several purposes.

*B. Deconstructing the Revenue Architecture*

The financial case for investing in integrated trailer parks is strong since it is based on a multi-layered income structure that directly contradicts LGAs' over-reliance on statutory allocations. The synthesis shows four main sources of income, which are shown in *Table 1* below.

Table 1: The Multi-Layer Revenue Architecture of Integrated Trailer Parks for Nigerian LGAs

| Revenue Layer                             | Specific Streams & Mechanisms  | Administrative & Governance Model   | Evidence from Literature (Projections & Case Studies)  |
|---|--|---|--|
| <b>Direct Fees &amp; Levies</b>           | Parking/berthing fees (N5,000-N20,000/truck/day), vehicle registration/licensing, weighbridge use, penalty fees.                                 | Collected by park management (public or PPP agent) and remitted to LGA treasury per concession agreement.               | Legitimized by LGA constitutional powers (Fourth Schedule). Harmonized tax schedules exist (e.g., Katsina State). Cited in Odogbolu project (Punch, 2025).   |
| <b>Lease &amp; Concession Income</b>      | Long-term rent from leased plots/spaces to fuel stations, workshops, hotels, restaurants, banks, retail shops.                                   | LGA (as landowner) earns stable, upfront or periodic income through structured PPP agreements.                          | Core to NSC's TTP PPP model (NSC, 2019). Major revenue driver in feasibility studies (ICRC, 2018).   |
| <b>Business Taxes &amp; Formal Levies</b> | Tenement rates, business premises levy, signage/advertisement fees, development charges from all ancillary businesses operating within the park. | Collected by the LGA's revenue department from now-formalized businesses, enabled by the park's formal ecosystem.       | Highlighted as a key formalization benefit (Oluwasanmi & Fagbadebo, 2025). Signage revenue positively correlates with IGR (Ifayemi, 2023).                   |
| <b>Recaptured Informal Revenue</b>        | Capture of fees currently extracted by non-state actors ( <i>agberos</i> ) from drivers, transporters, and service providers.                    | Replaced by official, technology-driven fee collection systems fully integrated into LGA Treasury Single Account (TSA). | N123 billion annually lost in Lagos alone (Anudu, 2021). Motor Park Management Systems (PMS) shown to enhance accountability (Oluwasanmi & Fagbadebo, 2025). |

The most compelling quantitative evidence supporting an integrated trailer park is the magnitude of informal revenue loss. Anudu's (2021) study shows that informal collectors (*agberos*) in Lagos State divert almost N123 billion per year. This amount is more than the entire IGR of any other Nigerian state. This number shows a huge failure in governance and a huge chance to reclaim revenue. Formal, technology-managed parks can help get this value back, as shown by Olowu's (1992) study of Onitsha LGA, which found that more over 25% of its better income came from market and motor park fees. The ongoing change is clear, with LGAs like Odogbolu making it clear that building parks is a way to enhance IGR (Punch, 2025).

*C. Employment Linkages*

The employment generation potential of integrated trailer parks addresses one of Nigeria's most pressing socio-economic challenges, which is a national unemployment rate of 33.3%, disproportionately affecting youth (Lain & Pape, 2023). The evidence points to job creation across a three-tiered structure, offering opportunities from unskilled to professional levels, as detailed in *Table 2*.

Table 2: Employment Generation Pathways of Integrated Trailer Parks

| Employment Tier            | Description & Job Examples  | Skill Level & Target Demographic  | Projected Scale & Supporting Evidence   |
|----------------------------|---|---|---|
| <b>Direct Employment</b>   | Jobs within park operations: Security, administration, facility maintenance, utility management, waste handling, park management.   | Semi-skilled to skilled. Suitable for local hires, technical graduates.   | <p><b>Potiskum TTP:</b><br/>5,000 direct jobs (Bego, 2026).</p> <p><b>NSC’s 8-Park Network:</b><br/>15,000 jobs projected (MMSPlusNG, 2017).</p> <p><b>Odogbolu:</b><br/>300+ direct/indirect jobs (Punch, 2025).</p> |
| <b>Indirect Employment</b> | Jobs in ancillary businesses <i>within</i> the park: Mechanics, electricians, fuel attendants, cooks, retail staff, logistics clerks, healthcare workers.                           | Predominantly semi-skilled (some skilled like mechanics). Accessible to local youth, artisans, and entrepreneurs.           | <p>Central to hub concept (NSC, 2018; ICRC, 2018).</p> <p>Informal transport sector already employs 21.7% of jobless individuals (Tunde et al., 2011).</p>  |
| <b>Induced Employment</b>  | Jobs in the <b>wider local economy</b> due to multiplier effects: Suppliers (food, goods), expanded housing/rental services, transport, and increased demand for local agriculture. | Wide range, from unskilled labour to professional services (accountants, suppliers). Benefits diffuse throughout community. | <p>Transport infrastructure raises non-agricultural incomes by 10-20% (Ali et al., 2014; Nwokoye et al., 2017).</p> <p>Key to community buy-in and sustainable development.</p>                                       |

The projected figures, while requiring empirical validation post-implementation, indicate the scale of ambition among policymakers. The Potiskum park’s projection of 5,000 jobs in a region with high youth unemployment is a powerful narrative (Independent Newspapers, 2026). Crucially, these are not only low-skill jobs; the model creates demand for technical skills (mechanics, logistics IT) and professional services. Furthermore, formalization improves job quality, offering greater stability and safety compared to the precarious work in illegal parks, which are often associated with social vices and exploitation (Idris et al., 2025).

*D. Navigating the Implementation Maze: Critical Challenges and Success Factors*

The synthesis reveals a clear division between the model’s potential and the historical reality of underperformance. Realizing the benefits is entirely contingent on navigating a series of interconnected challenges through specific, evidence-based success factors.

➤ *The Quintuple Challenge:*

- **Informality and Corrupt Capture:** The entrenched *agbero* system represents a powerful socio-political complex that resists formalization to protect illicit revenue streams (Anudu, 2021). Without dismantling this, revenue leakage persists.
- **Acute Financing Deficits:** The capital outlay for integrated hubs is prohibitive for most LGAs (e.g., Odogbolu’s N3.5bn). This is the primary barrier to entry.
- **Weak Governance and Policy Fragmentation:** Overlapping mandates, corruption, and lack of transparency can subvert even formal systems,

preventing revenue from reaching the LGA treasury (Oluwasanmi & Fagbadebo, 2025; Musa, 2023).

- **Infrastructure and Environmental Costs:** Parks require reliable water, power, and waste management. Poorly sited or managed parks cause soil contamination, noise pollution, and community friction (Jenkwe, 2023).
- **Community Resistance:** Without local benefit, parks are seen as sources of nuisance, leading to conflict and opposition.

➤ *The Differentiating Success Factors:*

- **Public-Private Partnership (PPP) as the Foundational Model:** This is the non-negotiable response to financing and efficiency challenges. The NSC’s strategy is PPP-based, allocating risks appropriately: the private partner finances, builds, and operates, while the public partner (LGA/State) provides land, regulatory approval, and oversight (NSC, 2019; World Bank, 2017).
- **Digital Integration for Transparency and Efficiency:** Implementing a Motor Park Management System (PMS) with digital payments, access control, and centralized tracking is essential to bypass cash-based corruption, recapture informal revenue, and provide reliable data (Oluwasanmi & Fagbadebo, 2025).
- **Strategic Site Selection and National Standards:** Parks must be located at natural transit points on major freight corridors, not based on political favouritism. The NSC’s call for a national policy aims to prevent substandard proliferation and ensure integration into formal planning (The Nation, 2017).
- **Proactive Community Integration and Benefit Sharing:** Framing projects like Potiskum as local economic development initiatives is key. Success requires explicit benefits, such as local hiring quotas, procurement

from local businesses, and community development agreements to secure a social license to operate.

*E. Integration of Theoretical Information and Synthesis*

Integrated trailer parks that are professionally managed hold demonstrable potential as a dual-purpose developmental instrument for Nigerian local government areas (LGAs), but their success is entirely contingent on successfully navigating a maze of institutional and operational challenges. The analysis that is presented in this review yields a complex but coherent picture. In order to give a comprehensive response to the primary research question and to map out an important way ahead, this final synthesis incorporates both the empirical findings and the theoretical framework.

As a result of the findings, it has been shown that the fundamental step is to rethink trailer parks as Integrated Transport Logistics Hubs (ITLHs). This is consistent with the fundamental principle of fiscal federalism, which is to equip subnational authorities with the resources necessary to effectively address local needs. Using an ITLH, trailer park levies, is transformed from a minor and frequently informal charge into a significant economic growth pillar. A diverse local economy is created by this strategy, which goes beyond the collection of simple fees to encourage a business environment. This model was shown in Odogbolu and Potiskum when it was implemented. This provides a realistic tool to avoid over-reliance on variable statutory allocations and ameliorate the disparity between rural and urban IGR. It also directly addresses the shortfall in fiscal autonomy that was mentioned in the introduction.

A straightforward implementation of PPP Theory can be seen in the multi-layered revenue architecture that is described in *Section 4.2*. However, due to the theory's emphasis on risk-sharing and leveraging private capital, the only realistic solution to the severe financial deficiencies that have been found is included within the theory. The LGA does not operate alone in order to unlock the revenue sources that include direct fees, concession income, and recovered informal levies; rather, structured partnerships are the means by which these revenue streams are released. Not only does the startling yearly leakage of N123 billion in Lagos (Anudu, 2021) represent a loss of money, but it also serves as a monument to the failure of institutions, as informal systems have outcompeted weak official ones. A public-private partnership (PPP) structure, which is supported by digital

management systems (PMS), suggests a new institutional arrangement in which transparency, contract enforcement, and performance-based rewards take the role of coercion and corruption. The attainment of the "formalization dividend" and the transformation of the enormous potential of the transportation sector into measurable LGA IGR may be accomplished through this model.

Additionally, the Human Capital Theory sheds light on the three-tiered employment structure, which consists of direct, indirect, and induced responsibilities. In this theory, employment is not only defined as the number of jobs performed; rather, it is viewed as an investment in knowledge and efficiency. The anticipated employment prospects in Potiskum (5,000) and across the country (15,000) include chances for the acquisition and development of skills. These opportunities range from technical trades in vehicle maintenance and logistics management to retail and hotel business services. This helps to alleviate the challenge of young unemployment in Nigeria by establishing a structured environment for the development of human capital that is inextricably tied to a rising economic node. There is a direct connection between formalization within a well-managed hub and Sustainable Development Goal 8 (decent work), which is to increase employment quality, safety, and income stability. This is accomplished by investing in the long-term productive potential of the local workforce.

On the other hand, the quintuple challenge, which includes informality, funding, governance, environment, and community resistance, demonstrates the limits of theory when applied in practice. In the context of fiscal federalism, policy fragmentation and overlapping mandates are detrimental to the concept. PPPs have the potential to fail if the public sector does not have the capability for supervision and contract administration. It is possible for advances in human capital to be nullified if employment continue to be unstable or toxic to the environment. To put this another way, the Differentiating Success Factors are not only supplementary elements; rather, they are indispensable components that are necessary for bringing theoretical promise into actuality. They come together to establish a framework that is interdependent, where public-private partnerships (PPPs) supply the capital and efficiency, digital integration assures transparency, strategic siting ensures feasibility, and community engagement ensures sustainability and social license.

Table 3: Integrated Framework for Trailer Parks as a Solution to LGA Challenges

| Component   | Description | Interconnections & Role in Framework  |
|---|-------------|---|
| <b>Core LGA Challenges</b>  |             |   |
| The foundational, twin problems the framework seeks to solve:                                       |             | This is the starting point. The entire framework is designed to address these two interlinked issues.                   |
| i. Fiscal Dependence  |             |   |
| ii. High Unemployment.  |             |   |
| <b>Integrated Theoretical Foundation</b>  |             |   |
| The three interlinked theories that provide the analytical lens and justification for the solution. |             | Provides the "why" and "how" for the proposed intervention. Each theory informs specific parts of the solution pathway. |

| Component   | Description  | Interconnections & Role in Framework  |
|---|--|---|
| <i>Fiscal Federalism Theory</i>   | Justifies decentralized revenue generation, empowering LGAs to address local needs through their own resources.                            | Informs the pursuit of LGA revenue and validates the need for local control and standards in project siting and regulation.                 |
| <i>PPP (Public-Private Partnership) Theory</i>  | Provides the implementation mechanism for financing, building, and operating capital-intensive projects through shared risk and expertise. | Directly informs the primary model for overcoming financing deficits and achieving operational efficiency.                                  |
| <i>Human Capital Theory</i>   | Frames employment as an investment in skills and productivity, linking job creation to broader socio-economic development.                 | Informs the focus on quality employment and the necessity of integrating the local community to build skills and secure social license.     |
| <b>Proposed Solution</b><br>The central intervention is a modern “Integrated Transport Logistics Hub (ITLH)”, reconceptualized from a basic trailer park.   |  | This is the tangible asset or project that the framework evaluates. It is the vehicle through which the theories are applied.               |
| <b>Quintuple Implementation Challenges</b><br>The real-world barriers that stand between the proposed solution and the desired outcomes.                    |  | These are the critical obstacles identified in the Nigerian context. The success factors are specifically designed to overcome them.        |
| <i>Informality &amp; Corruption</i>   | The entrenched power of non-state actors ( <i>agberos</i> ) and systemic leakage of revenue.   | Addressed by Digital Integration (to block leakage) and Robust PPPs (to establish formal governance).                                       |
| <i>Financing Deficit</i>  | Lack of capital at the LGA level for high-quality infrastructure development.  | Directly targeted by Robust PPP Concession Models as the primary financing solution.  |
| <i>Weak Governance</i>  | Policy fragmentation, poor oversight, and lack of transparency in public management.   | Addressed by Digital Integration (transparency), Strategic Siting & Standards (policy coherence), and Robust PPPs (contractual discipline). |
| <i>Environmental Cost</i>   | Risks of pollution, degradation, and community health impacts.   | Mitigated by Strategic Siting & Standards (planning regulations) and Community Integration (which incentivizes proper management).          |
| <i>Community Resistance</i>   | Opposition from host communities due to perceived nuisances and lack of benefits.  | Counteracted by Proactive Community Integration (benefit-sharing) as the primary tool for gaining social license.                           |
| <b>Critical Success Factors</b><br>The indispensable, theory-derived principles required to navigate the challenges and implement the solution effectively. |  | These are the bridge that turns potential into reality. They are the actionable recommendations derived from the analysis.                  |
| <i>Robust PPP Concession Models</i>   | Structured partnerships to secure financing, private-sector expertise, and efficient operations.   | The foundational implementation tool, directly tackling financing and efficiency challenges.  |
| <i>Digital Integration &amp; PMS</i>  | Technology for transparent revenue collection, access control, and data management.  | The key tool for combating informality, ensuring revenue capture, and enabling good governance.   |
| <i>Strategic Siting &amp; National Standards</i>  | Location based on logistics logic and adherence to quality, planning, and environmental regulations.                                       | Ensures project viability, prevents negative externalities, and aligns with federalism principles.  |
| <i>Proactive Community Integration</i>  | Policies for local hiring, procurement, and benefit-sharing to secure social license.  | Ensures sustainability, aligns with human capital goals, and mitigates social risk.   |
| <b>Targeted Outcomes</b><br>The direct results achieved if the success factors are applied to the solution.   |  | These are the measurable objectives of the entire framework.  |
| <i>Enhanced LGA IGR</i>   | Realization of multi-layer revenue streams (fees, leases, taxes, recaptured informal revenue).   | The fiscal federalism outcome, directly addressing LGA revenue dependence.  |
| <i>Sustainable Employment</i>   | Creation of direct, indirect, and induced jobs, improving livelihood quality and skills.   | The human capital outcome, directly addressing local unemployment.  |
| <b>Ultimate Goal</b><br>The higher-order objective enabled by the outcomes:<br>i. LGA Fiscal Autonomy<br>ii. Local Economic Development.                    |  | The overarching purpose of the framework, contributing to broader national development goals.   |

Table 4: Summary of Findings Aligned with Research Objectives

| Research Objective  | Key Findings   | Evidence from Literature  | Theoretical & Practical Implications  |
|---|--|---|---|
| To conceptualize a modern, multi-functional trailer park. | The traditional "parking lot" model is economically limited. The viable model is an Integrated Transport Logistics Hub (ITLH) offering parking, repairs, fueling, lodging, and commercial services.  | Nigerian Shippers' Council TTP definition (2019); Odogbolu & Potiskum project designs (Punch, 2025; Bego, 2026); contrast with illegal Tipper Garage park (Idris et al., 2025). | <b>Growth Pole Theory:</b> Positions the hub as a local economic catalyst.<br><b>Practical Implication:</b> LGAs must plan for multi-service facilities, not basic parking.                                 |
| To identify and analyze potential LGA revenue streams.    | Revenue is multi-layered: 1) Direct Fees, 2) Lease/Concession Income, 3) Business Taxes, 4) Recaptured Informal Revenue. The informal sector leakage is monumental (N123bn/year in Lagos).   | Anudu (2021) on informal revenue; Olowu (1992) on historical LGA success; NSC PPP models (2019); Oluwasanmi & Fagbadebo (2025) on formalization.                                | <b>Fiscal Federalism/PPP Theory:</b> Provides the framework for revenue decentralization and collection mechanisms.<br><b>Practical Implication:</b> PPPs and digital PMS are critical for revenue capture. |
| To explore employment opportunities generated.            | Employment spans three tiers: Direct (park operations), Indirect (ancillary services), Induced (wider local economy). Projects forecast thousands of jobs, absorbing semi-skilled and unskilled youth.   | Job projections for Potiskum (5,000) and NSC network (15,000) (Bego, 2026; MMSPlusNG, 2017); Tunde et al. (2011) on informal transport employment.                              | <b>Human Capital Theory:</b> Frames jobs as skill-investment pathways.<br><b>Practical Implication:</b> Job creation is significant, but formalization improves job quality and safety.                     |
| To critically examine challenges and success factors.     | Challenges: Informality ( <i>agberos</i> ), financing, weak governance, environmental costs, community resistance.<br>Success Factors: Robust PPPs, digital integration, strategic siting/national standards, proactive community integration. | Anudu (2021) on <i>agberos</i> ; Jenkwe (2023) on environmental impact; Oluwasanmi & Fagbadebo (2025) on governance; The Nation (2017) on policy.                               | <b>Institutional Theory:</b> Success requires replacing informal institutions with strong, transparent formal ones.<br><b>Practical Implication:</b> A holistic governance approach is non-negotiable.      |

## V. CONCLUSION

This paper provides a significant addition to the field of research on the regulation of transport and local economic development in Nigeria from an interdisciplinary perspective. Through the development and use of an integrated conceptual framework that includes the theories of fiscal federalism, public-private partnership (PPP), and human capital, it goes beyond standalone debates. Trailer parks are evaluated not only as transportation facilities, but also as political and economic instruments for the development of Local Government Areas (LGAs) with the assistance of this structured framework. It is the rigorous identification and critical evaluation of the "Differentiating Success Factors" that constitutes the primary scholarly contribution. The incorporation of these elements results in the formation of a realistic governance model that provides a direct solution to the persistent issue of inadequate policy implementation in Nigeria.

Rather than merely outlining the anticipated advantages, the evaluation criticizes project proposals that are excessively technical and optimistic. This is accomplished by concentrating on the institutional and governance conditions that are necessary for success. It provides academics and

policymakers with a roadmap that is more realistic and balanced, with the goal of formalizing informal transportation hubs in order to produce sustainable local revenue and job opportunities.

In response to the central research question of whether strategic development and management of trailer parks can provide a solution, the answer is a cautious yes. The potential is substantial in principle and is backed by the evidence that is currently available. When regarded as integrated transport and logistics hubs, trailer parks have the potential to enhance the amount of revenue that is generated domestically for local government areas (LGAs), as well as create employment. All of this may be accomplished while also supporting bigger national goals, such as the Sustainable Development Goals and economic diversification.

However, a stern warning is required in this situation. One of the most significant challenges to development in Nigeria continues to be the disparity between good ideas and real results. Rather than being focused on finished projects, a significant portion of the favorable evaluation is derived from predictions and policy frameworks. Consequently, there is still a requirement for further empirical data. Consequently, trailer parks should not be regarded as a solution that is either

quick or automated; rather, they should be regarded as a significant test of improved municipal administration. In order for them to be successful, the concept itself is less important than how well they carry out the notion. This involves public-private partnership arrangements that are open and responsible, the utilization of integrated technology, the appropriate enforcement of standards, and genuine partnerships with the communities that are being hosted.

A shift away from promotion and prediction and toward meticulous impact evaluation should be made in the direction of future research. Important considerations include conducting long-term studies of the revenue received by local government units (LGAs) from the operation of trailer parks, conducting extensive assessments of employment quality, job stability, and skill development, and conducting cost-benefit analyses that take into full consideration the expenses of environmental preservation and community development. Only through such evidence-based evaluation can the ideas presented here move from a strong argument to a proven model for strengthening local government performance in Nigeria.

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