

# STATE OF TRANSPORT ADMINISTRATIVE STRUCTURE IN LAGOS, OGUN AND OYO STATES, NIGERIA

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## ABSTRACT

A well-organised transport administrative structure serves as a necessary tonic for transport system development of any society. This study identifies existing state of transport administration and major challenges facing transport administrative structure in Lagos, Oyo and Ogun States, Nigeria. It adopted cross-sectional research design and anchored on both primary and secondary sources of data. Transport administrative structure (consolidation and unbundling designs) were used to show state of transport administration operating in the selected States, while Analysis of Variance (ANOVA) was used to prove statistical variation among problems associated with transport administrative structure. Findings revealed that the transport administrative structure in the selected States is not uniform as Lagos State operates consolidation design; Ogun State follows unbundling design; while Oyo State operates on neither consolidation nor unbundling designs. Findings further revealed that fragmented administrative bodies with overlapping responsibilities; incomplete supervision mechanisms; corruption and mismanagement of funds are major challenges affecting existing transport administrative structure. ANOVA result shows significant variation among the observed problems. Thus, study recommends that Ministry and Agencies in charge of transport systems should run on consolidated structure that allows for easy day-to-day planning, monitoring and coordination of various transport modes under one administrative body.

Keywords: Transportation, Administration, Administrative Structure, Consolidation, Unbundling.

JEL Classification: R40, R41, L91, O18

## 1. INTRODUCTION

Transportation is as old as existence of man and cannot be separated from historical development of man as mobility no doubt remains an essential need for human existence on this planet 'earth'. As tribal and geographical identities are formed, transportation is increasingly needed to open hinterlands, link regions for development as well as provides access to natural resources, markets and basic needs of man (Oyesiku, 2012). Society as it exists in cities throughout the world is entirely dependent upon three industries: agriculture, public health and transport. The importance of the first that is agriculture is crystal clear, while the second which includes sewerage and refuse disposal as well as clean water, can do more than medicine to keep up a disease free environment. Yet, each of them is dependent upon the efficient movement of goods, people and services (Hibbs, 2000). Cities and indeed every community rely on transport to move materials for the manufacture of goods and

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distribution of the finished products to consumers. People rely on it to find their way to where they work, engage in business and home again. However, without transport and travel, trade as well as interaction among geographical locations would be merely impossible (Hibbs, 2000; Oni, Okanlawon, & Asenime, 2006).

Development of efficient, flexible, safe, response functional, affordable, comfortable, well-coordinated and integrated transport system is vital for meaningful development in any given society and its success depends on effective implementation of various administrative machinery, formation, plans and structure (Oyesiku, 1998). Transport administration which represents a very significant aspect of the industry, discipline and profession, is the process of directing, organising, coordinating, planning and provision of infrastructural facilities as well as controlling group of people, things or entities towards achieving definable and desirable goals through advancement in formulation and implementation of government policies and management of public projects (Oyesiku 1998, 2012; Oni et al., 2006). Transport administrative structure is a cohesive body and structure that sees to the management and supervision of the planning, provision, directing, organising, coordinating, controlling and regulating transport system operational characteristics and infrastructural facilities. However, administrative or organisational structure as observed in literature is designed in different ways, these include consolidation or unbundling, formal or informal, flat or hierarchical, and matrix or hybrid designs.

Despite the significance of transportation to the economic development and growth of Nigeria, the inappropriate in transport administration has left the transportation sector of this country since independence in 1960 continue to wallow in noticeable operational characteristics and management crisis (Dickey 1995; Adeniji, 2000; Sumaila, 2013). The management crisis is directly connected to the non-uniform and uncoordinated transport administrative structure operating in different states of the country, the transport administrative structure is characterised with many issues which are but not limited to the following fragmented administrative bodies, poor management structure, uncoordinated and non-uniform administrative functional configuration and framework, inadequate trained personal and manpower skills, overlapping responsibilities among the three tiers of government transport administrative levels and institutions, corruption and mismanagement of funds among others. These issues are sum-up in one word 'Management Weakness' and has however, resulted and left transport systems of these states as undeveloped, and has hindered the performance and sustainability of transport development within the states.

These noticeable transport administrative and management problems unfortunately resulted to the increasing operational service characteristics problems of the functioning transport systems which include but not limited to the following: poor and inadequate planning, weak intermodal coordination, insufficient public transport to cope with ever increasing demands for movement, urban traffic congestion, neglect of rural transport, safety and security challenges, environmental pollution, non-functional integrated transportation system, over reliance on road mode of transport that leads to quick deteriorating of road ways, road crashes (Sumaila, 2013; Salisu, 2016). Important gaps are how the best practicing transport administrative structure could be designed or adopted and how the challenges of existing transport administrative structure could be addressed towards achieving efficient, response functional and sustainable transport system development in developing nations including Nigeria. It is against this backdrop that the study analyses transport administrative structure in Lagos, Ogun and Oyo States in Nigeria through critical examination of existing nature of transport administrative structure.

## **2. CONCEPTUAL CLARIFICATION (TRANSPORT ADMINISTRATIVE STRUCTURE)**

There is need for an authority structure to control and coordinate the activities of people and that of organisations involved in transport planning, operations and services. No doubt, for every public administration, authority structure and division of labour remains the major contents and ways of achieving something tangible in administrative setup, for instance, the need for proper authority structure and division of labour necessitated how best practices of planning, coordination, control are achieved. Administration is defined as the activities of groups cooperating for the accomplishment of pre-determined goals. However, the administration of any organisation or entity requires a good organisation of cooperative human action directed towards achieving a common goal, which is perhaps, a function of why individuals have been brought together (Jessib, 2013). However, transport administration is seen as what various government legislations empower public and private professionals to do and the right of ordinary citizen to all aspect of transport and economic development (Oyesiku, 1998).

Transport administrative structure is a cohesive formation and body that see to the management and supervision of the planning, provision, directing, organising, coordinating, controlling and regulating transport system operational characteristics and infrastructural facilities. Transport administrative structure for clear understanding is anchored on two broad formation and designs (consolidation and unbundling). Consolidation design is one with several agencies and parastatals under one administrative umbrella which allows for day-to-day planning, monitoring, and coordination of various transport modes towards achieving higher quality of service delivery and intermodal system, while unbundling design is one with related ministries, transport agencies and parastatals rendering mobility services separately, rather than as one unit (See Figures 1 and 2).

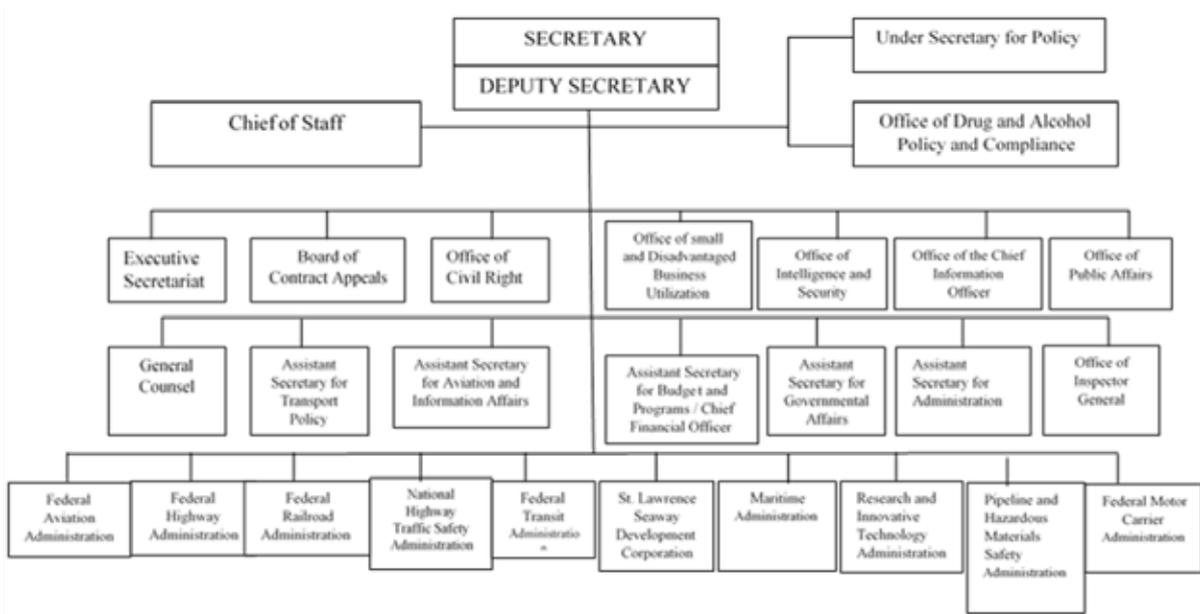
Consolidation design with reference to transport administrative structure implies bringing together all transport administrative units and/or departments under related ministries, agencies and parastatals into one large administrative unit such as a Ministry. Oyesiku (2012) conceptualised consolidation as the combining transport and related agencies into one big ministry rather than merging transport agencies with other unrelated agencies such as bringing together Ministry of Works and Transport or Ministry of Housing with transport or Ministry of Urban Development with Transport. In other words, consolidation of transport systems including air, water and land transport modes under one large administrative umbrella or unit such as ministry is no doubt embedded with both social and economic benefits for all stakeholders involved in transport regulation and administration including government administrators, transport expert or transportant and the users or public. Obviously, consolidation design encourages well-practice intermodal level of transport systems coordination where civil aviation, maritime, rail, pipeline, cable, and road including public transport, private automobiles, cycling, walking are perfectly coordinated. Consolidation design gives room for a large administrative unit mainly to focus on formulating transport policies effectively, implementing policies as well as coordinating various transport modes for higher quality of service delivery. It also ensure general control of transport fares by ensuring affordable rather than monopoly fares and guarantee concessionary fares for the young, old and physically challenged. More so, it allows for a continuous monitoring of day-to-day operations and more importantly planning regulation, monitoring and coordinating for changes occasional by unanticipated circumstances is easily achieved while intermodal transport connectivity is easily achieved (Oyesiku, 2012). However, this structural design has been adopted and in practices for effective transport administration and transport system sustainability across the world particularly the developed and rapidly developing countries

e.g United States of America, China, United Kingdom, Sweden, and United Arab Emirate since it is more prudent, cost effective and more cheaper to run by the government and affordable for users. In other words, the major problem of consolidated design of transport administrative structure under one ministry is that of limited expansion infrastructural development and professionalism and distinction of various abilities and specialisation. More so, resources organisation and sharing in order to improve efficiency among modes is perhaps difficult to achieve, particularly as one ministry who is in charge resources, shares resources among modes without considering the role of various division of transport as well as enormous responsibilities of each mode it is supervising.

Unbundling model is conceptualized as the process of separating those relating agencies offering specific transport administrative and regulatory services separately to be an autonomous administrative entity of their own. Hence, the consequential benefits of unbundling design gives room for several transport ministries, agencies and parastatals rendering mobility services and administrative responsibilities to function and stand separately under different administrative units with expansion of specialised positions, rather than function as one unit or ministry (See Figure 2). The example of unbundling design is to have Ministry of Aviation, Ministry of Land Transport, and Ministry of Sea Transport, etc. separately etc. However, the socio-economic benefits of unbundling structural design revealed in its encouragement of additional job opportunities creation and expansion of specialised positions. It allows for advancement in transport sector professionals, that is encourages sub-sectoral professionals and knowledge specialisation, and equally encourage productive competition among management bodies where competent manpower along with trained personnel are available. In other words, unbundling administrative structure is posed with numerous problems including high tendency of proliferation of agencies leading to waste of resources; effective coordination among modes becomes very difficult to meet; intermodal connection and modal shift that enhances effective transport connectivity and services among modes for users satisfaction becomes difficult and the policy strategies of each of the fragmented administrative bodies or institutions without overlapping responsibilities and functions becomes difficult. However, unbundling design is very expensive and not cost effective to both the government as well as to the service users.

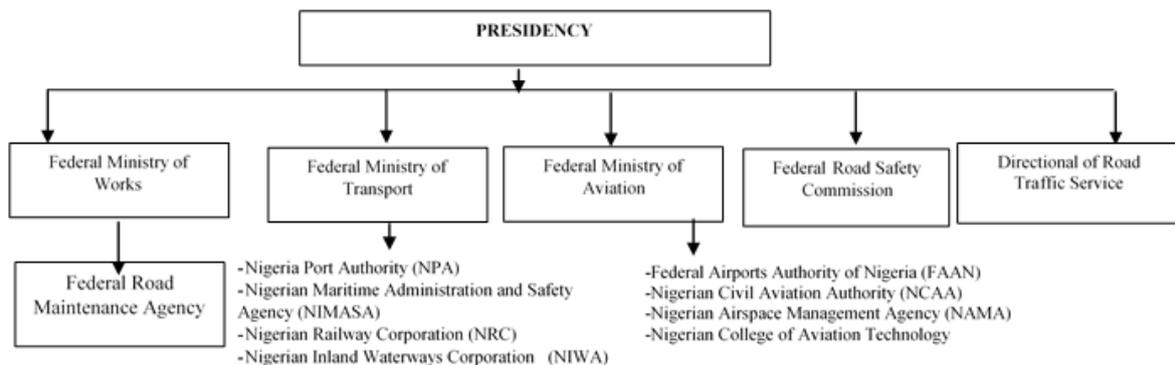
In other words, both have distinct contributions to the achievement of a well-organised and functional transport system management if well adopted as model and practiced. Oyesiku (2012) opined that regardless of the structural design in practice, every transport administrative structure generally ensures a fast, safe, efficient, accessible and convenient transport system that would meet the vital national interests and enhances the quality of life of the people at present without compromising the future.

Figure 1. United State Department of Transportation Administrative Structure with a Consolidation Administrative Design



Source: US. Department of Transportation, 2015; Adopted from Salisu, 2016

Figure 2. Nigeria Transport Administration Organogram with Unbundling Administrative Design



Source: Author's fieldwork, 2016

### 3. MATERIAL AND METHODS

This study adapted cross-sectional research design of descriptive, explanatory and exploratory designs. Descriptive design was used to present observations based on questionnaire administration while explanatory and exploratory design was used to give explicit information on structural design for transport administration (consolidation and unbundling designs) which the study was anchored on. Consolidation design is one with several agencies and parastatal under one administrative umbrella which allows for day-to-day planning, monitoring, and coordination of various transport modes towards achieving higher quality of service delivery, it allows for inter-modalism, and makes transport administrative body to focus in formulating, implementing and enforcing transport polices effectively with no contradictions. While unbundling design is one with several agencies and parastatal under

different administrative units which encourages sub-sectoral professionals and knowledge specialisation, increase job opportunities and expansion of specialised positions.

The study adopted both primary and secondary sources of data. Primary data were obtained by the use of a set of pre-tested questionnaire administered to selected transport administrators in Lagos, Ogun and Oyo States. Transport administrators are transport ministry, agencies and parastatals staff or officers in-charge of the provision, planning, organising and directing, staffing, coordinating, controlling, construction and regulating the transport systems in each identified states and not unconnected with the formulation, implementation, evaluation and maintenance of state transport policies to meet a well-developed and sustainable transport system. In other words, the questionnaire were administered by the author to only the director in charge transport policy coordination and planning in the selected transport ministries, agencies and parastatals in each selected states (Lagos, Ogun and Oyo States respectively), since they are in charge of planning information, policy coordination and equally have all other required information. The questions were asked based on the following sub-headings: socio-economic characteristics of respondents; transport systems situation and organisational structure aimed at exploring the state and implications of the existing structure of the systems by modes in each state; challenges posed by the existing administrative structure; and strategies towards achieving efficient, response functional and sustainable transport system development in developing nations through best designed administrative structure. However, three copies of questionnaire (a copy each to a Ministry, Agency and Parastatal) were purposely administered to the director in charge of policy coordination and planning in each selected state. Altogether nine (9) copies of the questionnaire administered were returned and used for analyses (see Table 1).

In other words, the study questionnaire design adopted the use multiple option of Likert scale (Strongly Disagree (SD) and Disagree (D) scored as 0, while, Agree (A) and Strongly Agree (SA) scored as 1) was employed to code some information obtained from respondents based on the study objectives. A scoring system of two point ordinary scale of dichotomous variables (0 and 1) was used to transform the qualitative data to quantitative data and used for analysis.

Secondary data were obtained through published and unpublished sources. Data on organisational structure sourced from Lagos State Ministry of Transport (MOT); Lagos Metropolitan Area Transport Authority (LAMATA); Lagos State Traffic Management Authority (LASTMA); Oyo State Ministry of Transport; Oyo State Road Transport Management Authority (OYRTMA); Oyo State Drivers Institute (OYDRI); Ogun State Bureau of Transportation; Ogun State Traffic Compliance and Enforcement Corps (TRACE); and Parks and Garages Development Board (PAGADEB) of Lagos, Oyo and Ogun States respectively were used to provide more explanation on the exiting administrative structure.

Both descriptive and inferential statistics were used to analyze quantitative data collected for the study while qualitative data were contentment analyzed. Inferential statistics techniques of Analysis of Variance (ANOVA) was used to show statistical variation among the problems associated with exhibited transport administrative structure in the study areas.

**Table 1. Number of Questionnaire Administered to Transport Administrator**

S/N	State	Ministry	Size	Agency	Size	Agency	Size	Total
1	Lagos	Lagos State Ministry of Transport	1	Lagos State Traffic Management Authority (LASTMA)	1	Lagos Metropolitan Area Transport Authority (LAMATA)	1	3
2	Ogun	Ogun State Bureau of Transport	1	Traffic Compliance and Enforcement Corps (TRACE)	1	Parks and Garages Development Board (PAGADEB)	1	3
3	Oyo	Oyo State Ministry of Transport	1	Oyo State Road Transport Management Authority (OYRTMA)	1	Oyo State Drivers Institute (OYDRI)	1	3
	Total		3		3		3	9

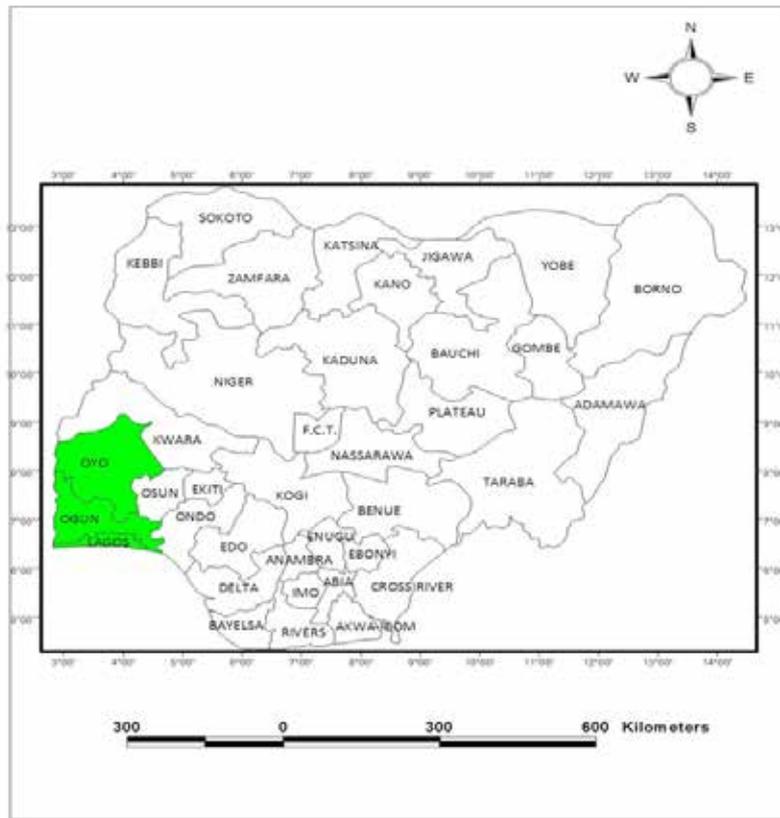
Source: Author's fieldwork, 2016

### 3.1 Study Area

The study area comprises Lagos, Oyo and Ogun States of the Southwestern part of Nigeria. Southwestern Nigeria lies between latitude 6° N and 8½° N of equator and longitude 3° E and 5° E of Greenwich Meridian Time (GMT) and comprises six states namely Lagos, Ogun, Oyo, Osun, Ondo and Ekiti states with the total area of 79,048 sq. kilometres. However, the justification for the selection of the three states was based on the fact that they are fast growing, characterised with fast growing cities in terms of level of physical development and functioning transport modes with noticeable transport infrastructural facilities such as seaports, airports, rail stations and more significantly highways. In other words, these states are also characterised with various commercial activities that facilitate high daily traffic.

In respect of Lagos state, it is the most populous city in Nigeria, the second fastest growing city in Africa and the seventh in the world. The population of the state is estimated at 12,100,616 in 2015 (Salisu, 2016). The geography of the state is characterised with 999.6km<sup>2</sup> (385.9sqm) of land: 738km<sup>2</sup> (285sqm), water: 2616km<sup>2</sup> (101.0sqm), metro: 3577km<sup>2</sup> (1381sqm) and elevation 41m (135ft). It lies in the West of the Niger River Delta and the Atlantic coast in the Gulf of Guinea (Lagos State official report, 2015). Ogun state covers about 16,762 square kilometres, approximately 1.82% of Nigeria land mass. The gateways state has the estimated population of 4,980,587 in 2015 and Abeokuta as the state capital. Ogun state is bounded on the north side by Oyo state and Osun State, in the south side by Lagos state and Atlantic Ocean, in the east side by Ondo state and at the west side by Benin Republic and Ondo State. However, Oyo State which is popularly known as the peace setters' state is bounded in the north by Kwara State, in the east by Osun state, in the south by Ogun state and in the west partly by Ogun state and partly by the Republic of Benin. The peace setters' state covers approximately an area of 28,454 square kilometres with the capital city as Ibadan (Oyo State official website, 2018).

**Figure 3. Map of Nigeria Showing the Study Area (Lagos, Ogun & Oyo States)**



Source: Ministry of Physical Planning, Lagos State

## **4. FINDINGS AND DISCUSSIONS**

Findings of the study were presented and discussed under three sub-headings: state of transport administration operating in Lagos, Oyo and Ogun states with the view of understanding the administrative structure in the selected states; challenges facing transport administrative structure; and strategies for improving the transport administrative structure in sustaining transport development.

### **4.1 State of Transport Administration Operating in Lagos, Oyo and Ogun States**

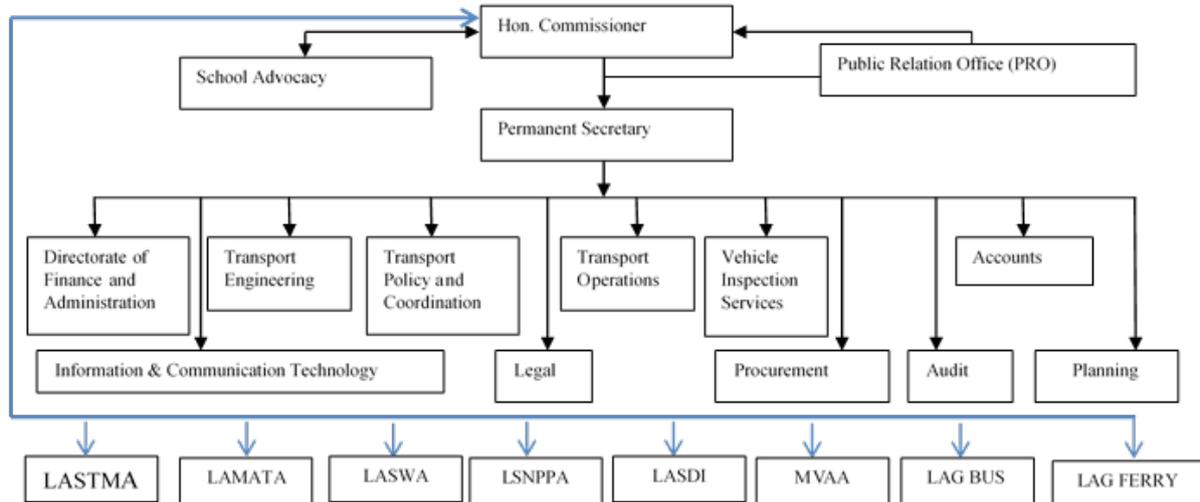
#### **4.1.1 Lagos State**

Findings revealed that the Lagos State Public Transport Administration in came to existence in 1979 as a unit under the Ministry of Works and Planning. Due to the increasing mobility demands and traffic situations, the Ministry of Works and Planning was unbundled 2001 and this process gave room for the establishment of Lagos State Ministry of Transport with some of its core responsibilities as, to see to public transportation policy direction and control; formulation and enforcement of all relevant laws affecting transportation; supervision, monitoring and evaluation of the implementation of all transportation related agencies in Lagos state; formulation of policies and programs to enhance free flow of traffic in Lagos state; provision of road infrastructure and furniture right for transportation and traffic management control; and supervision and control of machine village, motor parts, terminals, and transportation unions etc.

It was also revealed that the Ministry has six Departments and eight transport agencies directly under it affairs with their technical staff strengths which include: Lagos Metropolitan

Area Transport Authority (LAMATA) twenty (20); Lagos State Traffic Management Authority (LASTMA) two thousand, one hundred and ten (2,110); Lagos State Water Ways Authority (LASWA) ten (10); Lagos State Number Plate Production Authority (LSNPPA) eight (8); Lagos State Drivers Institute (LASDI) thirty (30); Motor Vehicle Administration Agency (MVAA); Lagos State Ferry Services (LAG FERRY) twenty (20); and Lagos State Bus Assets Management (LAG BUS) twenty (20). Hence, the transport administrative structure adopted in Lagos state follows the consolidation model of having all agencies and parastatal under one large unit Lagos State Ministry of Transport (MOT) (see Figure 4). In other words, it is imperative to note that this consolidation administrative structure being practiced by this State to a considerable extents, have made Lagosian (users) to keep enjoying the prompt accessibility to public transport services and equally ensure general control of transport fares across all modes services particularly rail, road and ferry services by ensuring affordable fares rather than monopoly fares and guarantee accessibility to the disadvantaged group including young, pregnant women, nursing mothers, aged and physically challenged.

Figure 4. Organizational Structure of the Lagos State Ministry of Transportation



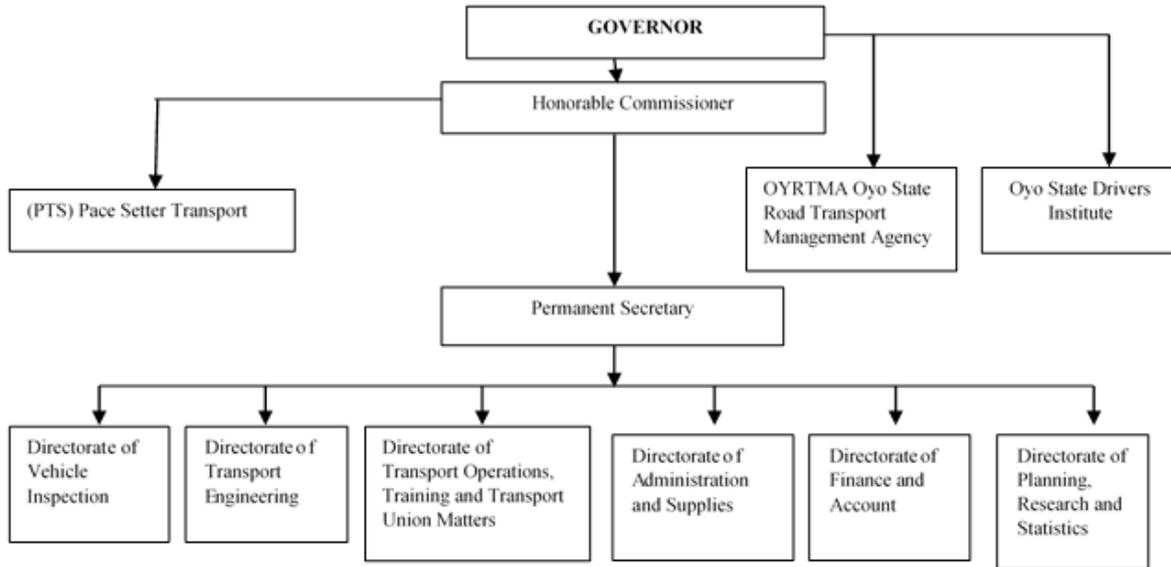
Source: Author's fieldwork, 2016

#### 4.1.2 Oyo State

Oyo State Ministry of Transportation being the parent administrative body for transport systems in the state was established by the in-state law 3 in February 2013 and merged with the Ministry of Work to formed Ministry of Works and Transport. It was later demerged to form Oyo State Ministry of Transport with the overall responsibility of providing and maintaining safe, effective and dependable transport operation and services in the peace setter state. It was also revealed that the Ministry has six departments with some of the statutory responsibilities of the Ministry as to advise government on policy matters in respect to road transport including road safety measures and public transport system; and as well supervise the agency under the government establishment relating to transport operations and services. In other words, the state has three transport agencies in charge of transport operations and management services functioning independent of one another. The pace setter transport agency operate directly under the supervision of the Ministry while the other two (Oyo State Road Traffic Management Authority - OYRTMA and Oyo State Drivers Institute - OYRDI) operates and reports directly to the office of the governor. However, the transport administrative structure adopted in the state cannot be categorised as unbundling or consolidation administrative Structure (see Figure 5). In other words,

it is worth knowing that, this exhibited administrative structure being practiced by this State, have kept the transportation system in the state of dilemma. Particularly, the public transport services schemes both mass transit and public private commercial services are not well-organised, operate disjointedly, far from reliability with poor response functional and absolute zero control of transport fares. This disjointed administrative structure has left the state transport system with users to a single mode of intra-city and inter-regional transport services to be limited to road modes without exploring the benefits of other modes particularly rail and ferry services where in order to guarantee accessibility to all a sundry including the disadvantaged group.

**Figure 5. Oyo State Ministry of Transport Organogram**



Source: Author's fieldwork, 2016

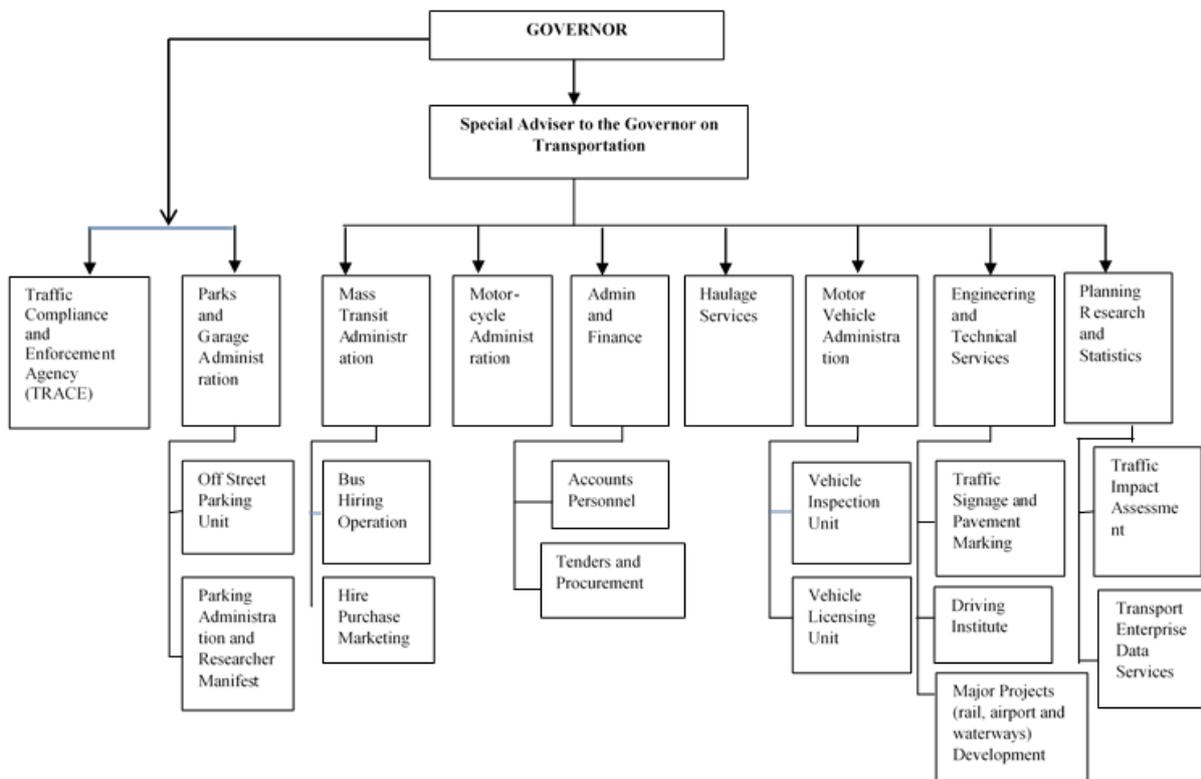
#### 4.1.3 Ogun State

Bureau of Transportation (BOT) is known to be the primary organ administering the state transportation. Prior to the establishment of the BOT, the ministry of works and infrastructures managed the affairs of the state transportation operations and services characteristics through the transport unit. It is important to note that the Bureau of Transportation was established in 2003 to oversee the coordination, regulation, planning, operations and services of transport within the gateway state. The BOT have some of its statutory responsibilities as monitoring and regulating transport operations and services within the State; public transport policy formulation, implementation, direction and control; transportation planning management; implementation of transport projects; provision of road infrastructural facilities appropriate for transport and traffic management control; and provision of mass transit control of road use and parking management.

It is important to note that the state has two notable transport agencies -Traffic Compliance and Enforcement (TRACE); Parks and Garages Developmental Board (PAGADEB) and one parastatal (Bureau of Transportation). These agencies and parastatals are directly under the office of the governor and operate independent of one another. However, the transport administrative structure adopted in the administration of transport system operations and management services in the State follows the unbundling model (see Figure 6). It is noteworthy that the situation this unbundling administrative structure being practiced by this State is perhaps similar to the case of Oyo State where transportation system particularly public transport services are in the state of dilemma since users satisfaction on exhibited

public transport services schemes both mass transit and public private commercial services are nothing to write home about, they are not well-organised, not reliable with poor response functional, poor control of transport fares and equally serves as death trap to the disadvantaged group including young, pregnant women, nursing mothers, aged and disabled. The improper understanding of the exhibited administrative structure (Unbundling Design) on the part of the major stakeholders including the government and its administrators made them to focus only on road expansion project particularly overhead bridges (flyovers) constructions without given priorities to other means which perhaps will encourage sustainable urban transport and rural-urban transport since our rural transport system is being neglected, making farmers and agricultural products to rotten on the farm.

Figure 6. Ogun State Bureau of Transport Organogram



Source: Author's fieldwork, 2016

#### 4.2 Challenges Facing Transport Administrative Structure

Socio-economic characteristics of the transport administrators (respondents) as observed revealed that majority (78%) were male while 22% were female which implies that sampled administrators are more of male than their female counterpart; 89% of them fall between the age group of 41-50years and 56% had a postgraduate degree of M.Sc. or its equivalent in engineering courses; majority (56%) had between 10-20years working experience and earn between ₦100,000 - ₦150,000 as monthly income. It is worth knowing that these findings indicate that almost all the respondents were still in their very productive stage of their lives with tertiary education, implying that the sampled population could comprehend the need for the study and hence could provide reliable information, although not well-grounded on contemporary transport systems planning and management related issues.

In other words, Table 2, shows the descriptive presentation of the respondents' perceived challenges of transport administrative structure in the selected states. Findings show that about 78% of the respondents affirmed that fragmented administrative bodies

with overlapping responsibilities and obvious contradiction is a major challenge facing transport administrative structure. This implies that having several ministries and agencies with overlapping responsibilities adversely influence the efficiency and effectiveness of administrative structure and in the long run affect the development of transport system. Majority (56%) opined that lack of functional transport policy is not a major problem affecting the transport administrative structure, reason being that, they have adequate policies that can sustain the development of transport.

It was also unveiled in Table 2, that about 67% affirmed that they have formidable administrative configuration of functions designed for effective discharge of duties, thus, the problem of undefined administrative functional configuration with low administrative efficiency is perhaps not applicable as a major issue affecting transport administration. Again, over 85% of the respondents agreed that incomplete supervision mechanism is a serious problem confronting transport administrative structure. This is however true, as they revealed that poor supervisory mechanism has become a tradition in public administration particularly in developing nations. Furthermore, findings revealed that majority of the respondents affirmed that overlapping and unclear responsibilities given to all tiers of government on transportation system (44%), inadequate transport professional training institute (67%), inadequate legal institutional support (about 56%), lack of transport research and information centres on all modes of transport (78%), unclear federal government responsibilities by the Nigerian federal constitution on transport administrative structure (56%), corruption and mismanagement of funds allocated to transport sector (78%), and incomplete communication and coordination mechanisms (67%) are noticeable problems affecting transport administrative structure in sustaining the transport system (see Table 2). These problems and weaknesses have for long time remain heartburning issues among the stakeholders particularly the government and professionals, and no doubt left transport systems as undeveloped, unsatisfactory and failed to achieve the overall objectives for the nation's transport sector including urban public transport, pedestrian and cycle infrastructural provision and promotion of railroad transport services that would be accessible to all a sundry most especially women, elderly and physically challenged group.

**Table 2. Problems of Transport Administrative Structure**

S/N	Problems	Strongly Disagree SD		Disagree D		Agree A		Strongly Agree SA		Total Strongly Disagree/Disagree (0)		Total Agree/Strongly Agree (1)		Total	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%
I	Fragmented administrative bodies with overlapping responsibilities	0	-	2	22	7	78	0	-	2	22	7	78	9	100
Ii	Lack of transport policy	1	11	5	56	3	33	0	-	6	67	3	33	9	100
Iii	Undefined administrative functional configuration	2	22	6	67	1	11	0	-	8	89	1	11	9	100
Iv	Incomplete supervision mechanism	1	11	3	33	5	56	0	-	4	44	5	56	9	100
V	Overlap and unclear responsibility among tiers of government	1	11	3	33	4	44	1	11	4	44	5	56	9	100
Vi	incomplete communication and coordination mechanism	0	-	3	33	6	67	0	-	3	33	6	67	9	100
Vii	Unclear government responsibility by Nigerian Constitution on transport system administration	0	-	2	22	5	56	2	22	2	22	7	78	9	100

Viii	Unclear definition and responsibility of the existing transport agencies	0	-	6	67	2	22	1	11	6	67	3	33	9	100
Ix	Inadequate professional training institute	1	11	2	22	4	44	2	22	3	33	6	67	9	100
X	Lack of legal and institutional support	1	11	2	22	5	56	1	11	3	33	6	67	9	100
Xi	Lack of research and information centre on all modes of transport	1	11	1	11	3	33	4	44	2	22	7	78	9	100
Xii	Corruption and mismanagement of funds	1	11	1	11	2	22	5	56	2	22	7	78	9	100

NOTE: SD-Strongly Disagree; D-Disagree; A-Agree; SA-Strongly Agree; F-Frequency of Response; %- Percentage of Response

Source: Author's fieldwork, 2016

#### 4.2.1 Hypothesis Testing

Further investigations on possible statistical variation among the problems associated with exhibited transport administrative structure in the study areas, presented descriptively in Table 2 was conducted using Analysis of Variance (ANOVA) statistical technique with the view of establishing whether there is an observed statistical difference or not among identified problems. The hypothetical results however was presented in Table 3.

H<sub>0</sub>: There is no statistical significant variation in the problems associated with transport administrative structure

H<sub>1</sub>: There is statistical significant variation in the problems associated with transport administrative structure

**Table 3. Summary of ANOVA Result on Analysis of Problems Associated with Transport Administrative Structure**

Tests of Between-Subjects Effects					
Measure: Problem Associated With Transport Administrative Structure					
Transformed Variable: Average					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	37.926	1	37.926	80.457	.000
Within Groups	5.185	11	.471		
Total	43.111	12	38.397		

Source: Author's field survey, 2016

Result of the Analysis of Variance (ANOVA) revealed that F-ratio is 80.457 (Table 3). The observed significant value is 0.000 which is less than 0.05 confidence level while comparing the two values. It is important to note that the observed significant value is less than the table value at 95% level of significance. Hence, we accept H<sub>1</sub> (alternative hypothesis) and reject H<sub>0</sub> (null hypothesis). This implies that there is a statistical significant variation among the problems associated with transport administrative structure in Lagos, Ogun and Oyo states. It can be argued that the variation is not due to chance. In other words, it is noteworthy that the problems associated with exhibited transport administrative structure in selected states are not only descriptively varies but also statistically varies. This is no doubt true since the exhibited administrative structure of the sampled administrative units in the study areas is not uniform as Lagos State operates consolidation design; Ogun State follows unbundling design; while Oyo State operates on neither consolidation nor unbundling designs.

### 4.3 Strategies for Improving Transport Administrative Structure

Findings on strategies for improving transport administrative structure in the study areas are revealed in Table 4. About 89% of the respondents affirmed that the transport ministries and agencies need to be integrated under one administrative unit with clear responsibilities. It was also noted by all sampled respondents that, the formulation and implementation of transport policies and laws at the three tiers of government will help the transport administrative structure in sustaining transports system. They were all of opinion that effective communication and cooperation among transport institutions should be encouraged in other to have a formidable and functional transport administrative structure.

**Table 4. Strategies for Improving the Transport Administrative Structure**

S/N	Variable	Strongly Disagree SD		Disagree D		Agree A		Strongly Agree SA		Total Strongly Disagree/Disagree (0)		Total Agree/Strongly Agree (1)		Total	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%
I	Consolidation of transport ministries and agencies	0	-	1	11	2	22	6	67	1	11	7	78	9	100
Ii	Formulation and implementation of transport policy and law at three tiers of government	0	-	0	-	3	33	6	67	0	0	9	100	9	100
Iii	Effective communication among transport institutions	0	-	0	-	3	33	6	67	0	0	9	100	9	100
Iv	Encouragement of intermodal and integrated transport system policy with option of public transport, cycling with walking facilities	0	-	0	-	5	56	4	44	0	0	9	100	9	100
V	Designation of duties to agencies in charge of different modes	0	-	0	-	2	22	7	78	0	0	9	100	9	100
Vi	Effective training of personnel to gain new ideas	0	-	0	-	1	11	8	89	0	0	9	100	9	100
Vii	Exclusive definition and division of institutional responsibilities	0	-	0	-	1	11	8	89	0	0	9	100	9	100

NOTE: SD-Strongly Disagree; D-Disagree; A-Agree; SA-Strongly Agree

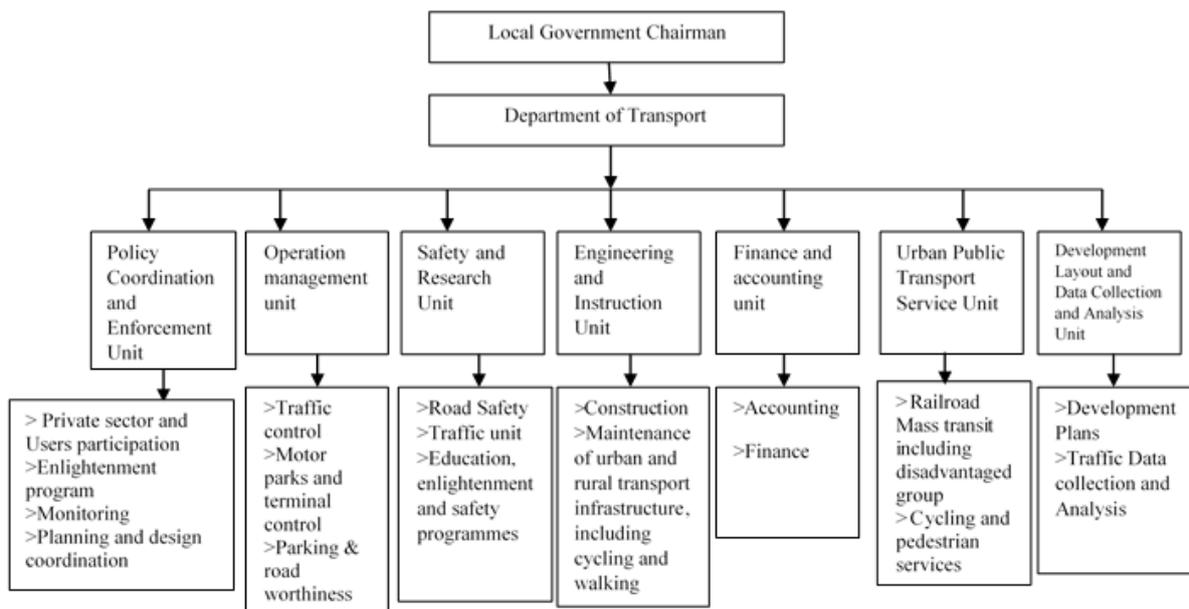
Source: Author's field survey, 2016

Findings also showed that, all the respondents affirmed that, there is need for the encouragement of intermodal transport system and integrated transport system policy with option of public transport system (railroad mass transit), cycling and pedestrian infrastructural facilities and proper designation of duties to agencies in charge of different modes of transport in other to achieve effective and efficient transport administration with both social (prompt accessibility to all users including disadvantaged group) and economic (affordable fare charges) benefits. It was also deduced from the findings that about 89% revealed that, through effective training of personnel to gain new ideas in the areas of transportation planning and management systems; and exclusive definition and division of institutional responsibilities without overlapping functions will greatly assist transport administrative structure in sustaining transport system operations and management characteristics at present without compromising the future needs.

#### 4.4 Proposed Transport Administrative Structure for Local and State Authority

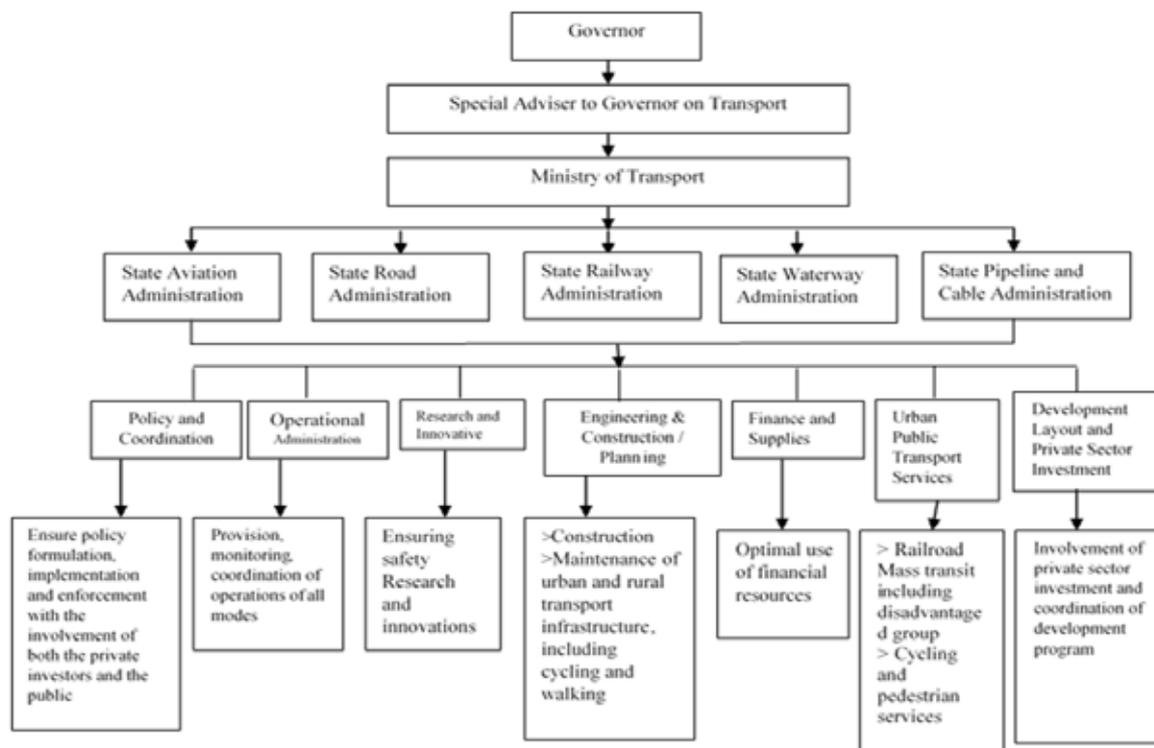
As observed, the state’s transport ministry and agencies with the same statutory roles and responsibilities as observed does not have a uniform structure, they either operate as consolidated or unbundled. This perhaps hindered effective and efficient transport administration as well as the development of the nation’s transport sector. In the quest to achieve sustaining transport system operations and management characteristics at present without compromising the future needs, through government intervention must be by appropriate regulation mechanisms of well-coordinated large body of related units and agencies under one administrative body known as Ministry. A single Ministry of Transport with highly functional intermodal coordination departments will serve transport sector of each state and the country at larger better, going by the experience of several other developed countries including USA. However, the States Ministry and Agencies in-charge of transport administration should be consolidated under one administrative body in order to have a functional and formidable transport administration and sustainable transport development. Thus, administrative structure at the local and state authorities should follow the proposed administrative structure for operational and management services efficiency (see Figure 7 and Figure 8 respectively).

Figure 7. Proposed Administrative Structure for Local Authority



Source: Own Elaboration

**Figure 8. Proposed Administrative Structure for State Authority**



Source: Own Elaboration

## 5. CONCLUSION

A well-organised transport administrative structure has a significant effect on transport system development of any society and however serves as a necessary tonic for the achievement of a functional transport system in any economy including developed and developing. The demand for transport services which is a function of human survival, societal interactions and cities development and livability significantly require a well-planned, organised and functional transportation system, embedded with new technological driven infrastructural facilities and well-structured operational and management functions. It is based on this backdrop that the research study analyses transport administrative structure in Lagos, Ogun and Oyo states of Nigeria towards expatiating on the government important roles in managing and regulating the complex pattern of mobility, its infrastructural network and services. The success of transportation system of any society greatly depends on effective implementation of appropriate administrative machineries and structure and however represents an important aspect of the industry. In other words, major findings of this study revealed that the transport administrative structure with respect to the sampled states follows the two models as earlier mentioned: consolidation and unbundling, though the administrative structure in the study areas does not have a well-designable and uniform structure as they operates on different administrative structure. It is imperative to note that only Lagos state out of the purposively selected sampled states operates on consolidation model, Ogun operates on unbundling design administrative structure while Oyo state is operating on neither consolidation nor unbundling design. Therefore, effective planning and coordination of operational service functions of modes becomes difficult to achieve in states operating on unbundling transport administrative structure.

Based on this study findings, some basic transport management and operational recommendations for strategic directions were drawn. It is important to note that recommendations are needed for stakeholders in transport industry to act upon and as such relevant for strategic development of transport systems of the study areas and other state particularly in developing nations with similar challenges. However, the study thus recommended that, there is need to integrate the ministry, agencies, parastatals and other units in charge of transport systems administration which is *sin-qua-non* to adequate infrastructural provision, effective regulatory and management activities, as well as successful transport operational services under one large Ministry of Transport. It is worthy to note that, if all these agencies, parastatals and other related regulatory units are holistically integrated under one large Ministry of Transport, the certainty of achieving a functional and formidable transport system and administrative structure embedded with holistic approach for day-to-day planning, monitoring, regulating and coordination of various transport modes for better quality of service delivery and intermodal system as well as sustainable transport development demands particularly at the urban areas where integration of land use and transport planning shouldn't be compromised, would undoubtedly be guaranteed. It is also recommended that the practice of intermodal urban transport system which involves the use of more than one mode of transport, to reduce over dependency on a particular mode, increasing environmental and social issues, should be encouraged so that the advantages of each mode particularly rail and dedicated bus rapid transit are better explored for better administrative configuration and mobility satisfaction among all categories of users including young, pregnant women, nursing mothers, aged and physical challenged through total exploitation of the proposed structures.

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