AN OVERVIEW
OF
THE TRANSFORMATION
OF
LAGOS STATE TRANSPORT SECTOR
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INTRODUCTION

This document chronicles the plodding transformation of the Transport sector from its commencement. In deploying this, the document has provided a comprehensive overview of the transport sector management in Lagos state, thereby underlining the steady growth, challenges and achievement from the time of its initiation.

Understanding the organization of the Transport sector of Lagos state requires a historical background of the State.

The history of what is now known as the Lagos state dates back to 1862 when the British colonial powers annexed the area now called Lagos island. It was then designated as Lagos colony. Following the evolution of Nigerian nationhood and subsequent political restructurings, Lagos State was created in 1967.

The State has a land area of about 3,577 sq/km, making it the smallest in Nigeria, in terms of physical size. However, with a population of about 18 million, Lagos is the sixth mega city in the world and the unrivalled largest city in Africa with also one of the fastest growing rate, estimated at nearly 6% per annum. It is estimated (in a recent Habitat report) that the population of Lagos will approach reach 25 million by year 2015.

The forecast is particularly significant as the projection may result in Metropolitan Lagos having population exceeding combined population of some countries in the West Africa region and even a combination of some Scandinavian countries in Europe.

The geographical area that is called Metropolitan Lagos is also rapidly expanding. Indeed the commuters in “Metropolitan Lagos” now includes beyond the officials Lagos State population figures and embraces other people who come from the neighboring Nigerian state of Ogun and Oyo, as well as the neighboring country of
Benin Republic. The current reality is that many who work in Lagos are living elsewhere in the adjoining states.

The state has continued to maintain its enviable position as the nation’s commercial centre and accounts for over 65% of the commercial and industrial activities in the country. Lagos hosts the nation’s major seaports and airports, telecommunication gateways which makes it the natural hub for economic activities not only for Nigeria but also for the West African sub-region.

The bourgeoning population of Lagos and its position as the commercial nerve centre of the nation has continued to put enormous pressure on infrastructure in the state, including public transportation. In fact, among other reasons, the pressure exerted on Lagos as a mega city and its role then as dual capital for the state of Lagos and Nigeria as a country informed the decision of the Muritala-led federal government of Nigeria in 1976 to set up the Akinola Aguda panel to consider a new location for the seat of the government of the federation of Nigeria.

The committee recommended Abuja and the final movement of federal capital from Lagos to Abuja was completed in 1991 under the Babangida Military Regime.

The movement has not resulted in any significant reduction of public infrastructure in the state as Lagos continues to experience rapid population and spatial growth. And no doubt public transport is taking the lion share of the pressure created by mass exodus of people and goods.

No doubt Lagos state is one of the most populated and cohabited states in Nigeria. Currently, Lagos is estimated to be the second fastest growing City in Africa and the 7th fastest in the World. It became apparent that transformation in the Transport sector is germane for the State to gain its Mega City Status.
The Lagos State Transport Sector

A few statistics illustrate the tremendous pressure public transportation is experiencing. In a study carried out in 1989, for example, about 7.6 million trips took place daily within the metropolitan Lagos out of which 80% or 6 million took place on road public transport. With 2.2km of road par 10,000 populations, Lagos metropolitan has the one of the lowest road provision in the west African sub-region. All of these and other factors have combined leading to little variation in the day- to-day distribution of traffic level across the day with average car travel speed between Lagos mainland and island hovering between 15 to 50 Kph. Little wonder the petroleum products consumption in the state accounts for about 40% of National volume.

The mode of transport consists of Molue buses, Danfos, BRT, Taxis Okada, Tricycles, Ferries and Trains. The total passenger traffic per day is over 7 million. The transport network in the state has the following features:-

- Predominantly road based with 90% of total passengers and goods carried through that mode,
- It has natural water ways for ferry services;
- A federal rail network which is being complemented by the state rail network

The role of transportation is therefore fundamental to the realization of the States Africa Model mega City status and the efficiency with which people, goods and services can move from one point to the other would ultimately determine the quality of life of the people.
The transport system pre-1999 was inadequate for the growing urban population in the state with increased pressure on the available and existing transport infrastructure. The identified challenges of the existing transport services include the following:

1. **INADEQUATE PUBLIC TRANSPORTATION SYSTEMS**

   a) **Bus Transport:** this mode of public transport operation was principally public sector driven in Lagos and is characterized by high levels of fragmentation, inadequate regulation and discipline.

   b) **Rail Transport:** Few and non-functional rail corridors which were grossly under utilized.

   c) **Water Transport:** Inadequate water transportation system and lack of coordination among their agencies: National Inland Waterways Authority (NIWA) and Lagos state Ferry Services.

   d) **Non Motorized transport:** Infrastructural facilities for non motorized transport were unavailable.

2. **Sector Management Weaknesses**

   - The absence of well articulated and adopted government policies, legal and strategic framework for the transport sector,

   - Fragmentation and duplication of institutional responsibilities among various agencies at the three levels of Government

   - Lack of inter agency coordination among these various bodies.

   - Absence of documented standard procedures for the technical and economic evaluation programmes and project.
3. Low Cost of Recovery.

Cost recovery in the Transport sector in Lagos (and Nigeria in general) has been particularly low. Due to low user chargers, inefficient collection system, poor management and Technical capacities.

Haven identified the challenges in the Transport sector, the Lagos state government commenced a methodological policy reform to put in place the necessary machinery to improve the efficiency and effectiveness of public transportation in Lagos and address the inadequacy of infrastructure, due to the daily influx of both human and vehicular traffic into the city from other states and even other countries all inter mingling with the already over stressed facilities.

In creating effective organizational, legal and institutional capacities for the planning and management of the state transport system the State made policies based on critical appraisal of several high level transport sector Policy documents. These documents set the tone and direction for the societal impact and results aimed at being achieved by the government through its strategic development of the transport sector. These documents were also reviewed with a background objective of creating a conducive environment that would encourage private sector involvement and invest in public transport thereby ensuring affordable public transport services.

The High policy documents reviewed with focus on sections that deal with the Transport sector are:

1. Lagos State Economic Empowerment Development Strategy (LASEEDS)
2. Lagos State Economic Advancement Programme – Ten Point Agenda
4. Existing Legal framework as it relates to the transport sector.

Others include

- MOT ministerial Responsibilities
- Lagos Urban Project Report

These policies led to strengthening of existing and the creation of additional agencies with the relevant legal framework to provide institutional support for enhancing effective discharge of the various programmes and operating the transport sector properly in the state. These policy documents and legal instrument guide the goals, programmes, projects and activities of the Ministry and its agencies since 1999. It is pertinent to point out that the creation of the legal regime to regulate institution was deliberate in order to build institutional capacities for the planning and management of the states transport system.

To implement these policies, goals and objectives, there are presently eight (8) agencies in the transport sector with different degree of autonomy. These are:-

i. Ministry of Transportation (MOT)

ii. Motor Vehicle Administration Agency (MVAA)

iii. Lagos State Traffic Management Authority (LASTMA)

iv. Lagos Metropolitan Area transport Authority (LAMATA)

v. LAGBUS Assets Management Company Limited (LAGBUS)

vi. Lagos State Waterways Authority (LASWA)

vii. Lagos state Drivers Institute(LASDRI)

viii. Lagos State Number Plate Production Authority (LSNPPA)
1. Traffic Control, Management and
   Enforcement
2. Public Education and Enlightenment
3. Road Research and Statistics
4. Driver Training and Rider Training
5. Traffic Safety and Accident Management
6. Evacuation of Broken Down and Abandoned Vehicles

1. Create and ensure an IT-driven automated vehicle registration & documentation.
2. Create and maintain a reliable vehicle and driver data base to discourage vehicle theft.
3. To ensure easy and genuine accessibility to registration of vehicle documents and other licences.

MINISTRY OF TRANSPORTATION

1. Public Transportation Policy Direction and Control
2. Formulation, Supervision, monitoring and evaluation of the implementation of all transportation policies and programmes by transportation related agencies in Lagos.
3. Formulation and Enforcement of all relevant laws affecting Transportation
4. Provision of Road infrastructure and furniture appropriate for transportation and traffic management and control.
5. Supervision and control of mechanic village, motor parks, terminals and transportation unions, Performing oversight function on all state of transportation related agencies.

LAGOS STATE TRAFFIC MANAGEMENT AUTHORITY

LAGOS METROPOLITAN TRANSPORT AUTHORITY

LAGOS STATE NUMBER PLATE PRODUCTION AUTHORITY

LAGBUS ASSETS MANAGEMENT COMPANY LIMITED

To increase private sector participation in the provision of efficient, comfortable and affordable transportation.

To ensure regular and speedy production of vehicle number plate in the state.

LAGOS STATE WATERWAYS AUTHORITY

1. Formulate and implement policy reforms and investment to promote and facilitate the provision of water transport.
2. Co-ordinate and manage the long term reforms necessary for the long term growth of water transportation.
3. Granting of ferry licences and concessions for the operation of jetties to the private sector.
4. Controls, monitors and regulate all waterfront infrastructure, Ferry owners.

LAGOS STATE DRIVER'S INSTITUTE

1. Ensures that all professional drivers in the employment of both Government and private organizations are retrained at regular intervals and recertification cards issued to drivers who completed the course.
2. Standardizing the driving profession.
3. Registering and creating a data base for all professional drivers in the state. Create and assist private driving schools in the curriculum development and instructors' training.

MOTOR VEHICLE ADMINISTRATION AGENCY

Coordinating the transport policies, programmes and actions of all transport-related agencies in Lagos State.

2. Ensuring the physical traffic serviceability of declared roads and make recommendations for the classification of a road or portion thereof as a declared road or de-declared road.

1. Co-operating with National bodies or agencies engaged in the issuance of vehicle document and licence.

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   Enforcement
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MINISTRY OF TRANSPORTATION

VISION

Provision of safe, efficient and coordinated inter-modal transportation system for the sustainable socio-economic development of Lagos State.

Our mission

Ensuring free flow of traffic and transport infrastructure development with the primary goal of achieving stress free movement of people and good across the state and to ease Motor Vehicle Administration for investment growth.

ASSIGNED MINISTERIAL RESPONSIBILITY

1. Public Transportation Policy Direction and Control

2. Supervision, monitoring and evaluation of the implementation of all transportation and programmes by transportation related agencies in Lagos.

3. Formulation and Enforcement of all relevant laws affecting Transportation

4. Formulation of policies and programs to enhance free flow of traffic in Lagos state

5. Provision of Road infrastructure and furniture appropriate for transportation and traffic management and control

6. Supervision and control of mechanic village, motor parks, terminals and transportation unions,

7. Performing oversight function on all state of transportation related agencies ,namely
LASWA: Lagos State Water Ways Authority
LASTMA: Lagos State Traffic Management Authority
LAMATA: Lagos Metropolitan Area Transport Authority
LAGBUS: LAGBUS Assets Management Company
MVAA: Motor Vehicle Administration Agency
LASDRI: Lagos state Drivers Institute
LSNPPA: Lagos State Number Plate Production Authority

8. Establishing inter-face with other agencies of the state government, on transportation and other related matters,

9. Liaison and co-operation with the Federal Ministry of Transportation and transport agencies of the Federal Government and other States of the Federation.

OBJECTIVE

Broad:
I. To bequeath to Lagosians, an efficient and affordable integrated public transportation system that would galvanize the economy of the state in particular and the nation in general as Lagos is the commercial hub of Nigeria.

II. Embark on various policy reforms in the transport sector by investing in a safe, secure, integrated and intermodal transportation systems.

III. Explore other available modes of transportation such as water and rail while optimizing the use of the road mode as well as investing in the much needed human capacity to ensure sustainable development in the sector.

OBJECTIVES
Specific
- Provide Efficient and save integrated transportation system
- Accelerate the improvement of traffic infrastructure
- Introduce Rapid Transit system to cope with the increasing mobility demand.
- Reduce travel time within the metropolis drastically
- Encourage private sector participation in the public transportation and associated deliverables.

HISTORY
Ministry of Transportation is the Primary organ for managing the transportation function sector in the state in the state. Public transportation functions were initially performed by the transportation unit under the planning division of the old Ministry of Works and Planning. However, under the second republic civilian regime of Alhaji Lateef Jakande in Lagos state, a full fledged Ministry of transportation was created in 1979.

The independence existence of the Ministry was short-lived as the military administration of Governor Gbolahon Mudashiru in 1984 merged it again with the Ministry of works and the enlarged ministry became know as the Ministry of works and Transportation.

Ten years later, 1994, another administration now under the then colonel Olagunsoye Oyinlola carved out transportation functions again from ministry of works and transportation into an autonomous ministry of public transportation.

During the administration of Asiwaju Bola Ahmed Tinubu the ministry has been referred to as the ministry of transportation. This was to reflect the contemporary realities and the governments’ vision for the ministry and transportation sector.

The principle objective of the new Ministry was establishment of a mass transit system and the tackling of the chaotic transportation problems in the state.
Organizational Structure.

To facilitate the implementation of its responsibilities, the Ministry is structured into directorates. There are also agencies for implementation.

MINISTRY OF TRANSPORTATION
ORGANISATIONAL STRUCTURE.
TRANSPORT ENGINEERING DIRECTORATE

Has the Responsibility for providing and maintain road furniture, traffic signal lights. Bus ways and lanes. The Directorate is divided into three divisions, namely Public safety, Road infrastructure and mass transit.

TRANSPORT OPERATIONS DIRECTORATE

The department is responsible for vehicle matters, public transport, transport Auxiliary, park and freight Management and vehicle Inspection. The activity of the Department includes engineering Consultancy, Boarding of abandoned/rickety vehicles, rehabilitation of road side Mechanics, Procurement of transportation equipment and gadgets, coordination of state- run bus rail based on ‘PSP’, vehicle inspection and driving school certificate. These activities were divided among five units and two ad-hoc committees. The details of the unit activities and the committees are given as below;

1. Vehicle Inspection Unit
2. Mechanic Village Unit
3. Industrial Relations Unit
4. Rescue/Recovery Unit

The two committees are
- Committee on removal of abandoned vehicle
- Committee on park monitoring

Vehicle Inspection Unit

The activities of Vehicle Inspection Unit were to monitor and effectively curbing undesirable practices of vehicle operators through the following:

i. Daily morning / afternoon road check operations.
ii. Most rickety vehicles typically operate outside the normal time for daily road checks (usually from 5pm and above). Hence, it has been necessary to embark on
evening operations at periodic intervals to check the movements of these vehicles.

iii. Zero tolerance for vehicles with fake registration / documentation. Contravened vehicles MUST present genuine registration numbers and documentation before release.


v. Physical inspection and (within limits) testing of vehicles before issuing of roadworthiness certificates.

ACHIEVEMENTS

I. Relationships: A very good and amiable relationship currently exists between the unit and other law enforcement agents. The unit no longer experience harassment / disturbance from other law enforcers.

➢ A good relationship also exists with local miscreants and OPC members who were previously prone to disturbing the unit’s operations and at times, attacking VIO personnel in the state.

➢ Members of the public have also been made to be aware of their responsibilities as road users through constant sensitizing and public safety campaigns.

➢ It should however be noted that these cordial relationships were achieved without bias or compromise to Government regulations.

ii. Service Delivery: complaints center was created to take care of complaints from the defaulters of road traffic rules and regulations of the state within a zones where such vehicle was impounded. It also helps amicable resolution of any misunderstanding that ensued between motorists and officers of the unit during routine road check.

iii. Internal revenue Generation
the unit have positive effect on other government agencies such as the LAGOs Internal Revenue Generation service were defaulters were asked to produce evidence of Tax payment before their vehicles are released. This, in no small measure contribute to the number of people that pay tax in the state.

iv. Compliance with government regulations

- there has been a sharp decrease in the volume of unpainted commercial busses and rickety vehicles plying the roads within the state
- The Vehicle Inspection Office and other departments in the Ministry carried out aggressive enforcement on fake driver's license and Roadworthiness Test which yielded a positive result as many motorists are now aware of the existence of fake driver's license in circulation. It is important to say that some touts who engage in this act were arrested and made to face the court of law.
- Most commercial and private vehicle owners maintain constant contact with the VIO zonal offices for the procurement of genuine vehicle documentation and verification.

Mechanic Village Unit

This unit oversees the activities of the mechanic villages in the state. The functions of the Private mechanic workshop unit is mainly to monitor and regulate the activities of these resettled and rehabilitated mechanics. The unit also mediate among these mechanics whenever conflict arises.

Rescue/Recovery Unit

The activities of this unit is basically remedial services

I. removing carnages on the Lagos Metropolis

II. Rescue of vehicles running into canals/ditches and the Lagoon

III. Rescue operations around collapsed buildings
The committee for removal of abandoned/disused vehicles collects derelict/burnt vehicles from road corridors in Lagos state and deposits them for crushing at the crushing plant in Oshodi. After necessary certification by the appointed vehicle inspection officer of the State, the burnt/derelict vehicles are processed for crushing.

The industrial relations Unit (IRU)

The IRU was created specifically to handle all issues concerning the various Unions and associations operating within the transport sector of the state.

The unit is charged with the following functions,

1. To maintain constant touch with all the unions in order to forestall any impending crisis and ways to mediate in such crisis.

2. Hold regular interactive session with the union leaders.

3. Find ways to settle amicably, conflict between unions or members of the same union.

4. Inform and advise the ministry of transportation on any issue that could result or constitute a crisis, as it affects either the union matters or parks management.

5. Constantly maintain good relationship between the unions and the ministry of transportation.

6. Regular education of the unions on the objectives of the ministry of transportation, and those of the other agencies under the ministry, namely; LASTMA and VIU.

Parks Motoring Committee (PMC)
PMC was initially constituted in March 2005 to regulate and implement government guidelines in all motor parks in the state as a result of a government white paper released following the mayhem that occurred at Ojuelegba motor park in the year 2002 that prompted the state government to set up a panel of enquiry into the matter. As a result of this development, the state government gave recognition to two major unions to act as umbrella bodies for all transport operators in the state. The unions are National Union of Road Transport workers (NURTW) and Road Transport Employers Association (RTEAN). The State government further recognized two associations to regulate the activities of motorcycle operators in the state because of the multiplicity of associations.

Others not recognized by the state government were advised to affiliate with the recognized unions and associations.

It was on the basis of the foregoing that the PMC came into existence.

The PMC was reconstituted by the present administration in November, 2007 with an enlarged membership of fourteen (14) from the previous five (5). The PMC amongst other assignment is charged with the following responsibilities;

1. To ensure constant visitation to all motor parks/garages with a view to discouraging touting and ensure peace at the parks.

2. To ensure that sale of alcoholic drinks and Narcotic drugs under any disguise in the motor parks is totally eradicated.

3. Prohibition of unapproved revenue collections at the bus stops

4. Ridding the parks/garages of miscreant’s touts and other undesirable elements that have no business being in the parks/garages.
5. Coordinating the activities of the various unions in the parks/garages
6. To collate a disseminate security reports in the various parks/garages.
7. Ensuring that sanitation laws at parks/garages are adhered to

**Achievements**

The timely intervention of the PMC has on several occasions ensured the protection of lives and properties of innocent citizens.

The PMC, via officials of the Lagos State internal revenue Service, been able to create awareness amongst the members of the various unions and associations and the obedience to call to their tax promptly has yielded result in revenue generation for the state.

The committee was able to achieve this through visits to over two hundred and twenty three (223) motor parks spread over forty (40) of the fifty-seven (57) local government and local council development areas of the state.

**TRANSPORT POLICY AND COORDINATION DIRECTORATE**

This Directorate is charged with the following responsibility

- Urban Regional Transportation Planning,
- Regional transportation planning
- Integrated transportation studies
- Appraisal and evaluation of transportation report
- Transportation policy
- Public transport route planning
- MOT test administration
- Land use transportation coordination
- Traffic impact studies assessment
- Identification and preservation of transportation project sites and corridors
• Liaising with other government agencies whose activities have impact on transportation such as Ministry of Physical Planning, Drainage Development, Water Corporation and Ministry of Justice and Ministry of the Environment etc.

The Directorate is divided into four Divisions namely: Transportation Planning, and Policy’ Transportation Investment, Transportation survey and Transportation Coordination.

Challenges.
The department is faced with the following challenges
• No functional library
• No adequate information on the ministry’s activities when requested
• Need for training on transportation issues(local and International)
• Mobility of staffs to monitor various assignments is lacking

Achievements

1. MOT Test
This is a requirement of the Road Traffic Act. The test was conceptualized in with the sole aim of getting rid of rickety vehicles on our road and a way of instilling consciousness on our road users.
From 1999/2002 a total of 577 MOT test centers were approved but recently upon a recent visit conducted in 2010 only 160 MOT center were considered fit to operate and these are the currently certified centers in operation.

1. Victoria Island Parking scheme
2. Construction of luxury bus terminus at Ojota
3. Preservation of the metro line corridor
4. Traffic impact assessment
5. Traffic survey and statistics
6. Bus stop shelters
7. Modern taxi scheme.
8. Dedicated commuter bus scheme

**Modern Taxi Scheme**

The modern taxi scheme is another effort of the State Government in meeting the challenges posed by the phenomenal task of transporting the teeming populace in Lagos State.

Messrs C-Cab was the first to roll out commercial operations while six others, namely: Blink Nigeria Limited, Cash-Link Finance Investment Plc, C-Trans Plc, Benny-Lad Ventures limited, Lagos State Taxi Drivers and Cab Operators Association, l-Trans Nigeria Limited, commenced operations later.

Messrs Metro Taxi became an active participant in the scheme having rolled out 48 vehicles on 27th October, 2010.

The seven companies that commenced operations on various dates now have a combined fleet of 1197 cars while three of them are no longer in operation. Several companies given approval to run the taxi cab are yet to take to take off due to financial challenges. Investment in the scheme is capital intensive and the payback period is relatively lengthy. On the overall, the modern taxi scheme is very successful. It has changed the state of taxi cab operation in Lagos from a large system of rickety, under-repaired, dirty and dinghy cabs, run by unprofessional drivers, to a system of very neat, brand new, air-conditioned cars with highly trained professional drivers. Lagosians, especially business people can now rent a cab that will give them excellent service at an affordable price and can feel refreshed and rejuvenated after a ride and ready to commence business at the moment of arrival at the destinations of their appointment.

In addition to these core (technical) there are others such as finance and Administration Directorates that Focuses on general administration functions; accounts Directorate
that handles financial transactions and book keeping; internal Audit, and Public Relations Office.

**Achievement**

- Ministry embarked on the provision, rehabilitation and upgrading of the following traffic infrastructure and furniture.
  
  (i) Construction of Laybys 
  (ii) Construction of Median Barriers 
  (iii) Improvement of Road Junctions 
  (iv) Improvement of Traffic Gridlock locations 
  (v) Fabrications and Installation of Crash Prevention Guidance (CPG)  
  (vi) Rehabilitation and upgrading of Traffic signal Lights.
  (vii) Installation of Intelligent Road Studs. 
  (viii) Painting of Krebs and Road Markings 
  (ix) Provision of Road Signs.

**PROVISION OF AFFORDABLE PUBLIC TRANSPORTATION BUS RAPID TRANSIT (BRT)**

The BRT system, which was introduced by the immediate past administration of Asiwaju Bola Ahmed Tinubu, and being effectively consolidated by the government of Babatunde Raji Fashola, is a worldwide acknowledged system of mass transit which has the capacity of moving huge numbers of people at a time. The system operates on the concept of utilizing dedicated lanes in areas where
competition with highway traffic would be greatest while it makes use of existing highways and roads in areas that are less congested in order to reduce cost. The BRT operation in Lagos commenced on the 17th March, 2008 and so far lifted over 52 million passengers. Its bus fleet has increased inception to 170 buses two months later and presently boast of over 200 buses in its fleet. BRT is reputed to be the first segregated bus route in Saharan Africa. With over 130,600 passengers lifted daily, the BRT option of mass transportation in Lagos has turned out to be, a huge success. Indeed, success of the scheme is a pointer to the fact that Public Private Partnership in Mass Transit Public Transportation is the ideal model for an emerging Mega city of Lagos' status.

All the buses being used in the BRT operations are strictly owned by small scale informal sector private operators who only enjoy the conducive operative environment provided by the State Government through road segregation upgrading of other road infrastructure. The Nigeria Union of Road Transport Workers (NURTW) Co-operative society for instance, owns some of the BRT buses with funds secured from Ecobank Nigeria Ltd while another batch of the bus is owned by LAGBUS Assets Management Nigeria Limited.

LAGBUS ASSETS MANAGEMENT COMPANY LIMITED

VISION

To be an integrated bus service solutions provider, covering all areas of Lagos State, in partnership with other operators. We shall deploy up- to- date fleet and technology solutions, setting standards for excellent service and management of transport related assets.

MISSION
To provide and manage a safe, reliable and affordable passenger transport service within Lagos State leading to beneficial returns for the employees, investors and the people of Lagos State.

**GOALS**

- To ensure project sustainability
- Promote operation of safe brand new bus fleets on Lagos roads
- Ensure deployment of electronic payment system
- Empower existing stakeholders
- Ensure timely fleet renewal and expansion
- Manage Sub Operators/Franchisees operating within the Bus Route Network

**OBJECTIVES**

- Run bus operations in all the 57 Local Governments and LCDA’s in Lagos State.
- Achieve excellent Customer Service
- Expand and integrate the Bus Route Network for the Lagos Mega City
- Deploy scheduled Bus Services along the Bus Route network in Lagos
- Develop technical and infrastructural capacity for the integrated Bus System

**HISTORY**

LAGBUS was created out of the experience of the Lagos state Government over the years in its various attempts to provide an efficient safe and sustainable bus transportation system for the city. LAGBUS was incorporated on 18\(^{th}\) November, 2004. LAGBUS commenced operations on 17\(^{th}\) February 2007, on three (3) routes with 123 Marco polo buses.

The city has had the experience of a state transport Corporation (LSTC) and has experimented with provision of subsidies for private operators. The state has also
ventured into some partnership with TATA, assembling of buses and running of a bus system. These attempts have failed for various reasons.

However, government has evolved a more robust strategy of implementation of a new public bus system in Lagos based on the experience over the last decades.

Some of the highlights of the new strategy are as follows:-

- The company must run as a private limited liability company.
- Management of the maintenance company must be separated from the bus Company
- Bus company must operate in conjunction with local transport operators
- Ticketing is to be centralized
- Backward integration with investment in Bus Assembly plants is necessary
- Ownership of the company should include institutional private investors

- Currently, LAGBUS operates along 57 routes within the Lagos Bus route network.
- LAGBUS operate a pre-paid service with the use of paper tickets along most of our routes.

- The paper tickets have been upgraded to Electronic Ticketing Card (ETC) along three (3) routes from Lagos Island into Victoria Island (Routes 53, 54, 55).
- LAGBUS runs scheduled bus services along ten(10) routes
- LAGBUS presently owns a total of 534 high capacity buses
- LAGBUS operates two(2) bus types—Marco polo Torino Eagle buses and Daewoo buses which are air-conditioned.
- The Marco polo Torino Eagle seat 46 passengers while the Daewoo buses seat 43 passengers.
LAGBUS also has Marco polo Executive and the Super Executive buses for tailored Charter Services.

Furthermore, LAGBUS is set up to operate the following services:

- Park n Ride Service from our Park and Ride Station, Old Tollgate
- Charter Service
- Staff Bus Service
- Bus Leasing
- School Bus Service

LAGBUS operates from the following depots,

5 Main Bus Depots
- Tollgate depot, Sabo depot, Ikorodu Town, Keffi Depot, Sango Tollgate
- Bolade depot

5 Mini Depots
- Park and Ride Tollgate, Festac, Berge, Dopemu, Mile 12 under bridge

SITUATIONAL ANALYSIS

Company

- Strong Brand
- Efficient fleet management systems
- High quality of Bus service delivery
- Efficient internal processes
- Efficient control processes
- Human capital development activities.
- Coordination of sub operators
- Positive visibility throughout Lagos State

Collaborators
• Our Customers, Our sub operators and Vendors

Competitors

• Other mass transit operators, Existing stakeholders New investors

Climate

• Stable political and regulatory environment, Unstable economic environment, and Stale social/cultural environment

ACHIEVEMENTS

• Air Conditioned Buses: one of the first projects of LAGBUS was introduction of air-conditioned Daewoo buses. Service commenced on 1 March 2011 with 195 buses. These provide the passengers with stress, rides, enabling them to get to their destinations refreshed and satisfied.

• Employed & Trained 1,300 staff

• Improved Infrastructural upgrade along corridors; Tollgate park and Ride, Alapere, Oworo laybys, Oshodi under bridge, Dopemu depot, among others.

• Upgrade of pre-paid paper ticket to smartcard - electronic ticketing card (ETC) system

• Reduced waiting and On board Travel Times (10% drop)

• Enhanced capacity and skills improvement for existing operators/stakeholders

• Improved boarding and alighting orderliness, and queue culture.

• Increase in Customer satisfaction, comfort & service reliability via improved on board convenience – reduced disturbances, marketing, ventilation, preaching, etc.

• Built 1st Park and ride facility in Lagos.

• More carriage of passengers - improved road efficiency and capacity use

• Less travel time variation for traveling passengers

• Maintaining consistent headway for Buses
- Reduced number of unregulated operators – Molues, yellow buses
- Improved passenger safety and security – fewer occurrences of One chance and robbery
- Reduced traffic congestion leading to increased speed for both Buses and Cars - from 10 km/h to over 20 km/h
- E- Ticket: Introduced the first pre-paid bus ticketing system in Lagos. Also in a bid to deliver on the promise of creating a modern bus transport service designed for the special needs of Lagos, LAGBUS Asset Management Limited introduced E-TICKET. This is a system designed to deliver a swift and convenient payment for public transportation users based on automated collection. E-Ticketing not only allows for swifter, more convenient payment, it is also a very accurate and convenient means of gathering vast amount of data which can ultimately help ensure a swifter, easier and more organized transportation system.

OTHER SERVICES RENDERED BY LAGBUS
Other services offered to the public by LAG BUS include Bus Charter and Bus Branding Services.
- Bus Charter Service: this includes both inter and intra-city shuttle. Specifications cover ranges such as Employee/staff bus shuttles, locally to Major Sporting events Transportation, Entertainment and film industry charter, Corporate Transportation, School Bus Services, Religious Programmes, Charter for Weddings and Other Special Events. LAG BUS has four different types of buses for charter; 1-Non air-conditioned (46 seats), 2-Air-conditioned (43 seats) 3-Executive Air-conditioned Buses (42 Seats) and the Paradiso which has: a bedroom (ensuite), meeting area, kitchen and microwave, fridge, water dispenser, wash hand basin, a bar, two toilets, private DVD entertainment system, intercom and internal luggage department.
Bus Branding Services: LAG BUS offers ideal advertising opportunities for businesses. The adverts are placed in highly visible places and provide customers with a visual stimulant that pack a powerful punch; a cost effective way to communicate to the public. Advertising spaces include: side and rear of bus advertising, full bus wrap, shelter branding, ticket flip advertising, and LCD.

CHALLENGES

- Lack of adequate infrastructure for Bus depots, stations, and park and ride facilities
- Stiff economic environment leading high operational cost
- Lack of adequate maintenance facility and skilled capacity.
- Lack of Bus lanes along major routes leading to inefficient turnaround time (TAT).
- Poor road condition along some of our major routes causing daily heavy traffic gridlock.
- Constant assault on Staff.
HISTORY

The MVAA was established in the year 2007 with the sole responsibility for the issuance of certificate of title of a motor vehicle, issuance and renewal of all categories of motor vehicle and drivers license (Local); learners permit and other related matters. The Agency also reserves the right to revoke, suspend or withdraw any licence granted pursuant to the provision of the enabling Law.

To achieve these lofty ideals and in line with the policy thrust of the current administration, the enabling law of the agency makes provision for collaboration with private sector organizations.

Mission

To achieve Business process re-engineering through limited bureaucracy for efficient service delivery.

VISION

Provide and maintain a robust motor vehicle database and enduring private/public sector participation towards ensuring an improved revenue generation and collection.

PROGRAMMES AND ACHIEVEMENTS

FROM MANUAL TO FULL AUTOMATION

The MVAA inherited a system of manual registration and capturing of data on vehicles and drivers which posed serious challenges to the Agency's founding objectives as well as the realization of the State Government's vision of achieving rapid transformation of the transportation sector.
The Manual registration system was largely characterized by the following:

A generally poor level of public compliance with the regulations due largely to bureaucracy and lack of easy accessibility to the services

Lack of transparency as evident from widespread touting and faking of vehicle documents and other licenses

Unwieldy and time-consuming procedures which discouraged compliance and encouraged forgery and touting. This was especially the case with corporate organizations and individuals who routinely obtained vehicle documents illegally by proxy due to time constraints

Revenue leakages arising from non-existent accountability and monitoring challenges

Unreliable storage of vehicle and driver data which encouraged vehicle theft whilst hampering vehicle theft detection and crime investigation generally

Low level of inter-agency interface due to compromised integrity of the process of registration and issuance of documents

**THE DAWN OF AUTOMATION: BIRTH OF "AUTOREG"**

The dawn of automation of vehicle administration in Lagos State came with the formation of a ground-breaking partnership between MVAA and Courteville Investments Limited in consonance with the State Government’s policy thrust which emphasizes public/private sector partnership as a veritable platform for economic growth and development.
The partnership resulted in the creation of "AUTO-REG," Nigeria's first fully-automated, IT-driven vehicle registration and documentation platform. With this innovation, the MVAA quickly eliminated the deleterious socio-economic effects of manual vehicle registration. The immediate gains from automation of MVAA services include:

(a)Vastly increased accessibility for the motoring public with the creation more than 500 outlets for vehicle licence registration and renewal a, branches of banks participating on the AUTOREG scheme.
(b)Full automation of licence issuance and renewal at MVAA's 39 M Licensing Offices strategically located across the length and breadth of the state
(c)Improved public interface and compliance level as the MVAA has won over the segments of the public especially corporate organizations and busy individuals-who had hitherto patronized touts because of the previous time-consuming manual registration process. With AUTOREG, motorists now spend just 10 minutes or less to obtain vehicle licenses at the nearest bank or MVAA office.
This has resulted in a huge average annual increase of 60% in number of vehicles registered and licences issued under AUTOREG between 2007 and 2010.
(d)Virtual elimination of forgery and faking of vehicle documents the enhancing the integrity of MVAA licences and permits
(e) Generation and storage of digital data on vehicles registered Lagos state
The robust MVAA database now has data on 2.2 million vehicles and vehicles and their owners, arguably the biggest databank in the West African sub-region
(f) Reduction in vehicle theft as well as increased recovery of stolen vehicle due to the data-enhanced tracking capabilities of MVAA’s automated platform. The platform
easily prevents a stolen vehicle from being re-registered or having its licence renewed.

(g) Improved inter-agency collaboration with security and law enforcement agencies including the Nigeria Police, the State Security Service (SSS), the Economic and Financial Crimes Commission (EFCC) and others in the areas of crime detection and investigation by providing them with information from MVAA databank. MVAA attends to an average of 10,500 information request from security organizations and others per month.

(h) Blockage of revenue leakages by the platform’s in-built transparency and accountability machinery resulting in significant leaps in generated revenue.

(i) Creation of job opportunities for about 2,450 hitherto unemployed youths at MVAA vehicle renewal outlets.

**MVAA'S "AUTOHACK" BRAND : THE PLACEMENT OF HACKNEY PERMIT ISSUANCE ON THE AUTOREG PLATFORM**

To optimize the groundbreaking automation capabilities of the AUTOREG platform, the Government approved MVAA’s request to discontinue manual issuance of Hackney Permits (for commercial vehicles) and to place the process on the AUTOREG platform from November 2007. The resulting product "AUTOHACK" quickly transformed the process into a pleasant experience for commercial vehicle and commercial motorcycle operators. Once operators have obtained valid road worthiness certificate, vehicle licence and insurance policy, it now takes less than ten minutes and no longer four weeks to obtain a Hackney Permit from MVAA’s Licensing Offices.
The major gains from the introduction of AUTOHACK are:

(1) Virtual elimination of the erstwhile widespread faking of the permit and touting activities,
(2) Encouragement of voluntary compliance. The derivative of this is enhanced revenue collection and blockage of leakages,
(3) A further boost to the integrity of MVAA products and services
(4) Generation of a robust data on commercial vehicles and co motorcycles and their operators/riders in Lagos State.

THIRD PARTY INSURANCE (AUTO-INSURE)

Deriving from its concern for vehicle and motorists' safety and protection State Government also deployed the AUTOREG platform to curb the alarming increase in the circulation of fake vehicle insurance policies.

In collaboration with a consortium of reputable insurance companies, Lagos State Government, through the MVVA, now provide genuine Third party Insurance for motorists. Holders of this policy are entitled to, at least, twenty five thousand naira (N25,000.00) worth of treatment/medication in case of injuries sustained in auto accident in addition to other entitlements of 3rd party insurance policy.

DRIVER'S LICENSE: ISSUANCE AND DEVELOPMENTS

The Lagos State Government has remained at the forefront of campaign to ensure that only truly tested and certified individuals are licensed to drive on Nigerian roads. This position derives from the Administration's respect for sanctity of human life.
Over the years, the MVAA collaborates with the Federal Road Safety Commission (FRSC) on the production of the National Driver's License.

More importantly, Vehicle Inspection Officers (VIO) conduct proficiency test for license applicants at designated centers and only those cleared and certified during the tests are allowed to proceed to FRSC offices for photography biometrics capture.

The process has eliminated the acquisition of licences through proxies: fresh applicants must present themselves physically for photography, thumb printing, etc., at the FRSC offices. All issued Drivers Licenses are collected from MVAA Offices.

A vigorous public enlightenment and education campaign by the MVAA elicited a positive response from the public as an increasing number of prospective drivers voluntarily comply with the processes necessary to obtain genuine licences.

Meanwhile, the Lagos State Government has also commenced the implementation of the FRSC's New National Drivers license Scheme.

**MOTORCYCLE RIDERS IDENTIFICATION AND REGISTRATION SCHEME**

The scheme was put in place to regulate the activities of Motorcycle operators in Lagos state and curb the activities of criminals who freely robbed, killed and maimed their victims whilst posing as commercial motorcyclists.

The process of registering involves:

(a) Identification of prospective commercial Riders by the approved Riders' Associations
(b) Undergoing of Riding Proficiency Tests by prospective Riders at MVAA’s eight (8) Registration Centers

(c) Capturing and storage of personal details, including bio-metrics of riders

(d) Issuance of Rider’s identity cards to successful applicants

To date the Agency has 350,000 registered riders on its database,

Through public enlightenment and regular stake holders meetings, more riders will embrace the scheme.

**MOTOR VEHICLE AND MOTOR VEHICLE SPARE PARTS DEALERS PERMIT.**

In 2009, the MVAA took a decisive move to enforce compliance with the provisions of the extant law regulating the operations of Motor and Motor Spare Parts Dealers in the State.

The law was essentially designed to sanitize the Auto mart/Auto Spare parts industry - which had witnessed unhealthy and uncontrolled proliferation in recent years in order to:

- control the hitherto unregulated activities of motor vehicle and motor vehicle spare parts dealers which had provided cover for car criminals
- stop the prevalence of the recycling of stolen vehicles
- restore dignity to auto and auto spare parts business, and protect buyers through a tripartite (Original Owner/Seller Dealer Buyer) arrangement in the buying and selling of vehicles.
- ensure the genuineness of all transactions in the change of owner process whereby all prospective sellers (including individual owners) engage the services of authorized and registered dealers
• enhance the process of tracking and investigating vehicle and spare parts thefts
• track all motor vehicle / motor vehicle spare parts transactions thereby building a reliable data base on the industry for planning purposes

At present the Agency has 15 Auto and Auto Spare Parts Dealers’ registration outlets in various parts of the state for effective coverage and accessibility.

The Agency has vigorously pursued the enforcement of the law regulating and controlling the activities of the motor vehicle and motor spare parts dealer.

VEHICLE LICENSE RENEWAL ALERT (VLRA)

The MVAA's Vehicle License Renewal Alert (VLRA) service informs and reminds registered motorists via SMS about the impending expiration of their vehicle particulars and also keeps them abreast of traffic situations on the roads. The scheme was conceived and operated in partnership with Messrs Adonai-net Ltd and the Courteville Investments Plc. It is a further demonstration of the benefits derivable from genuine public-private sector partnership in rendering quality and efficient services to Lagosians.

CLIENTS' REPRESENTATIVES (CR) SCHEME

Since it commenced operations, MVAA has taken various measures to eliminate touting and faking of its products. In 2010, the Agency broke a new ground this aspect of its mandate when it introduced its Clients' Representatives(CR). The Scheme, a creative piece of social re-engineering recognizes former "licensing agents" who were empowered to operate legally on behalf of their clients in obtaining products and services of the Agency, having gone through rigorous security screening.

Following its launch, the scheme instantly generated 363 jobs for hitherto unemployed men and women thereby improving their economic wellbeing.
The scheme has been applauded for its convenience, as it takes services of the Agency to the doorsteps of individuals and corporate organizations who have in the past relied on touts in processing their vehicle documents and other services of the Agency.

**REVENUE GENERATION**

Although its focus and orientation is to provide top-quality services to the motoring public, MVAA has performed creditably in the area of revenue generation. The Agency’s efficient service delivery, automated services and mode of revenue collection have effectively blocked revenue leakages and ensured global standards of transparency and accountability in all its processes.

**Structure and mode of operation**

The agency has 4 core professional departments, 4 service departments and 2 units

The 4 professional departments are;

i. Registration, licensing and records
ii. Control and registration of licences
iii. Motor vehicle and motor vehicle spare parts dealers license
iv. Monitoring and internal control

The 4 service depts. Are

i. Finance and administration
ii. Accounts
iii. Project planning and development
iv. Legal services

The units are

i. Audit
ii. Public relations.

Mode of operation

The agency modus operandi includes the following:

i. Achieving efficiency through limited bureaucracy for effective motor vehicle administration;

ii. Examining areas of collaboration between private sector bodies and the agency in the operation of the agency’s assigned responsibilities especially in the area of service delivery, revenue generation and collection. This informed the ongoing success in the partnership on vehicle registration and licensing, vehicle renewal alert and third party insurance scheme;

iii. Ensuring staff and space utilisation with commensurate welfare for optimum performance;

iv. Achieving business process re-engineering whereby work procedure is streamlined with efficient service delivery. The Ultimate, being to fix time frame between demands for and delivery of service

PRINCIPAL OFFICERS

1. Permanent Secretary
2. Director Finance and Administration
3. Director Legal Matters
4. Director Project and Planning
5. Director Licensing and records
6. Director Dealers licence
7. Director Accounts
8. Chief State Licensing Officer
9. Head Monitoring
10. Internal Auditor
11. Head Corporate Affairs
LAGOS METROPOLITAN AREA TRANSPORT AUTHORITY

MISSION
We plan, facilitate, implement and regulate the provision of world class, integrated multi-modal transport systems, infrastructure and services through committed professionals.

VISION
LAMATA’S vision is to be a foremost facilitator of a sustainable and effective integrated transport system.

Core values
LAMATA will achieve its vision and mission through nine identified core values which are going to be its propelling principles:

- Commitment
- Professionalism
- Credibility
- Transparency
- Pro-activeness
- Passion
- Fairness
- Confidentiality
- Flexibility

HISTORY
The Lagos State Government (LASG) prepared the LAGOS URBAN TRANSPORT PROJECT (LUTP), the development objective of which is to improve the transport
system in Metropolitan Lagos sustainably through reforms in policy, institutional and implementation arrangements such that it contributes to poverty reduction.

The implementation of the 1st phase of the LUTP received the assistance of the World Bank through its associate, the International Development Association (IDA), in the form of a credit towards the cost of implementation of the LUTP. The LASG propelled part of the proceeds of the credit to undertake a Transport Master Plan of the Metropolitan Lagos.

The Lagos Metropolitan Area Transport Authority (LAMATA) was created in 2002 by the Lagos state Government as the main implementation vehicle for the realization of LAGOS URBAN TRANSPORT PROJECT (LUTP). LUTP attendant focal areas include coordination of the transport policies, programmes and actions of all transport related agencies in Lagos state, ensuring the physical traffic serviceability of declared roads; undertaking traffic management activities towards ensuring efficient and effective movement of traffic in metropolitan Lagos; and implementation of World Bank transport sector projects of the state, among others.

Thus the LAMATA law of 2002 established and empowered the authority, which was given jurisdiction over the conurbation in Lagos State and a declared network of primary and secondary roads that carried the bulk of road traffic and powers plan and coordinate public transport and make recommendations on route planning. LAMATA is staffed with highly motivated individuals with world class experience in transport and management, largely derived from the Nigerian Diaspora.

**Organizational structure**

LAMATA operates a lean bureaucracy of professional staff competitively selected according to World Bank standard, assisted by consultants with proven competencies. The organization consists of five major departments dealing with key issues for which LAMATA is responsible. These include: **Finance, Corporate Planning, Public Transport, Roads And Traffic**.
Five other units report directly to the Managing director. A special assistant to the Managing Director assists with the running and coordination of the managing directors’ office. The units under the managing director’s supervision are **external relations, internal audit, corporate and legal, procurement and planning** and modeling.
PROJECTS AND ACHIEVEMENT

On 2nd December 2003, LAMATA was officially launched and its assignment was to oversee the safe delivery and management of the
scheme. Since its inception, LAMATA has been very successful with the BRT which is the first BRT in the whole of Africa and which has since become reference point for other cities.

Before BRT, the implications of introducing a controlled competition regime for the core road passenger transport in Lagos were explored in a detailed study undertaken in late 2003. This identified inter-alia, that the structure the road transport industry was not then readily amenable to regulatory control, and held the power to block any attempts at reform.

Further, the private operators were also not in a position to make necessary investments in larger buses whose reduced numbers (in companies with mini buses) would act both to reduce congestion and whose greater capacity would raise productivity and hence offer the potential for lower fares and enable scheduled services (as opposed to traditional fill and run).

The BRT scheme came about after an extended period of consultation and understanding of the leadership of the operator unions and association. Agreement was reached to test both the regulatory reform and the fleet investment in a pilot scheme using the private-public financing frame envisaged in the establishment of LUTP. LAMATA was saddled with responsibility of providing an enabling framework, including traffic systems management measures in the corridor and provision of passenger terminals and a depot/workshop complex for the fleet, while operators would accept the regulatory enforcement and commit to the procurement of appropriate buses.

Currently LAMATA is involved in the blue line rail project which is a 27 km rail from Okokomaiko to Marina which is being developed in phases.
The goal of the blue line project is to reduce traffic gridlock in Lagos by providing alternative modes of transportation and facilitate development and economic activities as well as promote the use of public transportation along the Lagos Badagry axis.

**Project Description:**
The initial first line to be developed as part of the Lagos Urban Rail Network will be the blue line which will run from Lagos Island West to Okokomaiko, total distance of 27 kilometers. The Western 21 kilometers of the line will be positioned in the centre of the Lagos Badagry express way, which is currently being expanded by the Lagos State Government. Thirteen Passenger Stations will serve the line; some of which will interface with BRT service. The Stations at Iddo, Ebute-Ero, and Marina will also serve the red line which will run north from Marina—to Agbado.

The blue line fixed infrastructure will consist of 27 kilometre double track, each signaled track for bi-directional traffic flow, all of which will be grade-separated. A key element of the infrastructure will be a 800 meter 4-track railway bridge, spanning the lagoon from Lagos Island to Iddo NRC terminal on the mainland. The main stabbing yard and depots will be located at a site on the west end of the line. Rolling Stock and signaling technology will be of the highest standards in the world and that best suited to the unique operating conditions of Lagos. These are subject to on-going negotiations with potential concessionaires.

The design and construction of the Blue Line railway infrastructure is being financed directly by the Lagos State Government and over seen by LAMATA, with Project Management Consultant (PMC) acting on its behalf.
LAGOS STATE DRIVERS' INSTITUTE (LASDRI)

**Vision:** To facilitate the training and re-training of motor vehicle and certifying them for safety in Lagos state.

**Mission:** To provide adequate training to drivers in Lagos State, with the aid of modern equipment and audio-visuals.

**Goal:** Reduction of Road Traffic Accidents, congestion, road rage as a result of human problems.

**Objectives:** Improved Road Safety Culture in Lagos State.

**Initiative:** Using Modern equipment and audio visuals to retrain Drivers.

**Activities:**
- Training and retraining
- Public education
- Research
- Enlightenment

**History:**
A major factor leading to traffic gridlock on our road is attitudinal as various studies have shown that a larger percentage of road accidents occur due to human error or judgment.

As the State Government continues to aggressively construct new road throughout the State and systematically enhance the traffic management capacity, the need for drivers to continuously update their driving skills an awareness of traffic regulations with a view to achieving the desired level of road safety in a mega-city like Lagos informed the setting up of the Lagos State Driver’s Institute.

The Institute was established to correct mistakes of the past whereby drivers drive on the highway without adequate training. This has led to road traffic accidents, wastage
of man-hours and its attendant pressure on health to retrain and recertify professional drivers and this is compulsory. The institute will also conduct vision test and make appropriate recommendations.

**What led LASDRI to being Created:**

It is no gain saying that the rate and severity of road traffic crashes in Nigeria and Lagos State in particular has adverse effects on the man-hours coupled with its socio-psychological effects, deserves immediate attention of Government. Noting that 75% of road traffic crashes that result from human errors could be attributed to the driver, the Lagos State Government being aware that many drivers did not pass through any formal training in the ‘Technology’ of driving and as a result, lack of adequate knowledge of road traffic rules and regulation as well as simple requirement for vehicle maintenance, set up the Lagos State Drivers Institute and equipped its five centers with driving simulators and audio visual aids.

**Responsibilities:**

- Provided course of instruction, training, set standards for driving school in the state in collaboration with ministry of transportation,
- Ensure that all professional drivers in the employment of both Government and private organization attend the institutes for training and re-training at least once every year towards updating their skills.
- Issue certificate of competence to drivers who have successfully completed training in the Institute.
- Provide facilities to assist registered driving schools state in the State
- Compile and maintain database of all professional drivers in Lagos State.
- Train professional drivers in driving skills
- Train professional driver in road traffic rules and regulations
- monitors the activities of registered driving schools in the state.
- Educate trainees in the proper use of the highways
• Improve driving techniques of all categories of drivers
• Organize conferences, seminars, workshops and educational programs for professional and non-professional drivers from time to time.

**Consultancy services.**
The Institute offers consultancy services in the following areas:
• Driver selection
• Driver analysis
• Driver Instructor training
• Training of feet operators and managers
• Formulation of Road Safety Policy for companies etc.

**Courses Offered at The Institute.**

**Mandatory Professional Driver's Course: Compulsory for All Professional Drivers by Law of Lagos State.**

Course Content.
Who is Driver?, Qualities of a good driver, Responsibility to self, Responsibility to the Vehicle, Responsibility to the Environment, Road Signs and Markings, Duration: 1 Day and Course Fee

**Advanced Professional Driver Training Course**

• Course Content
  Driving in traffic, Right of way, Space cushion, Driving under adverse conditions, Parking Maneuvers, Vehicle literacy, Turning Maneuvers, Emergency situations, Road signs and markings, Cause and consequences of road accidents, Road rage, Duration: 2 days and Course Fee:

**Dangerous Goods Driver Training Program (DGDP)**

Course Content
Who is a Driver?, Qualities of a good driver, Responsibility to self, Responsibility to the vehicle, Responsibility to the environment, Road signs and markings, Treat recognition, Driving in traffic, Expressway driving, Right of way, Turning Maneuvers, Space
cushion, Space management, Parking Maneuvers, Driving under adverse conditions, Defensive driving, techniques avoiding collision traps road rage, Automobile fire management, Duration: 4 days and Course Fee

**Waste Truck/ Tractor Driver Program**

Course Content
Basic operations, Safe operating practices, Vehicle maintenance, Non-vehicle maintenance, Road traffic signs pavement markings and regulations, Duration: 4 days and Course Fee:

**Rehabilitation course**
**(TRAFFIC OFFENDER)**

Course Content
Driver Responsibilities, Traffic Rules and Regulations, Offence and Punishment, Highway Code Road Sigh and Markings, Defensive Driving Techniques, Road Courtesy, Road Rage
Duration: 1-day, Course Fee:

**Truck and Articulated Driver Program**

Course Content
Who is a driver, Drivers Responsibilities, Space Management, Turning Maneuvers, Parking Maneuvers, Expressway Driving, Right of Way, Space Cushion, Principles of Defensive Driving, Avoiding Collision Traps, Threat Recognition, Highway Code Road Signs and Marking, Load Security, Automobile Fire and Management, Vehicle Dynamics, Duration: 4 days and Course fee

**High capacity passenger Bus program**

Course Content
Who is a driver, Drivers Responsibilities, Basic Driving Techniques, Space Management, Turning Maneuvers, Parking Maneuvers, Expressway Driving, Driving in Traffic, Right of Way, Space Cushion, Principles of Defensive Driving, Avoiding
collision traps, Threat Recognition, Passenger Care and Management, Vehicle Care and Maintenance, Duration: 4 days, and Course Fee.

**Security Driver Training Program**

Course Content
Who is a driver, Drivers Responsibilities, Basic Driving Procedure, Passing, Space Management, Safer Driving Techniques, Basic security Driving( Do and Don’t), Route Planning and Analysis, Basic Tire Management, Threat Recognition, Security Awareness, Vehicle Dynamics, Vehicle Care and Maintenance, Intersection Duration: 4 days, Course Fee.

**Emergency Driver Training Program**

Course Content
Who is a driver, Driver Responsibilities, Basic Driving Procedure, Victim Handling and Management, Driving in Traffic, Adverse Driving Condition, Emergency Driving Situations
Intersections First Aid, Duration: 4 days and course fee.

**Driver Instructors Program**

**Schedule 1: Learning Procedures**
Thom Dike’s law of learning, Attitude and reaction to learning environment, Differences between adults and young learners, Basic principles of learning.

**Schedule 2: Learning Preparatory Procedure**
Learner’s needs
Development of course objective
Compilation of the blocks syllabus
Preparation of lecture notes lesson plans and training aids

**Schedule 3: Assessment of Trainees Procedure**
Elements of human psychology
Interpersonal relationship
Writing skills
4: Communication and report writing

Mode of communication

Types of communication equipment

Schedule 5: Driver Trainees Assessment

Safety check, Vehicle check, Clutch control, Hand brake, Moving off, Gear box, Gear positioning movement, Braking, Road positioning, Speed control, Hazard drill, Judgment

Signs and pavement marking, Consideration, Use of horn, Mirrors, Signals, Road sense

Schedule 6: method of presentation methodology of teaching

Group discussion, Teaching aids, Instructors input

Schedule 7: Training Vehicles

Stability, Mechanical Condition, Availability

Schedule 8: Route Planning

Nursery circuit and maneuvering area, Selecting driving training routes, Basic Driving Course route

Schedule 9: Communication

Schedule 10: Evaluation

Duration: 4 weeks, and Course Fee

Achievements

The Institute has trained over One Hundred and Seventy Five Thousand (175,000) drivers, while over Five Hundred Thousand (500,000) were retrained and certified in all the four out of five complete centers located in the five divisions of the State.
LAGOS STATE TRAFFIC MANAGEMENT AUTHORITY

VISION:
To develop a culture of regulation, control and management of traffic operations state wide to ensure hitch free traffic flow on Lagos road.

MISSION:
The mission statement for the agency is to reduce to the barest minimum, deaths, injuries, and economic losses through road traffic accidents, conflicts, congestion and delay by saving man hours usually wasted on public highways in Lagos State by employing modern traffic management techniques to inject order and control into the road traffic system in the state

GOAL:
To create atmosphere for a sustainable social and economic growth by ensuring free traffic flow in the state.

HISTORY
Before 1999, the transport and vehicular traffic situation in Lagos State, was in a state of neglect and chaos. The situation many road users were faced with in Lagos was rather harrowing, begging for urgent government attention. Studies carried out showed that the vehicle density in the state was about 224 vehicles/Km as against a National average of vehicles/km, as against a national average of 15 vehicles/km. The effect was the perennial road congestion in Lagos with its attendant traffic log jam.

In response the Lagos State Traffic Management Authority (LASTMA) was set up vide: Head of Service Circular HOS/l2/2000 of 13th July, 2000, with responsibility for regulation of traffic. Subsequently on June 2004, the LASTMA Bill was signed into law by the then Governor of Lagos State, Excellency, Asiwaju Bola Ahmed Tinubu. At inception, all staff of the former Traffic Management System (TMS) Department of the Ministry of Transportation was transferred to the newly created Agency while
about 240 staff consisting of various cadre were seconded to complement the effort of
the already existing staff inherited from the Ministry of Transportation. The agency
commenced her operations with (5) zones which have evolved to the present seven (7)
Area commands consisting of twenty-one (21) Zonal offices and headquarters
operations.

STAFF STRENGTH
At inception, the staff strength was about 450. However, as at today, the staff strength
of Lagos State Traffic Management Authority(LASTMA) is two thousand seven
hundred and fifteen (2,715) as at December 2011. The entry qualification into LASTMA
first school Leaving certificate(Primary Six)

PRY 6 L. CERT, SSCE, GCE&ORS
LEVEL 3—Traffic Assistant III
LEVEL 4—Traffic Assistant II
LEVEL 5—Traffic Assistant I
LEVEL 6—Asst Chief Traffic Assistant
LEVEL 7—Chief Traffic Assistant

OND/HND
LEVEL 6—Asst Traffic Superintendent.
LEVEL 7—Traffic Superintendent.
LEVEL 8—Higher Traffic Superintendent
LEVEL 9—Senior Traffic Superintendent
LEVEL 10—Principal Traffic Superintendent.
LEVEL 12—Asst Chief Traffic Superintendent
LEVEL 13—Chief Traffic Superintendent

BSC
LEVEL 8—Traffic Officer II
LEVEL 9—Traffic Officer I
LEVEL 10—Senior Traffic Officer
LEVEL 12—Principal Traffic Officer
LEVEL 13—Asst Chief Traffic Officer
LEVEL 14 — Chief Traffic Officer

OTHERS
LEVEL 15 — Asst Comptroller
LEVEL 16 — Deputy Comptroller
LEVEL 17 — Comptroller

Duties and Responsibilities:
LASTMA upon inception was saddled with the following responsibilities:

- Traffic Control, Management and Enforcement
- Public Education and Enlightenment
- Road Research and Statistics
- Road Furnishing Installation and Maintenance
- Driver Training and Rider Training
- Traffic Safety and Accident Management
- Evacuation of Broken Down and Abandoned Vehicles

In detail, the responsibilities of the agency are:

- Relations with Federal Road Safety Commission and other traffic agencies
- Control and Management of Traffic Operations State-Wide
- Training of state and local government traffic personnel
- Traffic control and enforcement of State and National Laws that govern the safe use of vehicles and declared roads in Lagos State
- Deter and apprehend road traffic offenders

- Educate drivers, motorists and the general public on the proper use of the highways
• Conduct research on driver behavior and traffic safety, in order to develop the most efficient and effective means of bringing about safety improvement
• Install and maintain traffic control devices on highways
• Establish and regulate the conduct of driving schools
• Destination and enforcement of the use of bus-stops and bus termini
• Co-operate with bodies, agencies or groups engaged in road safety activities or in the prevention of accidents on the highways
• Determine works and devices designed to improve traffic flow and device the appropriate road works and the locations where works and devices are required

• Identify, develop, promote and maintain new or alternate methods of traffic management and road safety
• Liaising with Federal Road Safety Commission

• Removal of abandoned and broken down vehicles highways
FINANCE AND ADMINISTRATION DEPARTMENT
The office of the Head of Service, through the Public Service Office seconded Administrative Officers to the Agency to assist in the management of Administration at Lagos State Traffic Management Authority (LASTMA).

Functions of the Department among other responsibilities include Staff Discipline, Staff Welfare, and Training/Seminar.

PUBLIC EDUCATION AND ENLIGHTENMENT DEPARTMENT
The authority in the last one year has carried its crusade for public education and enlightenment to various motor parks, schools and police community in the state by organizing public lectures in the following areas.


The curriculum of the training programme are as follows:

- Safety usage of the road, Defensive driving, Observation of the road traffic signs and signage’s, Positive attitudinal behavior of road use, Road traffic laws and government policies on transportation, Maintenance of interpersonal relationship among the road users and law enforcement agencies, Causes and effect of road traffic accidents, Street trading and its implication on traffic flow

It is equally worthy of note that some corporate organization such as LAFARGE WAPCO owners of the Nigeria Elephant cement invited LASTMA to educate their staff on the significant of road safety, impact of drugs and possible effects on the drivers.
The agency, (TT2009) TEENS FAVOURITE AWARD in conjunction with LASTMA organized AWARD Night for school children during which lecture was delivered on road safety, traffic road signs, importance of seat belt and wearing of crash helmet while riding motorcycles and tricycles.

PROVOST DEPARTMENT

The incidents of corruption and intimidation as it affects LASTMA officials and the motoring publics have continued to give the management sleepless nights. It is worthy of note that the department has never relented in its effort to fetch out the bad eggs within the organization.

In the year 2009 thirteen (13) LASTMA officials had been shown the way out while fifty-four (54) cases are still pending with the personnel Management Board (Disciplinary) awaiting final adjudication.

For example, on Wednesday 25th March, 2009 the duo of Obafemi O. and Odeyale Olalekan, dismissed LASTMA staff, were caught performing illegal duty around Zone 15 Somolu in full LASTMA uniform. They were arrested, sequel to a mail, addressed to His Excellency Mr Babatunde Raji Fashola (SAN) the Governor of Lagos State, by Madam Imis Osunde of Union Bank, Sanusi-Olusi branch, alleging that the two officers mentioned above extorted money from her.

Apart from the issue of discipline, the department is also saddled with the responsibility of investigating any traffic related offence/complaint, either from the members of the public or the management of the authority.

STAFF WELFARE DEPARTMENT

The welfare department is charged with the following responsibilities:

i. The department is responsible for celebration and ceremonies in LASTMA
ii. Prompt and adequate response to distress call from members of staff.

iii. The department facilitates the insurance claims due to LASTMA official.

The department conducts regular visits to some of our staff who were either attacked or injured by aggressive motorist especially commercial bus drivers.

While, the issue of insurance claims were usually followed-up to ensure compensation are paid to any member of staff who gets injured while on duty.

In the year under review, the welfare department recorded fifty-eight (58) accident/attack on it personnel, twenty-four (24) illness, eight (8) death.

**TRAFFIC MANAGEMENT AND SURVEY DEPARTMENT**

This department is responsible for plastering of fence, portioning of wall crapping with inscription of relevant traffic signs. It also conducts traffic survey cum designs of alternatives routes and signage required for rehabilitation of roads in the state. The department is also responsible for decision of customized signages for public education to enhance traffic safety in Lagos metropolis.

In the year 2009 this department had covered the following Areas in the State:-

i. Signs on the bridge concrete barrier at Apongbon outward Lagos, Ebute Ero inward Eko bridge loop, car wash at Iyana Oworo.

ii. Survey traffic cum designs of alternative routes during rehabilitation of roads at Ikorodu road, Mile 12, Jibowu etc.

iii. Identification of Bus stop from Oshodi to Toll-gate Axis

iv. Traffic survey of BRT and LAGBUS activities at Mile 12.

v. Assestment of Opebi junction/Bridge traffic situations with suggested solutions.

vi. Survey of traffic situation at Agege Motor Road with suggested solution and Sabo Bus-Stop with a view to relocating same.

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A total of one thousand (1000) road traffic signages were erected during the year under review and the department investigated various traffic related offences/complains as directed by the Chief Executive Officer and Special Adviser on Lagos State Traffic Management Authority respectively.

**STAFF CLINIC UNIT**

The agency maintained a staff clinic and the unit regularly attends to staffs of the Agency who require minor medical attention while serious cases were usually referred to State General Hospitals.

The summary of analyses of attendance at the clinic and referred cases is attached and marked annexure ‘B’.

**TRAFFIC TRAINING DEPARTMENT**

The Department, through its internal training, conducted Training course / workshops in the following disciplines for the under listed number of officers.

1) Radio communication skill for falcons i.e. supervisors for Traffic Assistant at choke points - 80 nos participants this was aimed at training officers on the effective use of communication radio.

2) Inventory reporting for Base / Duty officers – 42 nos participants. The forty two participants that took part in the workshop were trained on how to take inventory of towed vehicles to LASTMA base and rudiments of inventory taking items in the acts.

3) Ethic civic and moral training for effective service delivery – 80 nos participants- this was a training to guide our official on civilities and immoral acts.

Other courses undertaken by the Department: the workshop on various improvement courses for one thousand five hundred (1500 Nos) personnel through
the ministry of establishment & training, including simulation training course for 20 nos personnel at Ostra Hotel by Polytran Engineering company. In addition about 450 newly recruited staffs were also trained by the Department at Sea School Apapa in the year reviewed.

Furthermore, two hundred and forty-five (245) traffic offenders who were apprehended by LASTMA official were also given a two days driver’s compulsory training on the traffic rules and regulations in the cause of the year.

LAGOS STATE SCHOOL TRAFFIC SAFETY ADVOCACY PROGRAMME (LASTSAP)
The Lagos State School Traffic Safety Advocacy Programme is a carefully designed and unique traffic education program, for primary and secondary school children across the state.

This target group is particularly important because research shows that majority of commercial drivers on our roads as well as professional drivers in our society are either primary school leavers or secondary school drop outs. It is against this backdrop that the state Government (Babatunde Raji Fashola led Administration) established permanent structures to tackle the twin problem of Road Safety and Traffic Control in the State while developing the behavior and attitudes of children for safe road use relevant to the development of children and young people as passengers, pedestrians and cyclists. Thus the Lagos State School Traffic Safety Advocacy Programme LASTSAP was formed.

The programme has four (4) keys components to ensure that learning is holistic. They are:
* Traffic Safety Clubs
* Traffic Safety Labs
* School Driver Safety Training
* Annual Road Safety Awareness Programme

The Traffic Safety Cub activities include a Quiz and Road User Friendly (RUF) game competition which was developed in order to continuously engage the children in educative yet fun filled activities. In the last one year, the RUF Game Competition took place in the five divisions of the State, children who emerged winners will in the nearest future engage in the grand finale which will see winners travelling to the United Kingdom to see how its transport system works. So far, twelve children from various public schools across the State have travelled to the United Kingdom on an educational tour after they emerged winners in year 2009 and 2010 final competitions.

The Lagos State School Traffic Safety Advocacy Programme in the last one year has proven that children are true elements of change in the society as children trooped out in their hundreds to campaign against road accidents during the "Ember" Months. They played significant roles at Ojota motor park, Ipaja motor park and Ikorodu motor park by distributing fliers to enlighten motorists especially commercial drivers on the need to drive safely during ember months. Furthermore, the students played important role in building relations between the officers of the Lagos State Traffic Management Authority (LASTMA) and members of the National Union of Road Transport Work (NURTW) and other road users. Children were made to answer questions posed by the road users.

In the same vein, the Lagos State Government has created over seventy Traffic Safety Laboratories in various public and private schools in the State further enlighten the children on how things work on the roads before they exposed to it. Some of the Safety Laboratories have been commissioned and have since been put into use while others will soon be commissioned.
CHALLENGES:
The most daunting of the challenges faced by LASTMA is the bad attitude of the public towards the adherence to traffic rules and regulations. Officers of the agency have often come under serious attack under situations of very high public animosity, resulting in injury and sometimes death of LASTMA officials. Miscreants, and others, who feel that the presence of LASTMA preventing them from benefitting from a chaotic traffic situation, often see LASTMA personnel as primary enemies. They often resort to abducting and attacking them with dangerous weapons. When traffic situations get busy, drivers become impatient and this makes the work of LASTMA personnel difficult. Motorists blatantly disobey traffic laws and simple instructions apparently explore the fact that LASTMA officials do not carry weapons.

LASTMA ACHIEVEMENTS:
LASTMA has succeeded in clearing up a decongesting traffic gridlock in areas hitherto thought to be irredeemable hopeless. Such areas known for their resistance to previous efforts such as Idumota, Oshodi, Apongbon, Cater Bridge, Yaba, Ojuelegba among others.
It has also ensured effective traffic management in such traffic black spots as Ikorodu, dislodged illegally parked tankers from Orile, Ijora/mile-2, Toyota, Tin Can Port and moved them to Asiwaju Bola Ahmed Tinubu International Truck Terminal, Orile Iganmu.
LASTMA has entrenched the culture of immediate removal of abandoned vehicles and timely response to rescue and recovery operations. Today the number of minutes it takes to remove a broken down vehicle from the road has reduced considerably. All these have brought sanity to public transportation in Lagos State. There has also been an improvement in incidence management and considerable reduction in driving against the traffic.
THE LAGOS STATE WATERWAYS AUTHORITY (LASWA)

Formed following the passing of a law to repeal the National Inland waterways Authority Act 1997 in 2008 and then the subsequent enactment of the Lagos state waterways authority act 2008 the Lagos state waterways authority (LASWA) is the organisation responsible for regulating, developing and managing all aspects of the waterways of Lagos.

Vision
To develop and promote safe and appropriate navigation and recreational activities for all waterways users, while protecting maintaining and enhancing the unique conservation of the waterway.

GOALS
- Manage, improve and enhance navigation opportunities for the waterway.
- Protect the interest of those navigating and using the waterways
- Promote better access and information for canoeists and users of small craft.
- Contribute to enhanced bio diversity, heritage and landscape values of the waterway
- Develop the health, economic and social benefits of navigation, to the advantage of everyone
- A renewed focus on boating education and safety campaigns
- Partnerships with the boating community
- New penalties for unsafe behaviour
- Increase compliance checks

Action
- Develop and implement a business plan for boating education campaigns with targeted messages on speed, lighting and waterway safety
- Increase compliance checking and patrols with a zero tolerance approach to defective unsafe vessels

Mission statement.
LASWA protects, restores and preserves Lagos waterways through education, advocacy and enforcement, in order to provide clean and safe waterways for transportation, recreation and enjoyment to the communities and all waterway users. It is a “Waterway for All” serving local people and enhancing the local environment, and at the same time connecting all communities through the waterways.

HISTORY
The Lagos State Government in 2008 enacted the LASWA Act, which established the Lagos State Waterways Authority. LASWA is charged with the responsibility for coordinating and managing reforms necessary for the long term growth and development of water transportation in Lagos state, including the granting of ferry licences, dredging and concessions for the operation of terminals to the private sector. These reforms entail the creation of an enabling long term regulatory environment that attracts significant private sector involvement in the provision of water transportation services.

Through LASWA, the LASG has embarked on a programme of policy reforms and investments to promote and facilitate the provision of water transportation aimed at realising its potential to become an attractive mode of transport. This programme entails:

- Creation of an enabling long-term regulatory environment that provides a conducive environment for significant public–private partnership (PPP) in the provision of water based transport services;
- Implementation of the Lagos ferry project (LFP) a strategy designed to facilitate the provision of efficient and effective ferry services in Lagos state with active private sector participation
- Water transportation is an integral component of the development of Lagos states inter-modal transport system. The physical environment of Lagos well suited to accommodate water transport as about 17% of Lagos is composed of Lagoons and waterways.
• The main water bodies in Lagos state are the Lagos Lagoon, Ologe Lagoon, Port-
Novo creek, Badagry Creeks and the Atlantic Ocean
• Water transportation is one of the most advantageous transport modes, having
the least impact on the environment, the lowest cost for city transport, enormous
capacity reserves and the latest energy consumption. The environmental
• An efficient and effective tool in relieving road transport for both passengers and
vehicle traffic.
• A giant step in proffering further solution for the ever growing transport
demands in Lagos.

RESPONSIBILITIES
A. Construct, hire, purchase or otherwise acquire workshops and vessels of any class
within the state;
B. Regulate, establish and maintain within the waterways in Lagos, lines, regular
services of ships or other like carriers and generally regulate the use of state and
internal waterways by all users including private and common carriers;
C. Enter into contracts for the maintenance, exploration, superintendence,
management and transit of all state and inland waterways and terminals,
platforms, piers and jetties with any other person, authority, company or such
other private operators
D. Own, construct, purchase, take on lease or otherwise acquire and work in any
wharf, pier, dock, jetty, transportation terminal, building or work capable of being
advantageously used in connection with the business of the authority as
waterway transportation or carries;
E. Design ferry service and other water transportation routes, issue, regulate and
control all licenses for ferry services and other water transportation;
F. Charge and collect water transportation tolls, rates and charges;
G. Clear and maintain waterways free from all obstructions, derelicts, wrecks and
abandoned properties;
H. Install route buoys, gauges, distance boards and markings along the waterways;
I. Insure the vessels and other properties of the authority in any manner it deems fit
J. Undertake capital and maintenance dredging and channelization of the water ways
K. Undertake hydrological and hydrographical surveys of the waterways
L. Undertake installation and maintenance of lights, buoys and all navigational aids along water channels and banks of water ways
M. Clear water hyacinth and other aquatic weeds.

ACHIEVEMENTS

- The acquisition of four patrol boats and one Fi-Fi / Tug boat has assisted agencies in working with the Nigeria Marine Police Force together with a detachment of Anti - Terrorist Squad both on the waterways, and on roads along the waterways corridors all resulting in the awareness of regulations on our waterways and ensuring their compliance of all material times to acceptable regulations and standards.
- LASWA has also deployed trained Marine officers as water Guard corps to all functional jetties and terminals in the state and the waterways.
- Currently there are eight (8) ferry routes covered by the licenses with over 50 Boats/Ferry of various sizes registered for pleasure and commercial purposes.
- LASWA has also commenced Short Sea Shipping(SSS) by which goods especially heavy duty goods are carried across water with the state.
LAGOS STATE NUMBER PLATE PRODUCTION AUTHORITY

This is the state owned number plates production agency. It is charged solely with the responsibility of putting in place a production plan in order to cater for needs of prospective renewal applicants to enable them meet the deadline of 31st August, 2012.

ACHIEVEMENT

The issuance of the new number plates by the state government will be the first on a large-scale by any state government or federal government agency since the NPPA ceased production of the old number plates in September 2011.