

LAMATA

LAGOS METROPOLITAN AREA TRANSPORT AUTHORITY

Improving standards and safety of transport in Lagos



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Pix Governor Tinubu

Pix Board Members

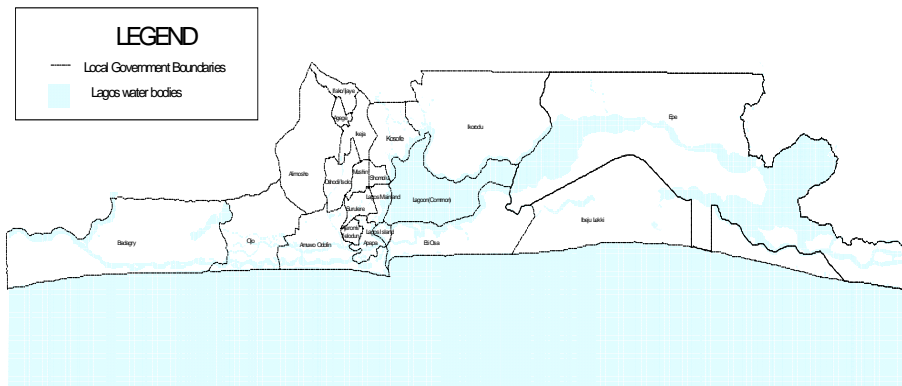
LAGOS STATE

- One of 36 States in Nigeria.
- Total area is 357,700 Hectares, with 17% (60,839 Hectares) of Lagoons and waterways.
- Population at 15 Million to move up to 25 Million by 2015 at current growth rate of 6%.
- Though the smallest state in the Federation, accommodates over 10% of the estimated population of the country.
- City is located close to the ocean and is surrounded by water bodies (lagoon).
- 22% of total surface area is water.
- Contains 20 local governments, soon to be increased to 57

LAGOS STATE GOVERNMENT

LAGOS METROPOLITAN AREA TRANSPORT AUTHORITY

LAGOS LOCAL GOVERNMENT AREAS



7 0 7 14 Kilometers

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Lagos State

ECONOMY

- Generates an important share of the income of the Nigerian economy.
- Lagos is the main commercial city of Nigeria.
- About 65% of all industrial and commercial establishments in the country are located in metropolitan Lagos.
- Over 40% of the skilled manpower in Nigeria is employed in the State.
- On foreign trade, Lagos has about 80% of the total value of import and accommodates the largest and busiest ports in the country.

BACKGROUND

Lagos is considered to be the sixth largest city and one of the most rapidly urbanizing metropolitan areas in the world. Its population is estimated at between 12 and 15 million inhabitants. When compared with 8-9 million in London, 8 million in New York and 7 million in Paris, Lagos is one of the world's mega-cities, easily the most populous city in Africa and its population far exceeds the entire population of some countries. At the current estimated growth rate of 6% per annum, by 2015 or so, the population is expected to hit 25 million people.

Geographically, the city is now extending beyond the borders of Lagos State into the neighbouring Ogun State in the north, such that the boundary of both states has for all intents and purposes disappeared.

At the moment, movement is mainly road-based, either by private car or by buses. The strategic road network in Lagos - the major primary, distributor and collector roads - covers no more than 650 kilometres. Currently some 200,000 vehicles are registered annually in Lagos. Nationally there are 11 vehicles to every kilometre of road, whereas in Lagos there are 222 vehicles to every kilometre.

The density of the Lagos population, the inadequate level of road space, the land – use characteristics and the absence of a mass transit system, combined with inadequate or poorly executed development plans and encroachments of road space, have given rise to numerous transportation problems in the Lagos metropolis. These include increasing traffic congestion; worsening state of disrepair of roads; deteriorating physical attractiveness and comfort of road-based public transport; sky-rocketing transport fares; absence of effective rail and water mass transit transport; rising levels of road accidents and increasing rates of traffic-related emission and atmospheric

pollution; and the growing menace of *okada* (motorcycle) transporters and area boys.

Traffic congestion is however exacerbated by another phenomenon – *danfos* and *molues*. There is an increasing need for road-based public transport to serve the ever-growing population and this gap has been filled by the informal private sector. The number of mini-buses has increased tremendously in the last few years to the extent that there are now around 75,000 mini-buses registered in Lagos. Unfortunately these vehicles now constitute the greater cause of congestion on Lagos roads.

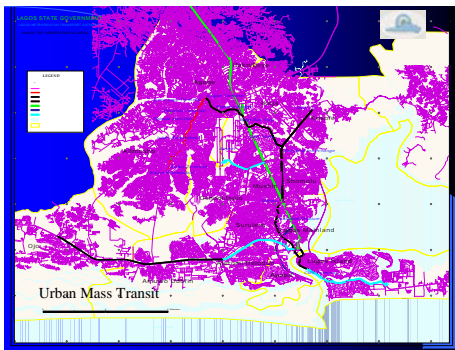
These public transportation challenges that are directly associated with the sprawling urban growth of Lagos are further aggravated by its status as the nation's economic capital. Although Nigeria's political capital has been moved from Lagos to Abuja, Lagos continues to be the hub of the nation's economic, commercial and industrial activities. With its vibrant local trading tradition, the city dominates the nation's commercial sector. Most of Nigeria's manufacturing outfits are concentrated in Lagos and 45 % of the nation's skilled manpower is resident in the city. In addition to this, the city remains Nigeria's gateway, housing the nation's principal commercial sea and airports.

The foremost status of Lagos has pressurized existing inadequate infrastructure to breaking point. Growing weaknesses in the physical and social infrastructure needed to support the burgeoning population and productive sectors have resulted in a decline in efficiency and productivity levels. For example, as far back as 1985, production costs in Lagos increased by 30%, to offset inefficiencies of public sector infrastructure and services, including transportation. The movement of the Federal capital to Abuja has not helped matters as it has resulted in Lagos losing some good sources of revenue for public services.

The transportation inadequacies places a further burden on the poor in urban Lagos as expenditure on transport is about 20% of the household budget, second only to expenditure on food.

LAGOS METROPOLITAN AREA

- Lagos Metropolitan area contains 89% of the total state population.
- The Metropolitan area occupies 37% of the land area of the state.
- A relatively small urban area with very high population density due to its current growth rate.



Lagos Metropolitan Area

Creation and Purpose of LAMATA

In response to these enormous transport challenges in the ever-expanding Lagos metropolis, the State Government established the Lagos Metropolitan Area Transport Authority (LAMATA), with the World Bank's collaboration in the form of technical advice and direct financial assistance to the tune of \$100 Million Credit and mandatory Lagos State counterpart contribution of \$35 Million. The World Bank fund is specifically towards the implementation of the **Lagos Urban Transport Project (LUTP)**, a programme designed to facilitate a sustainable and effective integrated transport system for the Lagos Metropolis, and in doing so, contribute to poverty reduction.

The **Lagos Metropolitan Area Transport Authority, LAMATA**, was created by an act signed into law on January 13, 2002 and formally launched on the December 2, 2003. LAMATA is to ensure the highest level of service in public transportation in the Lagos metropolis, by executing the LUTP.

LUTP and LAMATA however have their antecedents in various laudable efforts by different administrations and individuals as far back as 1978. These efforts resulted in the identification of the LUTP. Governor Bola Ahmed Tinubu's administration revisited and pursued the project with vigour on inception in 1999, culminating in the World Bank's approval in April 2001.

LAMATA is a semi-autonomous corporate body with an independent 13-member board, representing government and private transport sector operators. It is vested with the overall responsibility for promoting and developing public transportation in Lagos, managing the strategic road network in Lagos, promoting effective cost recovery in the transport sector and co-ordinating the delivery of transport projects in Lagos.

It has the primary mandate to play a leading role in carrying out transport planning for the metropolitan area and assist in transport policy formulation, coordination and implementation of major operational and investment decisions.

The Authority is designed to carry out the comprehensive maintenance of roads and related infrastructure, inventory of road and transportation network, continuous evaluation of road network status, overall improvement in traffic flow and planned and programmed traffic

engineering and management works. Its other tasks include overall improvement of public transportation systems, and orderly and structured development of the rail and water mass transit systems, among others.

Detailed Responsibilities

In greater detail, LAMATA also has the responsibility to

- Co-ordinate the transport policies, programmes and actions of all transport related agencies in the Lagos metropolitan area.
- Maintain and manage the declared road network of about 632 kilometres within Metropolitan Lagos. This may be expanded as the need arises.
- Plan, coordinate, manage and develop the supply of adequate and effective public transportation within Metropolitan Lagos.
- Recommend on route planning and general location of bus shelters, pedestrian ways and bridges.
- Collect and levy transport road user charges and establish a Transport Fund to sustain the performance of LAMATA.
- Coordinate activities of the State Licensing Authority and all vehicle inspection units.
- Recommend on policy issues on public transportation to the Governor including mechanisms for implementation.
- Prepare plans for the management and development of transportation in Metropolitan Lagos

LAMATA collaborates with identified stakeholders comprising about 100 general contact groups classified into 10 major categories – Internal, Government, World Bank, Mass Media professionals and institutions, Civil Society, Transport Associations, Police, Organized Private Sector, General public and UN/Donor/Bilateral Agencies.

To date LAMATA has enjoyed a good working relationship and collaboration with the State Ministries of Transportation, Works and Infrastructure, Finance, Physical Planning and Urban Development, Sports and Social Development, Economic Planning and Budget, the revered legislators in the State House of Assembly among others. At the Federal level, we have received and are still receiving support from the Federal Ministries of Transport and Works, the Nigerian Railway Corporation, and Bureau of Public Enterprises.

LAMATA's CORE VALUES

LAMATA will achieve its vision and mission through nine identified core values, which are its propelling principles:

Commitment

Professionalism

Credibility

Transparency

Pro-activeness

Passion

Fairness

Confidentiality

Flexibility

TRANSPORT CHALLENGES IN LAGOS METROPOLIS AND STRATEGIES FOR TACKLING THEM

The specific transport challenges LAMATA was created to address include

1. Inadequate Public Transport

Bus Transport: Bus public transport operation in Lagos is characterized by high levels of fragmentation and indiscipline. Majority of the estimated 75,000 buses are dilapidated and owned almost exclusively by individuals,

one or two each, which they drive themselves or hire out to drivers on a daily rental basis.

Rail Transport: Existing rail corridors are very few and grossly under-utilized. The Nigerian Railway Corporation services have gone comatose and at best operate limited, irregular services on the Agege to Iddo corridor.

Water Transport: Use of the waterways in Lagos is regulated by the National Inland Waterways Authority, a federal agency. Both the The quality of ferry services and number of jetties provided by the Federal and Lagos State governments along the waterways of Lagos are grossly inadequate. The potential of both rail and water transport remain largely untapped as they carry less than one percent of overall traffic in Lagos.



Diesel locomotives for now
system

Our vision is for an electrified

Non-motorized transport: Infrastructure facilities for non-motorized transport are extremely limited throughout the metropolitan area, and they receive little or no maintenance attention. Sidewalks, pedestrian bridges and pedestrian crossing facilities are in short supply or in disrepair.



Poor quality buses now mainly in use

Strategy

In order to build on the proven success of bus services in meeting the travel needs of the population and reduce their negative impacts, high priority will be attached to improving the quality and efficiency of bus services.

This will be done through a regulatory framework that includes formation of private operators associations on a route basis, transparent competitive mechanisms for allocation of franchises over core network of routes, incentive mechanisms to encourage investment in larger capacity and less-polluting buses. The operating environment for bus transportation will be improved by way of route rationalization, provision of exclusive bus lanes and busways.

The private sector will be involved in road financing and management through the build, operate and transfer (BOT) and similar arrangements.

With regards to water transportation, Government has concluded plans to privatise the Lagos State Ferry Corporation or sell to the private sector. The development of ferry services in the metropolitan area will be explored and LAMATA will respond to any sound proposals from intending operators, through improving or constructing new landing jetties and improving their access roads.

As for rail transportation, LAMATA will develop rapid rail mass transit comprising the NRC and two other major corridors of high commuter traffic demand, connected by a central ring.

**Details to be found in the LUTP Components starting from page
and the pull-out in the pouch at the back front page**



In use now are boats powered by engines



Starting now with diesel locomotives

2. Sector Management Weaknesses

Many of the observed shortcomings in the transportation system of Lagos stem from the sector's management weaknesses. These include (i) the absence of a well-articulated and adopted policy and strategic framework for the transport sector; (ii) fragmentation and duplication of institutional responsibilities among various agencies at the three levels of government; (iii) lack of inter-agency coordination among these various bodies; and (iv) absence of standard procedures for the technical and economic evaluation of programmes and projects.

Strategy

Government has tackled this problem by creating LAMATA as the single autonomous entity vested with the primary responsibility for the formulation, coordination and implementation of all transport policies and programmes in the Lagos metropolis.

3. Low Cost Recovery

Cost recovery in the transport sector in Lagos (and in Nigeria in general) is particularly low. For example, in the year 2000, Lagos recorded only a paltry 13% cost recovery ratio. Three major reasons account for this. These include low user charges and inefficient collection systems. The third reason, poor management and technical capacities, results in inadequate use of policy and regulatory instruments for different cost recovery mechanisms.

Strategy

LAMATA's cost recovery strategy aims to increase existing user charges and introduce new ones, that have no adverse impact on the poor and whose collection costs are low. The strategy involves mechanisms for the direct transfer of designated user charges from source into a dedicated Transport Fund managed by LAMATA. Essentially, LAMATA is to establish a Transport Fund representing a user financing mechanism to

increase the level of cost recovery in the transport sector. This will assist LAMATA to become self sustaining and ensure that *transport finances transport* as seen in Germany, Zambia, US, Ghana and Senegal. LAMATA is thus vested with powers to levy user charges in connection with the provision of its services and to collect any other tariffs, fees, including road taxes, as may from time to time be approved by the Governor. Another source LAMATA will promote is the fuel tax, which is very viable, enlarged and involves less administrative cost to implement.

4. *Low Road network density and efficiency*

The road network density of Lagos, put at 0.4 kilometres per 1000 population, is low, even by the standards of other African cities. And the network's efficiency is similarly low, with a limited number of primary corridors carrying the bulk of the traffic. Inadequately designed interchanges, where they exist at all, provide only partial access to the primary network. Many tertiary roads play the roles of secondary ones, few junctions are signalised while poor drainage infrastructure combine with drainage clogging with refuse to make roads impassable during the rainy season. We also have the problems of uneven road conditions, poor street lighting, lack of pedestrian facilities and inadequate parking spaces. Provision and control of parking is ad-hoc in nature while demand in terms of space and time far outstrips supply. Off-street parking spaces are few and the charges low, often incommensurate with the duration. On-street parking is the common feature even in the central business districts of Lagos Island and Ikeja, and is virtually free.

Strategy

LAMATA's strategy is to make productive use of existing road, rail and water networks, traffic and public transportation systems by improving operational efficiency and quality to high levels. Bus services will be enhanced and the road network efficiency improved. LAMATA will bring to, and maintain in good condition, a **632-kilometre network** of state and local government roads designated as “**declared roads**” through maintenance and rehabilitation measures. 4 different categories of maintenance activities are involved in LAMATA's urban road network efficiency improvement programme. These are Routine, Recurrent, Periodic and Rehabilitation maintenance, explained in details elsewhere in this document.

The efficiency of roads on this network is to be improved through Traffic System Management (TSM) measures, traffic police strengthened and vehicle condition control gradually tightened.

Photograph of road, e.g, Ijegun



Inadequate parking spaces

5. Road Safety, Environmental and Social Concerns

Road safety is a major concern as virtually all roads are unsafe in one way or the other. Rudimentary driver training, poor driver behaviour, public transport operators' indiscipline, unsafe vehicle conditions, uneven road conditions, poor street lighting, lack of pedestrian facilities and poor traffic enforcement all combine to produce an accident rate that is probably among the highest in the world.

The transport system in the Lagos metropolis as it exists today is fraught with three major environmental and four principal social problems. The three environmental concerns include vehicle emissions, improper waste oil disposal and high traffic noise level. Expensive transport fares, high accident rates, unreliability of the transport system and displacements constitute the four major social issues.

Strategy

To safeguard the public against these adverse social and environmental impacts, LAMATA has established a Safeguards unit responsible for safeguard assessment, with particular emphasis on pedestrian safety and social and environmental impacts. The unit will ensure that all transport operations on the network managed by LAMATA conform to appropriate environmental and safety standards, and that adequate resettlement measures are in place. LAMATA will ensure good road conditions, standard street lighting, provision of pedestrian facilities and adequate traffic control.

Another important component of this strategy is the establishment of an External Relations Unit with responsibility for wide-ranging engagement with all stakeholders and publics. An Information, Education and Communication (IEC) strategy has been developed to ensure adequate information, full involvement and participation of users and civil society in

the decision and implementation processes of LAMATA's programmes and activities. The strategy makes public involvement through public information, consultation and participation integral parts of the organization's planning and implementation of its programmes and activities. This will not only build a ground swell of public support for LAMATA and its operations, programmes and projects, but also promote a sense of public ownership, ensure transparency and accountability in decision making and implementation and reduce abuse of positions, infrastructure and facilities.

COMPONENTS OF THE LAGOS URBAN TRANSPORT PROJECT -LUTP

LUTP is made up of **five major components**, which correspond to the **five-point transportation strategy** designed by government to address the **five major problem areas** identified above:

1. INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING:

To be executed under this component are

- The establishment of Lagos Metropolitan Area Transport Authority (LAMATA)
- The creation of a dedicated Transport Fund
- Strengthening of Traffic Management units in the Local Government Areas within the Lagos Metropolitan Area.
- Support to Ministries, LASTMA and other partner agencies
- Environmental and Social Sectoral studies
- IEC Strategy

2. URBAN ROAD NETWORK EFFICIENCY IMPROVEMENT

This includes:

- Maximal use of the existing road space.
- Improved maintenance of roads leading to reduction in vehicle operating costs.
- Promotion of road safety.

LAMATA's urban road network efficiency improvement programme involves 4 different categories of maintenance activities:

(i) Routine Maintenance

These routine maintenance works involve drainage clearing to reduce flooding, road sweeping and cleaning, vegetation trimming and haulage of disposable materials.

(ii) Recurrent Maintenance

This involves filling or sealing of cracks, repair of potholes, treatment of swellings, depressions, etc on the roads.

(iii) Periodic Maintenance

The periodic maintenance works involve application of asphalt overlays, reconstruction of walkways, road markings and installation of concrete lined drains to control flooding. They also involve some minor Traffic System Measures such as signage and traffic light installation at some junctions.

(iv) Rehabilitation Maintenance

The rehabilitation works involve reconstruction of pavements and application of an overlay of 50-millimetre thick hot rolled asphaltic wearing course. They also involve the reconstruction of drainage systems, kerbs and pedestrian walkways.



Ikotun/Ijegin before rehabilitation



Ikotun/Ijegin after

Traffic System (TSM) Measures

TSM measures being introduced include junction improvements, parking controls, one-way systems, lane markings, street lightings and bus facilities, designed to improve the efficiency of the Declared Road Network.

Efforts and investments in road development are in preparation for the reform of bus services in the metropolis and subsequently the introduction of road-based mass transit systems.

3. BUS SERVICES ENHANCEMENT

Covers the

- Establishment of an effective bus regulatory framework.
- Establishment of bus route franchise schemes.
- Encouragement of bus re-fleeting by the Private Sector

This component comprises

a. Reformed Bus Services

The reform will involve the facilitating of an environment where the number of operators is reduced from the current 50,000 individuals, each running his or her own bus within a totally de-regulated market, to a maximum of 100 corporate entities.

Viable, definitive routes will be established and franchised to licensed corporate operators on a competitive tender basis, and 2 or 3 operators assigned to each route.

We are piloting this approach on the Iyana-Ipaja-Ikotun route to the west of the city.



Modern articulated bus

Advantages of the Bus Route Franchising Scheme

- Regulated bus system
- Use of clean and comfortable buses with appropriate capacity.
- Efficient traffic enforcement.
- Congestion along franchised corridor(s) is relieved.
- Regulated fare charges.
- Good return on investment for operators.
- Clean and comfortable bus stations

- Environmentally friendly

Photograph of bus

b. Bus Rapid Transit (BRT)

BRT is a roadway-based rapid transit system that looks and behaves like a light rail. They offer high capacity rapid transit services, 10,000 to 30,000 passengers per hour per direction, mostly on segregated lanes. By using roads, BRT does not require expensive tracks like the rail systems and other supportive infrastructure, but offers users a high quality rapid transit experience like rail. Users walk to comfortable stations, enter with pre-paid fare system, enter the platform and board the bus through multiple doors and quickly move to their destination.

Show photographs of molue, danfo and the proposed BRT bus



Clean, secure and comfortable stations and terminals common on BRT systems

Advantages:

- Exclusive right of way
- Clean, secure and comfortable stations and terminals
- Fast and efficient fare collection
- Effective regulations for bus operators
- Use of Intelligent Transportation Systems (ITS)
- Transit priority at signalized intersections

- Integration with other modes of transportation

Features of LAMATA's BRT:

1. Operate along major corridors of metropolitan Lagos.
2. 200-250 km network of busways and 400-450 km of feeder routes.
3. Use of 4,000 high capacity, low emission trunk buses combined with 2,000 feeder buses.
4. Will provide service for 6 Million passengers per day (up to 35,000 passengers per hour per direction) in the heaviest loaded sections.

4. WATER & NON-MOTORISED TRANSPORT PROMOTION, which includes

- Privatisation of existing State owned ferries.
- Encouragement of non-motorised transport

a. Water Transport

Though currently under-utilized, Water transportation has the potential to become an attractive mode of transport in the Lagos Metropolis. Existing commuter ferry services between Mile 2, Apapa and Marina will be enhanced, while services to and from the Lekki area will be created and potentials for services from the Ikorodu area to Lagos exploited. Special focus will be directed at the water transport needs of communities, such as those around Snake Island, which are solely dependent on water transportation. The LSG is looking at improving jetties and landings appropriate for the types of crafts they use and develop accessible interchanges (to other forms of transport) at strategically located points.

Ferry picture



b. non-motorised transport

Walking and bicycle riding will be encouraged by the provision of facilities and infrastructure for bicycles and pedestrians.

Pictures of pedestrian and bicycle rider

5. RAIL MASS RAPID TRANSIT

Rail Mass Transit

The vision for rail mass transit comprises the development of three major corridors of high commuter traffic demand - the North-South corridor between Ifo/Ota Alagbado and Iddo along the Nigerian Railway corridor; the Eastern corridor to serve the emerging development along the Lekki to Epe axis; and the Western corridor along the Mile 2 – Okokomaiko/Agbara axis. These areas are being given the first consideration for Rail Mass Transit because they represent areas of high demand and development potential. A Build, Own and Transfer (BOT) contract agreement for the delivery of the first phase of the Light Rail project along the western corridor was signed in March 2005, between the Lagos State Government and LEMNA International Inc. of the United States. The project is estimated to cost \$240 million and has an implementation period of 48 months, for the construction of the rail track, installation of signalling equipment and acquisition of rolling stock.



Modern mass transit train system – our vision for Lagos

LAMATA’S ORGANIZATIONAL STRUCTURE

LAMATA operates a lean bureaucracy of 36 professional staff competitively selected according to World Bank standards, assisted by consultants with proven competencies. The organization consists of five major departments dealing with the key issues for which LAMATA is responsible: **Corporate Planning, Public Transport, Roads, Traffic Management and Finance**. There are seven other units – Safeguards, External Relations, Internal Audit, Information Technology, Corporate and Legal, Procurement and Human Resources.

Relationship with other Ministries/Agencies

A major hindrance to transport agencies in developing cities is the fragmentation and duplication of institutional responsibilities among agencies and lack of inter-agency coordination. The dimension of this overlap factor is great here in Lagos where at least three other major agencies are simultaneously responsible for traffic and transport issues at the state government level, not to talk of the federal and local government levels.

The modern trend is the holistic strategy whereby a single agency is vested with the full regulatory responsibility for the whole transport system in all its ramifications. This is to achieve an effective and efficient public

transportation system that will have private sector participation.

Throughout the world, there exists in the cities a semi-independent regulatory transportation agency, which regulates the functions and powers of public transportation. In line with this trend,

LAMATA should provide the overall vision and coordinate strategic planning of public transportation issues in Lagos. However, to avoid conflict with existing Ministries/Agencies that have been carrying out these functions before now, the following compromise positions will be the basis of the relationship between LAMATA and these agencies.

MINISTRY OF WORKS AND INFRASTRUCTURE (MOWI)

The MOWI will construct new roads within the state and maintain the roads outside LAMATA's scope, while LAMATA will manage and maintain the *declared road network* in conjunction with the ministry. The network includes the identified core public transportation routes totalling 633 kilometres. Modalities of implementation are constantly being worked out with the Executive Governor and the MOWI.

MINISTRY OF TRANSPORTATION (MOT)

The MOT will be responsible for policy formulation, establishment and defining of the transport sector policy and regulatory framework as well as the preparation of Lagos State traffic ordinances, vehicle construction and use regulations. LAMATA on the other hand will coordinate all policies, programmes and actions of all transport-related agencies currently under the MOT (LASTMA, MVA and VIO). It will concentrate on effective coordination of these agencies after strategic studies and modules for effective implementation have been worked out. LAMATA will also coordinate the public transportation system and programmes of the State Government including the encouragement of private sector participation.

LAGOS STATE TRAFFIC MANAGEMENT AUTHORITY (LASTMA)

LASTMA will focus on traffic control while LAMATA concentrates on traffic management and related tasks.

HOW LAMATA DIFFERS FROM OTHER GOVERNMENT ORGANIZATIONS

Although a quasi-government institution, LAMATA differs from other government organizations in the following ways:

LAMATA is designed to meet the best organizational and operational private sector standards.

It is semi-autonomous and not a parastatal of a ministry

It will operate on the basis of financial independence and sustainability, financing itself through the Transport Fund.

Performance Indicators for LAMATA

The success of LAMATA will be assessed using the following five output indicators:

Reduction in expenditure on transport

Increased satisfaction with public transport

Decline in time spent by the poor on transport

Positive impact on road and pedestrian safety, environmental and social issues

Empowerment of beneficiaries through participatory processes.

LAMATA'S SUCCESS STRATEGY

Expectations are quite high that LAMATA will succeed. These expectations are hinged on six success principles:

Common vision – All stakeholders will be mobilized to share a common vision, the same broad goals and commitment to the principle of public information, consultation and participation

Community support – Mobilization of community support for identified short-term achievable projects

Adequate funding – Adequate funding will be ensured through the Transport Fund into which proactively identified new sources of revenue will be lodged. The principles of transparency and accountability will be observed and projects will be equitably and objectively assessed

Empowerment of partners – Collaboration will be initiated and sustained with identified partners and they will be empowered through capacity building and other means

Leadership – Promoting leadership support for the project on the political, religious, traditional and private sector fronts, as well as accountability and transparency at the level of leadership

Capacity Building – A culture of performance excellence will be established through recruitment of highly skilled staff, and continuous training for exposure to latest competencies.

JOIN LAMATA TO TRANSFORM TRANSPORT IN LAGOS

It is very clear that LAMATA is set to address the transportation disorder in Lagos, its ineffective and inefficient public transportation system, the absence of any structured and effective mass transit system, a virtually non-existent rail system, a comatose ferry and water transportation system and deplorable road networks. Intractable and desperate as these transportation problems may seem, LAMATA is poised to solve them, and indeed has started to solve them, as its scorecard above shown. We can only succeed if all stakeholders – government and its agencies, the World Bank, civil society, transport operators and associations, the private sector, the media, NGOs and indeed all road users – join us in a broad cooperative alliance to improve transport accessibility and affordability, traffic and transport services, safety, comfort and operational efficiency, and to ensure a clean environment. We invite you to join and support LAMATA in this worthy venture.

PULL-OUT

LAMATA's ACHIEVEMENTS SO FAR – December 2005

Eighty five contracts of various categories of maintenance were awarded in LAMATA's first year of operation under the road network efficiency improvement component. **59** of the contracts are **routine**, **22 recurrent**, **3 periodic** while **1** is **rehabilitation**. The contracts have been successfully executed.

The three periodic lots or groups of roads covered stretches and portions of **46 roads in 19 Local Government areas** in the Lagos Metropolis.

Photograph of Ijegun

Stages of Completion of Maintenance Works

Routine and Recurrent Works

The drive, determination and commitment with which LAMATA has tackled its road maintenance task is underscored by the fact that LAMATA has carried out routine maintenance on 506 kilometres on its declared road network so far. The **first batch of the 59 routine and 22 recurrent contracts were fully completed. An extension contract which was signed in February 2005 has also been completed.**

Periodic Maintenance Works

On the **periodic maintenance** works, it is noteworthy that a total of 28.3 kilometres on **47 roads have been completed.**

The roads completed in the first year are in **3 lots**, as follows:

Periodic lot 1 (19)

The **first lot** involves periodic maintenance works over **19 roads in 10 local government and council development areas.** They include

- 1. Creek Road in Apapa Local Government Area (LGA)**
- 2. Rhodes Crescent also in Apapa LGA**

- 3. Iganmu Road in Surulere LGA**
- 4. Market Street in Shomolu LGA**
- 5. Ojo Road in Ojo LGA**
- 6. Randle Avenue in Surulere LGA**
- 7. Commercial Avenue in Apapa LGA**
- 8. Glover Street in Lagos Mainland LGA**
- 9. Wakeman Street in Lagos Mainland LGA**
- 10. Palm Avenue in Mushin Ajina Local Council Development Area (LCDA)**
- 11. Abule Ije Road in Yaba LGA**
- 12. Church Street in Mushin LGA**
- 13. Industrial Avenue in Odi-Olowo/Ojuwoye LCDA**
- 14. Diya Street in Shomolu LGA**
- 15. Jagunmolu Street in Shomolu LGA**
- 16. Shogbamu Street in Shomolu LGA**
- 17. Amukoko Road in Apapa-Iganmu LCDA**
- 18. Savage Street in Apapa-Iganmu LCDA**
- 19. Ogunlana Drive in Surulere LGA**

Photographs of Ogunlana drive, Jagunmolu Street, Randle Avenue

Periodic lot 2 (17)

The second lot is a periodic maintenance covering **17 roads in 6 local government and council development areas** This lot comprises

- 20. Alli Balogun Street in Lagos East LCDA**
- 21. Docemu Street in Lagos East LCDA**
- 22. Freeman Street in Lagos East LCDA**
- 23. Upper Street in Lagos East LCDA**
- 24. Orogiri Road in Lagos East LCDA**

- 25. Phoenix Avenue in Lagos East LCDA**
- 26. Williams Avenue in Lagos West LCDA**
- 27. Akanbi Street in Yaba LCDA**
- 28. Dabiri Street in Yaba LCDA**
- 29. Bariga Street in Bariga LGA**
- 30. Adetayo Osho Street in Shomolu LGA**
- 31. George Street in Yaba LCDA**
- 32. Igbobi College in Shomolu LGA**
- 33. Olumo Street in Yaba LCDA**
- 34. Shipeolu Street in Shomolu LGA**
- 35. Adelabu Street in Surulere LGA**
- 36. Adeniran Ogunsanya Drive in Surulere LGA**

Photographs of Adeniran Ogunsanya, Shipeolu street, Orogiri Street, Williams Avenue

Periodic lot 3 (11)

The third lot, also a periodic maintenance, **covers 11 roads in 6 local government areas.** Covered in this lot are:

- 37. Idimu Road in Alimosho local government area**
- 38. Ladipo Oluwole Avenue in Ikeja local government area**
- 39. Balogun Road in Ikeja local government area**
- 40. Industrial Crescent in Ikeja local government area**
- 41. Oba Akinjobi Street in Ikeja local government area**
- 42. Olatunde Daniel Street in Odiolowo/Ojuwoye local government area**
- 43. Oshodi Road in Oshodi local government area**
- 44. Tinubu/Oyewole Street in Odiolowo/Ojuwoye local government area**

45. Isolo Road in Isolo local government area

46. Majolate Street in Odiolowo/Ojuwoye local government area

47. Fatai Atere Street in Mushin/Ajina local government area

Photographs of Oba Akinjobi, Fatai Atere Way, Ladipo Oluwole

These roads are now a delight for commuters to drive on because they have been provided with new asphalt overlays and concrete walkways, as well as concrete lined drains to prevent flooding. In addition, they will soon be provided with adequate Traffic System Measures such as road markings, new signages and traffic lights.

The periodic maintenance works involve application of asphalt overlays, reconstruction of walkways, road markings and installation of concrete lined drains to control flooding. They also entail some minor Traffic System Measures such as signage and traffic light installation at some junctions.

The duration of all the recurrent and periodic maintenance contracts is 12 months and the roads were repaired and continuously maintained over the period. This is a unique feature in contract maintenance in Nigeria, in that the contractor is under obligation to keep the roads in good condition for a period of one year. In which case even when a new damage occurs on a road already completed, the contractor has to put it right, at no extra cost.

Rehabilitation Works – Photographs of Ijegan before and after

The one rehabilitation lot involves the complete rehabilitation of the 3.4 kilometre-long Ikotun/Ijegan Road in Igando-Ikotun local government area. The rehabilitation works were completed in May 2005 and commissioned by the Lagos State Governor on May 31.

Another rehabilitation contract, for the complete redevelopment of **Oba Sekumade Road, Majidun/Ipakodo, in Ikorodu west local government area**, was awarded in January 2005 and completed in December 2005. The road was commissioned by Governor Bola Ahmed Tinubu on February 2, 2006.

The rehabilitation works involved redesigning the road as a dual carriageway, application of an overlay of 50-millimetre thick hot rolled asphaltic wearing course, as well as the reconstruction of drainage systems, pavements, kerbs, lay-byes, outfall drains and pedestrian walkways.

In 2005, **101 roads**, cutting across all the local government areas in Lagos State, were covered under our maintenance and rehabilitation programmes.

It needs to be emphasized that through LAMATA's road development programme, the Lagos State government is doing more than improving roads. It is also **creating jobs**. These contracts have together generated direct employment for about **6,000 grassroots people** in Lagos State.

For our 2006 programme, we are pursuing road repairs and rehabilitation works with vigour. In the last quarter of 2005, we signed contracts for the overlay of some roads as well as total reconstruction of others. These are part of the **101 roads** on which we intend to work under our **2006 programme**.

Under the first phase of the 2006 programme, 38 roads will receive a facelift under the Authority's periodic and rehabilitation maintenance programme.

The roads are

Akerele Road, Surulere Local Government

Bode Thomas Street, Surulere LG
Tejuosho Street, Surulere LG
Olatunde Onimole Street, Itire, Surulere LG
Kushimo Street, Itire, Surulere LG
Enitan Street, Surulere LG
Olubunmi Alonge Street, Surulere LG
Agbebi Street, Itire, Surulere LG
Queens street, Apapa LG
Bauchi road, Apapa LG
Gaskiya College Road, Ijora, Apapa LG
Okoya Street, Ajegunle, Apapa LG
Arowjobe Street, Oshodi LGA
Oko-Oba Road, Agege LG
Alfa Nla Road, Agege, LG
Isheri road, Ikeja LG
Town Planning Way, Odiolowo/Ojuwoye LG
Little Road, Yaba, Lagos Mainland LG
Onike road, Yaba, Lagos Mainland LG
Demurin Street, Ketu, Kosofe LG
Fola Agoro Street, Somolu LG
St. Finbarr's Road, Akoka, Somolu LG and
Isheri Omole Estate Road, Ikeja LG

Others are Alaba/Ojo-Igbede Road, Ojo LG
Old Ojo Road, Ojo LG
Adetola Street, Coker/Aguda LG
Kirikiri Road, Apapa LG
Babs Animasaun Street, Coker/Aguda LG
Bishop Oluwole Road, Victoria Island, Iru-Victoria Island LG
Saka Tinubu Street, Victoria Island, Iru-Victoria Island LG

Keffi Street, Obalende, Eti Osa LG

Idejo Street, Victoria Island, Eti Osa LG

Kofo Abayomi Road, Iru-Victoria Island LG

Ayo Alabi Street, Ojodu LG

Meran – Command Road, Ojokoro LG

Ladipo Street, Mushin LG

Ojerinde Street, Mushin LG and

Fagbenro Street, Mushin LG

The roads to be repaired are intended to reduce travel time, reduce cost of transportation and ultimately lead to poverty reduction of the generality of the Lagos residents.

All these efforts and investments in road development are in preparation for the mass transit system LAMATA intends to develop for the Lagos metropolis. LAMATA is pioneering in sub-Saharan Africa a holistic strategy involving the overall improvement of not only the road mode, but also the rail and water modes of transportation in the Lagos metropolis. The plan is to put in place systems such as Bus Rapid Transit (BRT) and the Light Rail Transit (LRT), to move large numbers of commuters at the same time.

Traffic System Management (TSM) measures

As part our desire to improve safety on our roads, LAMATA has carried out Traffic System Management Measures on some critical junctions that have been prone to accidents in the past. What we have done has been to upgrade them to international standard with necessary traffic infrastructure. We are carrying out such measures at 17 junctions, some of which have been completed. They are at

Mile 12/Alapere

Ojota/Ogudu

Ikorodu Road/Oregun junction

Anthony Interchange by Town Planning Way, Ilupeju
Ilupeju Bye pass
Itire junction (Apapa-Oshodi Expressway)
Iyana-Iba junction
Meiran; Ijaiye/Kollington
Isolo (Apapa-Oshodi Expressway)
Ojuelegba; Orile (Lagos-Badagry Expressway)
Okokomaiko
Ojo Road, Agege Motor Road (Palm Avenue)
and Agege Motor Road (Oyetayo Street)

Our observation is that motorists are quickly adjusting to these measures and have helped in reducing accidents on our roads.