



Institutional Capacity and Urban Mobility Management: Challenges and Opportunities in Lagos State Transport Sector

Oluwakoya, Adeniyi Olufemi

Department of
Transport
Management,
Redeemer's
University, Ede
Osun State,
Nigeria

Abstract

Lagos State faces significant urban mobility challenges, including traffic congestion, inadequate infrastructure and an overreliance on informal transport systems. Institutional capacity plays a critical role in addressing these challenges, yet it remains constrained by governance inefficiencies, limited human resources, financial shortfalls, and technological gaps. This study examines the institutional landscape of Lagos State transport sector, focusing on key actors such as the Lagos Metropolitan Area Transport Authority (LAMATA) and the Lagos State Ministry of Transportation. Using a mixed-method approach, including policy analysis, case studies and stakeholder interviews, the research identifies systemic challenges and explores opportunities for strengthening institutional frameworks. Findings reveal that fragmented governance structures, insufficient workforce capacity and a lack of sustainable funding mechanisms hinder effective transport management. However, opportunities exist to leverage policy reforms, capacity-building initiatives, innovative financing models and smart mobility technologies to enhance institutional efficiency. The study provides actionable recommendations for stakeholders, emphasizing collaboration, technological adoption and sustainable funding. This research contributes to the discourse on urban mobility governance in Sub-Saharan Africa, offering insights into the transformative potential of institutional capacity in achieving sustainable transport systems in Lagos State.

Corresponding
Author:
oluwakoyaa@run
.edu.ng

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1. INTRODUCTION

Lagos State in Nigeria is home to over 20 million people and it serves as the nation's economic and cultural hub. As one of the largest and fastest-growing cities in Sub-Saharan Africa, Lagos faces mounting urban mobility challenges. Chronic traffic congestion, inadequate transport infrastructure, and a reliance on informal modes of transportation characterize the city's transport

system (World Bank, 2022). These challenges are exacerbated by rapid urbanization, which adds an estimated 600,000 new residents to Lagos each year, further straining the city's already fragile mobility networks (UN-Habitat, 2021). The consequences of these mobility challenges are far-reaching. Traffic congestion alone costs Lagos billions of dollars annually in lost productivity and environmental degradation (World Resources Institute, 2021). Informal transport systems, such as danfos (shared minibuses) and okadas (motorcycle taxis), fill critical gaps in mobility but operate with minimal regulation, leading to safety risks, inefficiencies, and environmental harm (Adeniji, 2020). Meanwhile, the city's formal transport systems, including the Bus Rapid Transit (BRT) network, struggle to meet demand due to funding constraints and governance inefficiencies (Oni, 2019).

Institutional capacity which is the ability of government institutions to plan, implement, and manage effective transport systems plays a pivotal role in addressing these challenges. However, fragmented governance structures, overlapping institutional mandates, and limited resources weaken the ability to deliver efficient and sustainable mobility solutions (Adeniji, 2020). The interplay between formal transport systems, such as the Lagos BRT, and informal operators further complicates urban mobility management (Ogunkoya, 2008; Ogunkoya and Falooore, 2010; Oluwakoya, 2014; Oni, 2019). Without strong institutional frameworks, efforts to modernize transport systems risk being undermined by poor coordination, inadequate enforcement, and resistance to change (Cervero, 2013).

This research aims to examine the institutional capacity of Lagos State's transport sector, focusing on its governance, workforce, financial mechanisms, and technology adoption. The study seeks to address the following questions:

- i. What institutional challenges undermine effective urban mobility management in Lagos?
- ii. What opportunities exist to strengthen institutional capacity for sustainable and inclusive urban transport systems?

Moreover, the study highlights the activities of key actors, including the Lagos Metropolitan Area Transport Authority (LAMATA), the Lagos State Ministry of Transportation, and informal transport operators. By analyzing challenges and identifying opportunities, the study provides actionable recommendations for enhancing institutional capacity to meet the city's mobility needs. The findings of this research are particularly timely, as Lagos State stands at a crossroads in its urban development trajectory. With the right institutional reforms, the city can harness its potential to become a model for sustainable mobility in Sub-Saharan Africa. Conversely, failure to address these challenges risks exacerbating congestion, inequality, and environmental degradation, with implications for the region as a whole.

2. LITERATURE REVIEW

2.1. Institutional Capacity in Urban Mobility Management

Institutional capacity is a critical factor in achieving efficient and sustainable urban mobility systems. It encompasses the ability of institutions to plan, regulate, and manage transport systems effectively, supported by appropriate governance structures, financial resources, and skilled personnel (Cervero, 2013). Studies have shown that cities with robust institutional frameworks are better positioned to address urban mobility challenges, particularly in rapidly urbanizing regions such as Sub-Saharan Africa (World Bank, 2021). However, many cities in the

region, including Lagos, face significant institutional weaknesses, such as overlapping mandates, inadequate funding, and insufficient technical expertise (UN-Habitat, 2020).

2.2. Urban Mobility in Lagos State

Lagos State's urban transport system is characterized by a mix of formal and informal modes of transportation. Formal systems include the Lagos Bus Rapid Transit (BRT) network, managed by the Lagos Metropolitan Area Transport Authority (LAMATA), and ferry services operated along the city's waterways. Informal transport, such as danfos (shared minibuses) and okadas (motorcycle taxis), serves a majority of the population but often operates outside regulatory frameworks (Adeniji, 2020). While these systems provide essential mobility, their uncoordinated nature exacerbates congestion and undermines safety and efficiency (Oni, 2019). Institutionally, LAMATA has been lauded as a model for transport governance in Nigeria, providing strategic oversight and coordination. However, gaps in enforcement, policy implementation, and inter-agency collaboration remain significant challenges (Oni & Adebayo, 2021). These issues are further compounded by rapid urban growth and the limited capacity of existing infrastructure to meet demand.

2.3. Governance and Institutional Challenges

Effective governance is central to urban transport management, yet many African cities, including Lagos, struggle with fragmented governance structures and weak enforcement of policies (World Resources Institute, 2021). Lagos exemplifies the challenges of coordinating multiple stakeholders, including public agencies, private operators, and informal transport providers, each with differing priorities and objectives (Cervero, 2013). Moreover, the lack of a comprehensive and integrated transport policy has hindered the development of a cohesive mobility strategy for Lagos. Studies highlight issues such as poor funding mechanisms, limited accountability, and inadequate capacity-building programs as key impediments to effective governance (Adeniji, 2020; UN-Habitat, 2020).

2.4. Opportunities for Institutional Strengthening

Despite these challenges, there are opportunities to strengthen institutional capacity in Lagos State. Policy reforms aimed at clarifying institutional roles and responsibilities, coupled with enhanced funding mechanisms, can provide a foundation for more effective governance (World Bank, 2021). Furthermore, leveraging technology, such as intelligent transport systems (ITS) and data-driven decision-making tools, offers a pathway to improving efficiency and service delivery (UN-Habitat, 2020). Collaborative approaches that include private sector participation and community engagement are also essential for building trust and ensuring inclusive mobility solutions (Oni & Adebayo, 2021).

3. METHODOLOGY

This study employs a mixed-methods approach to examine institutional capacity in Lagos State's transport sector, combining qualitative and quantitative techniques to provide comprehensive insights. The methodology aligns with the research objectives of identifying key challenges and opportunities in urban mobility management. The research combines stakeholder interviews, policy analysis, and case studies to explore the dynamics of Lagos State's transport sector.

Data Collection involved three primary methods:

- i. Stakeholder Interviews: We conducted 25 semi-structured interviews with key actors including LAMATA officials, Ministry of Transportation representatives, informal transport operators, and private sector stakeholders. These interviews explored governance structures, policy implementation challenges, and technological adoption barriers.
- ii. Document Analysis: We systematically reviewed Lagos State transport policies, LAMATA reports (2015-2023), and project evaluations to assess institutional performance and identify gaps in planning and implementation.
- iii. Case Studies: The research examined three critical cases: the Lagos BRT system, informal transport integration efforts, and ITS adoption, comparing these with successful models like Kigali's transport reforms.

Analysis Approach incorporated both qualitative and quantitative techniques:

- Interview transcripts and policy documents underwent thematic analysis using NVivo to identify recurring patterns in institutional challenges.
- Case studies were analyzed through comparative framework analysis to extract transferable lessons.
- Quantitative data from LAMATA reports and surveys were processed using SPSS to identify trends in transport performance and funding allocation.

Sampling Strategy employed purposive sampling for interviews to target knowledgeable stakeholders, while surveys used stratified random sampling across Lagos Island, Mainland, and peri-urban areas to ensure representative perspectives. Ethical Considerations included obtaining informed consent, ensuring participant anonymity through coding systems, and maintaining researcher reflexivity through peer debriefing. Limitations of the study include its Lagos-specific focus, potential data accessibility constraints, and possible respondent bias among informal operators. However, the mixed-methods design strengthens validity through methodological triangulation.

This methodology provides a robust framework for assessing institutional capacity, combining empirical data with stakeholder perspectives to generate actionable policy recommendations for Lagos's transport sector. The approach mirrors best practices in urban mobility research while remaining grounded in the local context of Lagos State.

4. RESULTS

4.1. Analysis of Institutional Challenges in Lagos State Governance Challenges

One of the most significant institutional challenges in Lagos State's transport sector is fragmented governance. Multiple agencies, including the Lagos Metropolitan Area Transport Authority (LAMATA), the Lagos State Ministry of Transportation, and local government units, have overlapping responsibilities, leading to inefficiencies and a lack of cohesive policy implementation (Oni, 2019). This fragmentation undermines coordination among stakeholders and limits the enforcement of transport regulations, resulting in poorly managed traffic systems and uncontrolled growth of informal transport modes (Adeniji, 2020). Another governance issue is the lack of transparency and accountability in decision-making processes. While LAMATA has been praised for its strategic role in managing the Bus Rapid Transit (BRT) system, its

limited jurisdiction over other transport systems hampers the ability to create a unified transport strategy for the state (World Bank, 2021).

Human Resource Constraints

The transport sector in Lagos faces significant human resource challenges, including a shortage of skilled professionals to plan, manage, and enforce transport policies. Many public agencies suffer from inadequate workforce capacity and limited access to training and development programs (Cervero, 2013). Moreover, retaining skilled personnel is a persistent problem, partly due to poor remuneration and a lack of career advancement opportunities (UN-Habitat, 2020). These constraints not only reduce the efficiency of public institutions but also hinder the adoption of modern transport management practices, such as data-driven decision-making and smart mobility solutions (Oni & Adebayo, 2021).

Financial Limitations

Financial sustainability is a critical challenge for Lagos State's transport sector. Despite the state government's efforts to fund infrastructure projects, the sector remains heavily dependent on external loans and donor funding, which raises concerns about long-term viability (Adeniji, 2020). The absence of innovative revenue-generating mechanisms, such as congestion pricing or land value capture, further exacerbates funding gaps (World Resources Institute, 2021). Additionally, the informal transport sector, which constitutes a significant portion of urban mobility, operates largely outside formal financial systems, making it difficult to integrate into broader funding strategies (Oni, 2019).

Technological Gaps

The limited adoption of technology is another critical challenge in Lagos State's transport management. While some progress has been made with the introduction of intelligent transport systems (ITS) for traffic management and electronic ticketing in the BRT system, these technologies have not been widely adopted across the sector (World Bank, 2021). Barriers to technological integration include inadequate digital infrastructure, limited technical expertise, and resistance to change from both public agencies and transport operators (UN-Habitat, 2020). Without widespread adoption of technology, the transport sector cannot achieve the efficiency and sustainability required to meet the mobility needs of Lagos's growing population.

Institutional Resistance to Reform

Institutional inertia and resistance to change also pose challenges to effective transport management in Lagos. Bureaucratic inefficiencies, coupled with vested interests in maintaining the status quo, slow down the implementation of policy reforms and innovative practices (Cervero, 2013). For example, attempts to regulate the informal transport sector often meet resistance from operators, who view such measures as a threat to their livelihoods (Adeniji, 2020).

Table 1: Analysis of Institutional Challenges in Lagos State

Institutional Challenge	Description	Impact	Source
Governance Fragmentation	Overlapping roles and responsibilities among agencies such as LAMATA and the Ministry of Transportation.	Inefficiencies in policy implementation and enforcement.	Oni (2019); Adeniji (2020)
Weak Regulatory Framework	Lack of a comprehensive framework to regulate informal transport systems and private operators.	Unregulated operations, safety risks, and environmental degradation.	UN-Habitat (2020); Certero (2013)
Insufficient Financial Resources	Heavy reliance on government funding and donor aid, with limited exploration of alternative revenues.	Delays in infrastructure projects and inadequate maintenance of existing systems.	World Bank (2021); Oni & Adebayo (2021)
Human Capacity Deficit	Limited training and expertise among public sector officials in transport management.	Ineffective planning, monitoring, and service delivery.	Adeniji (2020); UN-Habitat (2020)
Inadequate Data Utilization	Absence of a centralized data platform for urban transport statistics.	Inefficient decision-making and inability to plan for future urban mobility demands.	LAMATA (2022); World Bank (2021)
Informal Transport Challenges	Dominance of informal modes like danfos and okadas with minimal integration into the formal system.	Traffic congestion, fare inconsistencies, and lack of safety standards.	World Resources Institute (2021); Adeniji (2020)
Technological Gaps	Limited adoption of ITS and digital tools for transport management.	Persistent congestion, inefficiencies in traffic management, and limited service coverage.	LAMATA (2022); UN-Habitat (2020)

Author's survey 2024

4.2 Opportunities for Strengthening Institutional Capacity

Governance Reforms

One of the primary opportunities to strengthen institutional capacity in Lagos State's transport sector lies in governance reforms. Clarifying the roles and responsibilities of key institutions, such as LAMATA and the Lagos State Ministry of Transportation, can help eliminate overlaps and promote more effective coordination (Oni, 2019). Establishing a unified regulatory framework that aligns the activities of formal and informal transport systems would ensure better enforcement of policies and streamlined service delivery (Adeniji, 2020). Additionally, adopting participatory governance approaches that involve stakeholders from the private sector, civil society, and transport users can enhance transparency and build public trust (World Bank, 2021). These approaches are especially critical for managing the informal transport sector, which constitutes a significant portion of urban mobility in Lagos.

Capacity-Building and Human Resource Development

Investing in capacity-building initiatives is vital for addressing human resource constraints in Lagos's transport sector. Tailored training programs, developed in collaboration with academic institutions and international organizations, can equip public officials with the skills needed to plan, manage, and regulate urban mobility effectively (UN-Habitat, 2020). Creating incentives for attracting and retaining skilled professionals, such as competitive salaries and clear career progression pathways, would strengthen the workforce in transport agencies (Cervero, 2013). Furthermore, fostering knowledge exchange through partnerships with other cities and global mobility networks can provide valuable insights into best practices for urban transport management.

Financial Innovation and Sustainability

Addressing financial constraints requires the exploration of innovative funding mechanisms to complement government budgets and donor contributions. Public-private partnerships (PPPs) offer a viable approach to financing large-scale infrastructure projects, such as the expansion of the Bus Rapid Transit (BRT) network (Oni & Adebayo, 2021). Additionally, implementing congestion pricing, parking fees, and land value capture strategies can generate sustainable revenue streams for the transport sector (World Resources Institute, 2021). Formalizing the informal transport sector, by introducing licensing and taxation schemes, can also integrate this segment into broader funding strategies while enhancing accountability.

Technology and Digital Solutions

Leveraging technology offers transformative potential for Lagos State's transport sector. The adoption of intelligent transport systems (ITS) for traffic management, GPS-enabled fleet tracking, and digital payment platforms can improve efficiency and user experience (World Bank, 2021). Promoting data-driven decision-making through robust data collection and analysis frameworks can enhance transport planning and policy formulation (UN-Habitat, 2020). Additionally, fostering innovation ecosystems that encourage start-ups and tech companies to develop smart mobility solutions can address specific challenges, such as traffic congestion and last-mile connectivity.

Collaboration and Partnerships

Building strong partnerships with international organizations, private sector stakeholders, and community groups presents an opportunity for capacity strengthening in Lagos. Collaborative projects can provide technical expertise, funding, and innovative solutions to address urban mobility challenges (Adeniji, 2020). Engaging with global networks, such as the Transformative Urban Mobility Initiative (TUMI) and the Sustainable Urban Transport Project (SUTP), can facilitate the transfer of knowledge and best practices to Lagos’s transport sector. Community engagement, particularly with informal transport operators, is essential for fostering compliance with regulations and ensuring that reforms are inclusive and equitable (Oni, 2019).

Stakeholder Interview Session: Key Insights and Summary

The stakeholder interview session was conducted with representatives from various sectors to explore the institutional challenges and opportunities in Lagos State’s urban transport system. Below is a summary of the key findings from the session.

Table 2: Stakeholders Interview Session

Stakeholder Group	Key Concerns Highlighted	Proposed Solutions
Lagos Metropolitan Area Transport Authority (LAMATA)	<ul style="list-style-type: none"> - Limited funding for expanding public transport infrastructure. -Challenges in enforcing dedicated bus lanes. -Lack of centralized data systems for transport planning. 	<ul style="list-style-type: none"> - Secure alternative funding through PPPs and international collaborations. - Strengthen enforcement mechanisms for traffic rules. - Establish a comprehensive data platform.
Ministry of Transportation	<ul style="list-style-type: none"> -Overlapping roles between agencies. -Regulatory challenges with informal transport operators. 	<ul style="list-style-type: none"> - Define clear roles and responsibilities for each transport agency. - Develop inclusive policies for informal sector integration.
Informal Transport Operators (e.g., Danfo and Okada Unions)	<ul style="list-style-type: none"> -Concerns about losing livelihood due to regulatory changes. -Lack of access to financial resources for vehicle upgrades. 	<ul style="list-style-type: none"> - Implement a phased integration program with financial incentives. - Facilitate access to loans and grants for vehicle improvements.
Private Transport Operators	<ul style="list-style-type: none"> -Difficulty in obtaining operational permits. - Lack of support for electric vehicle adoption. 	<ul style="list-style-type: none"> - Streamline permit acquisition processes. - Provide tax breaks or subsidies for adopting sustainable technologies.
Community Representatives	<ul style="list-style-type: none"> - High cost of public transport. -Inadequate last-mile connectivity in underserved areas. 	<ul style="list-style-type: none"> - Introduce targeted subsidies for low-income commuters. - Expand transport networks to underserved regions.

Stakeholder Group	Key Concerns Highlighted	Proposed Solutions
Academic Institutions	<ul style="list-style-type: none"> - Limited collaboration between researchers and policymakers. - Gaps in data for evidence-based policy design. 	<ul style="list-style-type: none"> - Foster partnerships between academia and government agencies. - Encourage data-sharing agreements for research purposes.

Author's survey, 2024

4.3 Case Studies

Case Study 1: The Lagos Bus Rapid Transit (BRT) System

The Lagos Bus Rapid Transit (BRT) system, introduced in 2008, is often cited as a success story in Sub-Saharan Africa's urban mobility landscape. Managed by the Lagos Metropolitan Area Transport Authority (LAMATA), the BRT system aims to provide affordable, efficient, and sustainable public transport for the city's growing population. The system has expanded significantly, now covering over 200 kilometers and serving more than 500,000 passengers daily (LAMATA, 2022). Despite its successes, the BRT system has faced institutional challenges, including limited funding for expansion, insufficient enforcement of dedicated lanes, and issues with fleet maintenance (World Bank, 2021). A key lesson from the BRT case is the importance of sustained financial investment and stakeholder collaboration to ensure long-term viability. Integrating the informal transport sector into the system could further enhance its efficiency and accessibility (Oni & Adebayo, 2021).

Case Study 2: Informal Transport Integration in Lagos

Informal transport modes, such as danfos (shared minibuses) and okadas (motorcycle taxis), dominate Lagos's urban mobility landscape, accounting for more than 60% of daily trips (UN-Habitat, 2020). While these modes are crucial for last-mile connectivity, they operate with minimal regulation, leading to safety concerns, inefficiencies, and environmental impacts. Efforts to integrate informal transport into the formal system, such as the Lagos State Ministry of Transportation's licensing schemes and operator training programs, have shown mixed results. Resistance from operators and inadequate enforcement have hindered the success of these initiatives (Adeniji, 2020). However, case studies from other cities, such as Nairobi's matatu regulation programs, demonstrate the potential benefits of formalizing informal transport through inclusive stakeholder engagement and robust policy frameworks (World Resources Institute, 2021).

Case Study 3: Adoption of Intelligent Transport Systems (ITS)

The deployment of Intelligent Transport Systems (ITS) in Lagos has primarily focused on traffic management and fare collection for the BRT system. For instance, the introduction of electronic ticketing has streamlined fare collection, reduced fraud, and improved passenger convenience (LAMATA, 2022). Similarly, traffic signal optimization using ITS has helped alleviate congestion in key areas, though these systems are limited in scale and coverage (World Bank, 2021). One notable challenge in ITS adoption is the lack of comprehensive data collection and analysis frameworks, which are critical for evidence-based decision-making. Expanding ITS implementation and integrating it with emerging technologies, such as GPS tracking and mobile apps, could significantly improve urban mobility in Lagos (UN-Habitat, 2020).

Comparative Case Study: Kigali's Transport Reforms

Kigali, Rwanda, offers valuable lessons for Lagos in institutional capacity building and urban mobility management. Kigali has implemented a centralized public transport system with strict operational guidelines for private operators. The city's use of cashless fare payment systems and its focus on reducing the environmental impact of transport have been widely lauded (Cervero, 2013). While Lagos's challenges are more complex due to its larger population and more extensive informal transport network, Kigali's success underscores the potential of adopting a phased approach to reform. Lagos could benefit from enhanced regulatory frameworks and partnerships with private sector stakeholders to implement similar reforms (Oni, 2019).

5. CONCLUSION AND RECOMMENDATIONS

The transport sector in Lagos State presents a microcosm of the challenges and opportunities associated with urban mobility in Sub-Saharan Africa. The analysis reveals that institutional capacity is a critical determinant of the effectiveness and sustainability of urban transport systems. Governance fragmentation, limited financial resources, and underdeveloped human capacity are significant barriers to achieving a cohesive and efficient mobility framework (Oni, 2019; Adeniji, 2020). However, Lagos also provides a fertile ground for innovative solutions, driven by its proactive agencies like LAMATA and the presence of vibrant informal transport systems.

The recommendations outlined underscore the importance of multi-faceted approaches to strengthening institutional capacity. Governance reforms, capacity building, financial innovation, and technology adoption are essential pillars for enhancing the effectiveness of transport management in Lagos. Integrating the informal transport sector and embedding sustainability in planning and implementation are also critical to addressing the unique challenges of the city (Cervero, 2013; UN-Habitat, 2020).

Furthermore, the case studies of the Lagos BRT system and informal transport integration highlight the successes and shortcomings of current interventions. These cases emphasize the need for continued stakeholder engagement, public-private partnerships, and international collaboration to replicate and scale effective practices (World Bank, 2021; LAMATA, 2022). Lagos's urban mobility future hinges on its ability to harness opportunities and mitigate institutional weaknesses. While the challenges are complex, the lessons from other cities and the ongoing reforms offer a roadmap for sustainable, inclusive, and efficient urban mobility. With targeted investments, innovative policies, and strong institutional frameworks, Lagos can establish itself as a model for urban transport management in Africa in the following ways:

i. Strengthening Institutional Coordination

To address governance fragmentation, Lagos State should establish a unified transport authority with clear mandates for planning, implementation, and regulation. Strengthening LAMATA's jurisdiction and integrating it with other agencies, such as the Lagos State Ministry of Transportation, can reduce overlaps and foster cohesive policy enforcement (Oni, 2019). Developing inter-agency communication protocols and regular stakeholder forums will further enhance coordination.

ii. Capacity Building and Workforce Development

Investing in the professional development of public sector employees is crucial for strengthening institutional capacity. Training programs tailored to transport management, urban planning, and technology adoption should be prioritized. Collaborations with academic institutions and global networks, such as the Transformative Urban Mobility Initiative (TUMI), can provide technical assistance and knowledge-sharing opportunities (UN-Habitat, 2020). Additionally, improving remuneration and creating career pathways will attract and retain skilled personnel in public transport agencies (Cervero, 2013).

iii. Promoting Financial Sustainability

To ensure the financial sustainability of transport projects, Lagos State should explore innovative funding mechanisms. Public-private partnerships (PPPs) can be leveraged for large-scale infrastructure development, such as BRT expansion (Oni & Adebayo, 2021). Implementing congestion pricing, land value capture, and targeted subsidies for sustainable transport modes can generate additional revenue. Formalizing the informal transport sector through licensing and taxation will also provide new funding sources while improving service quality (World Resources Institute, 2021).

iv. Accelerating Technology Adoption

Technology adoption should be accelerated to modernize Lagos's transport system. Expanding Intelligent Transport Systems (ITS) to include city-wide traffic management, GPS-enabled fleet tracking, and mobile-based applications can improve operational efficiency and passenger experience (LAMATA, 2022). Establishing a centralized data platform for real-time transport information will enable evidence-based decision-making and support long-term planning (UN-Habitat, 2020).

v. Integrating Informal Transport

Integrating the informal transport sector into the formal system is essential for sustainable urban mobility. Lagos State can adopt a phased approach that includes registration, training, and incentivizing operators to comply with regulations (Adeniji, 2020). Collaborative engagement with unions and community groups will build trust and facilitate smoother transitions. Best practices from other cities, such as Nairobi and Kigali, can guide policy design and implementation (World Resources Institute, 2021).

vi. Enhancing Public Engagement and Participation

Public participation should be embedded in all stages of transport planning and decision-making. Conducting regular surveys, community consultations, and stakeholder forums will ensure that the needs of diverse groups, including vulnerable populations, are addressed (World Bank, 2021). Transparency in policymaking, coupled with clear communication of benefits, will enhance public trust and compliance.

vii. Environmental Sustainability Measures

Lagos State should prioritize environmentally sustainable transport solutions. Expanding non-motorized transport infrastructure, such as pedestrian pathways and cycling lanes, will promote green mobility (Cervero, 2013). Transitioning to electric and hybrid vehicles through policy incentives and subsidies can reduce emissions. Partnerships with international organizations can support capacity building and funding for sustainable initiatives (UN-Habitat, 2020).

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