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Developing a Policy Framework for Motor Park Management in Ibadan, Nigeria

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ABSTRACT

The divergent policies implemented to manage motor parks in Ibadan have been a fundamental factor contributing to proliferation of these facilities. The main objective of this study is to examine the different policies in the management of motor parks, and then propose a policy framework for efficient and sustainable management of the public spaces. The study utilized survey research design, with questionnaire administration for data collection. A multi-stage sampling technique was employed to select five local governments, from which two motor parks were selected. Questionnaires were administered on Directors of Town Planning and Directors of Works and Transport of the five selected local governments; chairmen of the management teams and the drivers of the ten motor parks. Data were analyzed using descriptive statistics. Findings revealed that the present divergent policies being used to manage the motor parks were grossly inadequate for efficiency and users' satisfaction of the public spaces. A policy framework, specifying the responsibilities of each tier of government without jeopardizing the constitutional mandate of the local government is proposed to establish, control and efficiently administer the motor parks.

INTRODUCTION

Mobility is an essential feature of urban life, because it enables people to travel to meet their needs for subsistence, personal development, and entertainment (Schofer, 2021). All transport modes require the assembly and distribution of their traffic, and except for personal vehicular and pedestrian trips, all spatial flows involve movement between terminals (Rodrigue, 2020). Road transport passengers must go to motor parks where their goods are packaged before onward movements to different destinations. This shows the essentiality of motor park and explains why huge capitals are invested in the provision of this infrastructure.

A motor park is a designated public space that must have the required infrastructure and organized management structure, to enable it to serve as a commercial vehicle terminus for commuters who want to travel or alight after a journey. Koner (2019) succinctly defined motor park as: a structure where city or inter-city buses stop to pick up and drop off passengers. The history of the establishment of motor parks had been traced to the necessity for central collection points for passengers and goods as population and commercial activities increase (Osaghe, 1972). Adedayo and Zubairu (2013) traced the history of motor parks in Nigeria to 1899, when there was the establishment of a link between Lagos Island and the Mainland. Urban expansion had also brought about an increase in the number of motor parks in emergent cities, as a result of the growth in the public

transportation system.

As a public space, Motor Park requires a comprehensive and articulate public policy to provide a framework for effective management and efficiency. Inadequate management of motor parks in Nigerian cities has brought about the problems of traffic congestion, insecurity, and environmental challenges (Titus, Andrew & Mynepalli, 2018) which often lead to transport inefficiency and urban decay. The present situation in the management of motor parks in Nigeria is one of a 'policy collision' between the different tiers of government, resulting from conflict of interests. As contained in the Fourth Schedule of the Constitution of the Federal Republic of Nigeria (1999), the establishment, maintenance and regulation of motor parks is an exclusive function of the Local Government. However, the supremacy of the 1999 Constitution of the Federal Republic of Nigeria is being challenged, through flagrant defiance to this provision.

Some State governments in Nigeria interfere in the management of motor parks in their different States, under the pretext of resolving the lingering crisis within the transport workers' unions, that is, the National Union of Road Transport Workers (NURTW) and Road Transport Employers Association of Nigeria (RTEAN) and ensuring peace in their States. The dual reasons for the take-over of the management of motor parks by the Oyo State government were to increase the Internally Generated Revenue (IGR) and also to check the frosty relationship and unhealthy rivalry among the road

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transport unions (Omorogbe, 2022). Such interference is undertaken through formulation and implementation of motor park management policies.

The different policies adopted in the management of motor parks in Ibadan have been the underlying factor that brings about proliferation of motor parks. Allegations of corruption, exploitation, and extortion are some of the reasons for factional struggles and agitations, which eventually culminate in the establishment of illegal motor parks. This breeds anarchy and affects traffic flow, with enormous traffic congestion, chaos, delays in delivery, and urban disorder. Also, the disruption of peace and security whenever there is a factional clash among members of transport unions in Ibadan calls for a solution, due to the recent focus of urban planning on urban peace and security. It is therefore, important to examine the different policies adopted by the motor parks management teams, which influence the management strategies of these public spaces. This will help to develop appropriate and sustainable policy framework for motor parks management, and contribute to the efficiency of the transportation system and orderly physical development of the city.

LITERATURE REVIEW

Transportation plays a pivotal role in the overall development of any society because it concerns the movement of persons and goods over a geographical space and for the realization of a particular objective. It has a significantly undisputed role in the efficient operation and functioning of modern societies. Rodrigue (2020) opined that urban transportation is intricately linked with urban form and spatial structure. It is highly important to support the mobility of the continuously growing proportion of population who now lives in cities. In the words of Kenworthy (2021), “one of the highest problems of cities is transport with high volumes of motor vehicles, causing chronic congestion, chaotic parking, air pollution, noise, crippled bus stations, traffic deaths, and despoiled public environments, among others”.

Motor Park acts as a core, structural, and operational hubs within a transportation network. It serves as the crucial connection between travellers and the bus system. It represents the locations where trips commence, conclude, or change; playing a critical role in converting dispersed passenger demand into focused, efficient bus transportation. Adedayo and Zubairu (2013) believed that motor parks are generally linked to transportation using commercial vehicles by offering a place for commuters to come and board vehicles to their places of destination and these could be intra-city or inter-city journeys. Rodrigue and Slack (2020) however identified three major attributes linked with the importance and the performance of transport terminals/motor parks as: location, accessibility and infrastructure. They further explained that the major locational factor of a transport terminal is obviously to serve a large concentration of economic activities.

Accessibility to other terminals as well as how well the terminals are linked to the regional transport system is equally very important, hence, massive investments in the provision of modern terminal infrastructures is required for these public spaces to function efficiently.

The demand for transportation is inevitably higher in cities, and this is why land use planners designate certain nodes as motor parks, which are supposed to constitute the official station of departure and arrival for most journeys (Offiong, et. al., 2015). Motor parks therefore, are a significant element in the operation of bus services; hence their design and location affect the efficiency of the urban transport system, and impact on other road users. Motor Park is now acting as the nerve centre of economic activities where different kinds of traders struggle to sell their goods (Egole, 2013). As a way of enhancing the activities of the transport sector in Oyo State, Governor Seyi Makinde embarked on the construction of four ultra-modern bus terminals in Ojoo, Challenge, Terminals 1 and 2 at Iwo Road areas in Ibadan. Prior to the creation of the terminals, interstate buses and cars owned by individuals conveyed their passengers at various mini motor parks as well as along the roads (Olaniyi, 2022).

A modern motor park should be ‘multipurpose’, with facilities that will enhance numerous functions aside being just for arrival and take off of commuters. A multipurpose motor park represents an urban planning and development tool to emergent cities (Kah, Tende and Ndiyum, 2021). Infrastructures that are necessary in a modern motor park as specified by scholars include operation building, ATM cash point, hygienic and clean toilet facilities, fire station building, canteen, clinic, gate/security houses, passengers’ information centre, ladies waiting area, well designed foyer, well designed general waiting area, mechanical workshop, exclusive parking pavement, refuse house, plant house, drivers lounge, bus and taxi terminal stands, filling station and police building. Others are wash bay, warehouse, office building for National Union of Road Transport Workers, asphaltic road, street lights and furniture, masonry perimeter fence, facility for physically disabled person, provision of luggage scanning system, sign boards directing approach route to different areas within the park, multiple routes for pedestrian traffic, and kiosks (Ibeh, 2024; Babatunde, 2023).

The Fourth Schedule of the Constitution of the Federal Republic of Nigeria (1999) confers the exclusive right of establishing and managing motor parks on the local governments. However, some State governments now undertake these responsibilities on the pretext of needs to avoid violence and bring about peace and security, and the need to increase the internally generated revenue. The Oyo State government inaugurated the park management committee in 2020, after suspending the leadership of the NURTW in public motor parks in the State. This action was challenged in the State High Court by the Union’s leader, Abideen Olajide (popularly known

as Ejiogbe); and the court nullified the appointment of the park managers on the basis of its unconstitutionality (Awojoodu, 2021). The pronouncement however, brewed violent clashes where at least three persons were killed and scores injured (Ajayi, 2021). The implication of this is that the establishment of parks management system has escalated discontents, contentions, and violence among the NURTW rather than mitigating it. This explains the reason for the takeover of the ownership and management of public motor parks by the Ebonyi State government to curb the menace of illegal movement of arms and ammunition (Okutu, 2021).

There is need for efficient public policy in order to have a sustainable motor park management. According to Wilson, cited in Warner (2022), Public Policy is what government decides to do, or not do, and their explanations for the outcomes of those decisions in the real world. It is a system of course of action, regulatory measures, laws, and funding priorities concerning a given topic promulgated by a governmental entity or its representatives. Transport policy deals with developing a set of constructs and propositions that are established to achieve specific objectives relating to social, economic, and environmental conditions, and the functioning and performance of the transport system (Rodrigue, Notteboom & Slack, 2020). Motor park management policy focuses on making effective decisions concerning the allocation of resources, including management, control and regulation of all activities in a motor park, with a view to achieving efficiency of this public space. The adoption of the Park Manager System policy through the formation and inauguration of parks management committee in several States in Nigeria have been described as threats to the existence of the NURTW particularly in the southwestern part of the Country (Aliyu, 2022). Fourchard (2022) noted that, with the control and management of motor parks taken over from the local governments and transferred to the NURTW, the Union was able to expand the power of unionist leaders who have developed new managerial techniques to increase their own profits, at the expense of its drivers. The huge amount of money generated had usually been the cause of feuds among the NURTW. The national leadership of the NURTW has therefore, kicked against the park management structure put in place by some State governments, describing it as exploitative, fraudulent, unconstitutional alien, and attempt to breed thugs and clowns for the politicians (Bajah, 2022).

Obviously, there is a gap in the divergent policies of motor parks management. Lots of studies have been conducted on issues of passengers' satisfaction with park facilities (Olabisi & Agunloye, 2020), environmental issues (Afon, et. al, 2006), alcohol and substance use (Onigbogi, et. al., 2021), and touting in motor parks (Agbiboa, 2018); but scholars have not delved into the formulation and implementation of varied policies that

shape the management of this public space. This study intends to fill this gap in literature.

MATERIALS AND METHODS

The Study Area

The study was carried out in Ibadan, the capital of Oyo State of Nigeria, reputed to be the largest indigenous city in sub-Saharan Africa. Historically, Ibadan emerged in 1829 as a camp for war fighters fleeing from Oyo, Ife and Ijebu (Fourchard, 2003). This was due to the presence of forests and several ranges of hills, which provided strategic defense opportunities for warriors who flee from the Fulani expansionist movement into the southwest from the northwest (Negassa, 2011).

During the British colonial rule, Ibadan became the administrative centre of the old Western Region. As documented by Fourchard (2003), the central location and accessibility from the capital city of Lagos were the major considerations in the choice of Ibadan as the headquarters of the Western Province in 1939, which thereafter became the Western Region in 1952. Upon the creation of Oyo State out of the Western Region by the then regime of General Murtala Mohammedin 1976, Ibadan became the capital of the old Oyo State; and it retained its status as the capital of the present Oyo State when Osun State was carved out of the defunct Oyo State in 1991 (Negassa, 2011).

Ibadan is located near the forest grassland in southwestern Nigeria (Figure 1), in the southeastern part of Oyo State (Figure 2). The city lies approximately on GPS coordinates of latitude 7o19'30" to 7o27'30" North of the Equator and longitude 3o50'0" to 3o58'30" East of the Greenwich Meridian (Olagundoye and Goparaju, 2023). The Ibadan metropolitan area consists of eleven Local Government Areas, six of which are currently semi-urban, while the remaining five are urban. The locations of the five LGAs selected for this research is shown in Figure 3. The entire metropolis covers a total land area of 3,123.30 square kilometres, out of which the urban local government areas cover about 463.33 square kilometres (Wahab & Popoola, 2018).

According to the 2006 population census, the total population of Ibadan metropolis was 2,559,853, comprising of 1,264,610 males and 1,295,243 females (National Population Commission, 2006; National Bureau of Statistics, 2010). By the projection of the National Bureau of Statistics, based on an annual growth rate of 2.3%, the population of Ibadan metropolis was estimated to reach 3,658,500 by 2022, reflecting a continuous increase since 1950 when it was merely 450,000. Majority of the Ibadan residents are Yoruba, although people of other ethnic origins also reside there. According to the United Nations Human Settlements Research Programme (2022), Ibadan is ranked the second fastest growing city on the African continent after Cairo.

Methodology

The study utilized both primary and secondary data, which were gathered and analyzed through a mixed-method approach which combined both quantitative and qualitative research techniques. Primary data were sourced through questionnaire administration on Chairmen of the management committees of the motor parks, and Directors of Town Planning and Directors of Works and Transport of the Local Governments; while secondary data were sourced from published and unpublished academic materials. The study focused on the motor parks in the eleven Local

Government Areas (LGAs) of Ibadan metropolis, which are Akinyele, Oluyole, Lagelu, Ido, Egbeda, and Ona-Ara, Ibadan North-East, Ibadan North, Ibadan North-West, Ibadan South-West, and Ibadan South-East. Multi-stage sampling technique was employed to select five LGAs, and these are Akinyele, Ido, Egbeda, Ibadan North-East, and Oluyole. Two motor parks were then selected from each of these LGAs, based on their prominence. The Directors of Town Planning and Director of Works and Transport of the five selected LGAs and the Chairmen of the management teams of the ten selected motor parks were sampled.

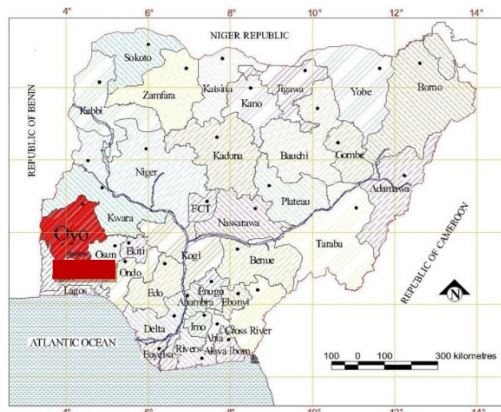


Figure 1: Map of Oyo State in its national setting
Source: Akanmu, et. al. (2019)

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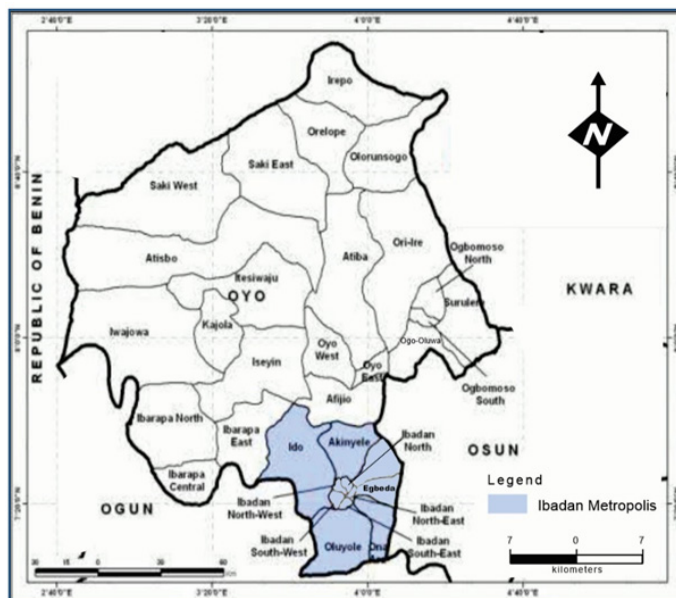


Figure 2: Map of Ibadan metropolis in its regional setting
Source: Adapted from Aiki-Raji, et. al. (2016).

RESULTS AND DISCUSSIONS

Existing motor park management policies in Ibadan

In the management of motor parks, certain policies are put in place to serve as tools for sustainable control and management of all activities, to bring about maximum

efficiency and users' satisfaction of such facilities. This research identified five existing policies that deal with the establishment and management of motor parks, and these are the Nigeria's 1999 constitution, National Transport policy, Park Managers' System (PMS) policy, unwritten

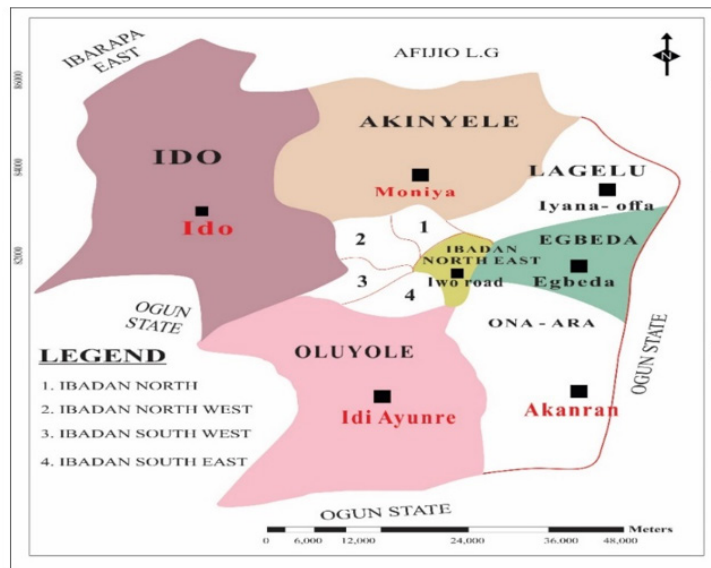


Figure 3:Map of Ibadan Metropolis showing the selected LGAs

Source: Adapted from Oladehinde, et. al. (2023)

Table 1: Awareness about the various existing policies of motor parks management

Variable	Mean	Standard Deviation	Remark
Park Managers System (PMS) policy	3.00	0.00	A
Unwritten rules	2.60	0.97	A
Nigeria’s 1999 constitution	1.50	0.85	CS
National Transport Policy	1.20	0.63	NA
Exclusively prepared motor park management policy	1.20	0.42	NA

A = Aware; NA = Not Aware; CS = Could not Say

Source: Authors’ fieldwork, 2024

rules (otherwise referred to as motor park laws), and the exclusively prepared motor park management policy.

Awareness about the various existing policies of motor parks management

This research investigated the level of awareness of chairmen of motor parks management teams regarding the various existing policies for the management of motor parks, which they controlled. Table 1 present the mean and standard deviation of respondents’ awareness of the various existing policies of motor parks management. The scores of two items exceeded 1.50, indicating that the chairmen were adequately aware of Park Managers’ System policy (M = 3.00, SD = 0.00) and unwritten rules (M = 2.60, SD = 0.97) as policies of motor park management in the study area. The adequate awareness of these two policies might not be unconnected to the fact that the chairmen were appointed through the PMS

policy; and the powers vested in them to pronounce unwritten rules.

However, the scores for Nigeria’s 1999 constitution (M = 1.50, SD = 0.85) indicates that the respondents could not say whether there is any aspect of this legal instrument that relates to motor park management. Also, the scores for National Transport Policy (M = 1.20, SD = 0.63) and exclusively prepared motor park management policy (M = 1.20, SD = 0.42) indicate that the chairmen were not aware of the existence of these policies at all. The implication of this finding is that, motor park managers could not implement these policies due to lack of awareness. It is therefore, very expedient to create awareness and enlightenment for motor park managers about the existing policies, particularly as each of them relates to the establishment, management and control of motor parks.

Nigeria’s 1999 Constitution and motor park management

Paragraph 1(e) of the Fourth Schedule of the 1999 Constitution of the Federal Republic of Nigeria states that the establishment, maintenance and regulation of slaughter houses, slaughter slabs, markets, motor parks and public conveniences are the functions of the Local Government. From this constitutional provision, it is clear that the responsibility of establishing (location, planning, design and construction), maintenance (infrastructure provision and control), and regulating (in the form of policy formulation and control) are the exclusive responsibilities of the Local Government as the third tier of government in the country. This research therefore, investigated the ownerships of the selected motor parks in Ibadan, to ascertain the extent of compliance with the provision of the constitution.

As presented in Table 2, only two out of the ten selected motor parks (Moniya and Eleyele) were owned by the Local Government; 3 motor parks (New Gbagi, Segelu and Apata) were owned by the NURTW; while the

remaining 5 (Ojoo, Challenge, New Garage, Ajimobi and Iwo Road) were owned by the Oyo State Government. From this result, it could be seen that majority (50%) of the motor parks in the study area were owned by the Oyo State Government; 30% by the NURTW and only 20% by the Local Government. This implies that the Local Government’s responsibility of establishing, maintaining and regulating motor parks has been taken over by the State Government, because of the huge revenue accruing from these facilities. This finding corroborated the observation of Oladele (2020) that some of the high yielding sources of internally generated revenue of Local Government Councils had been taken over by the Oyo State government. Likewise, the NURTW which is a trade union with the responsibility of promoting and protecting the interests of its members, also venture into the establishment of motor parks, due to the humongous revenue generated from the parks. According to Agbo (2017), this contest for ownership has resulted into violent clash between NURTW and RTEAN in Enugu metropolis.

Table 2: Ownerships of motor parks in Ibadan

Owner	Frequency	Percent
Oyo State government	5	50.0
NURTW	3	30.0
Local government	2	20.0
Total	10	100.0

Source: Authors’ fieldwork, 2024

National Transport Policy (NTP) and motor park management

As contained in Section 4.4.2 of the National Transport Policy (2010), one of the problems of urban transport in Nigeria is poor maintenance of road complementary facilities, which include designated spaces for pick-up and disembarking of passengers (motor parks). The NTP, therefore, highlighted improvement of these facilities as one of the strategies for achieving advancement of the efficiency of urban transport system in the country. Based on the need for institutional reform which will help to improve the efficiency of urban transport systems’ operations and management, the NTP provided for the establishment of Urban Transportation Agency (UTA) in each major city, as an autonomous body responsible for, among other things, planning, designing, and maintenance of urban transport infrastructural facilities, including motor parks.

This research investigated the extent of application of the NTP’s provisions, particularly regarding the establishment of the Urban Transportation Agency (UTA) as an institutional framework to take charge of planning, designing and maintenance of motor parks as important urban road complementary facilities in Ibadan. All the Directors of Town Planning and Directors of Works and Transport selected for the study claimed that neither UTA nor any other related autonomous

institution were established as enshrined in the NTP. The implication of this is that, this important provision of the NTP regarding the provision and maintenance of urban road complementary facilities were not put in place; hence, the intention of this policy to advance efficiency of urban transportation is not achieved as a result of this deficiency. This corroborated the conclusion of Sumaila (2013) that the implementation of NTP was very poor.

Park Managers System (PMS) policy

In February 2020, the Oyo State government set the pace by introducing the PMS policy to manage all motor parks in the State (Adisa, 2022). Subsequently, some other State governments like Lagos and Ondo followed suit by adopting the PMS policy in the management of their motor parks. As documented by Omoregbe (2022), the dual reasons for the Oyo State government’s introduction of the PMS policy were to increase the internally generated revenue and also to mitigate the frosty relationship and unhealthy rivalry among road transport unions, which usually results into violent conflicts where people are killed and urban peace is disrupted. However, Agboola (2020) pointed out that the decision to establish the PMS was bad, particularly with the use of former leaders of the transport unions. Aliyu (2022) also described the introduction of the PMS policy as threats to the existence of the NURTW.

The researcher tried to get a copy of the PMS policy, but discovered that the policy was not documented. Mr. Babatunde, the Oyo State's Director of Transport in the Ministry of Transport and Public Works revealed that the PMS policy was an executive order of the State governor, which came up through a governorship fiat. The PMS policy was therefore differentiated from the unwritten rules in this study because the former was formulated by the State governor, while the latter were motor park laws made by the motor park managers.

The selected Directors of Town Planning and Directors of Works and Transport were made to rate the level of adequacy of the PMS as an efficient policy for motor park management in the study area. As presented in Figure 4, majority (50%) indicated that the PMS policy was strongly inadequate, and 20% was of the opinion that the policy was inadequate for motor park management. Only 20% indicated that the PMS policy was adequate, while the remaining 10% claimed that the policy was strongly adequate for management of motor parks in Ibadan.

From this finding, it could be deduced that the PMS is grossly inadequate as a policy instrument for motor park management in the study area.

Unwritten rules and motor park management

The motor parks' management teams exercise their authority in motor parks through some set of unwritten rules, otherwise referred to as 'garage laws'; and that, these rules were sometimes in violation of, and sometimes in agreement with State laws (Fourchard, 2023). Majority (80%) of the chairmen indicated that they were responsible for the introduction of unwritten rules in motor parks, while the remaining 20% claimed that the State government makes the rules which they adopt in managing motor parks in Ibadan (Table 3). This finding aligns with that of Fourchard (op. cit.) who opined that majority of the unwritten rules in motor parks were made by the park managers, who exercise an almost exclusive authority over personnel and all management aspects of the parks.

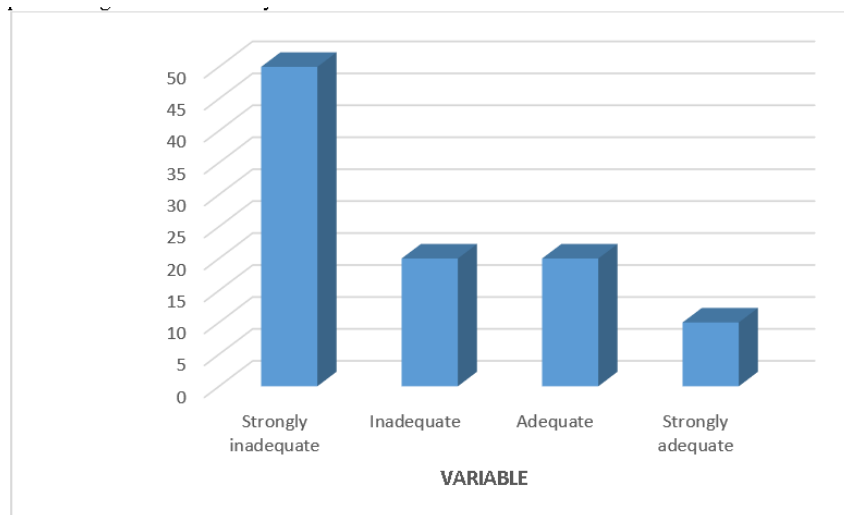


Figure 4: Adequacy of PMS policy for motor park management

Source: Authors' fieldwork, 2024

Table 3: Initiator of unwritten rules for motor park management

Owner	Frequency	Percent
Park management team	8	80.0
State government	2	20.0
Local government	0	0.0
NURTW/RTEAN	0	0.0
Total	10	100.0

Source: Authors' fieldwork, 2024

Further investigation was carried out on the extent of implementation of unwritten rules in the management of motor parks in the study area. As shown in Table 4, majority (97.8%) of the drivers indicated that unwritten rules were strictly implemented, while only 2.2% claimed that these rules were partially implemented in the motor parks. This result implies that unwritten rules were mostly orders from the chairmen of the management teams that

cannot be flexed by any driver or other personnel of the motor parks. They are laws that must strictly be obeyed, with consequences of severe punishment for any erring individual in the motor park.

Exclusively prepared motor park management policy

For the fact that motor parks are important public spaces that complement urban transport system to achieve

efficient functioning of the urban areas, formulation and implementation of policies exclusively meant for the management of these facilities had been recognized and undertaken in several cities of the world. For instance, the Port Authority Bus Terminal Rules and Regulations, which was produced by the Port Authority of New York and New Jersey (n.d.), spelt out ways to facilitate proper use and protection of this world's busiest bus terminal, located in Manhattan in New York City. Also, a General Rules for Bus Stations was published by Trans Fer Route Savoie (n.d.) in France, which aimed at guaranteeing the best service to users of bus terminals in Savoie city, and to ensure their safety and satisfaction. Furthermore, the Parliament of Zambia (2007) enacted a Market and Bus Station Act No. 7 of 2007, a statutory instrument which deals mainly with the establishment and management of these public spaces in all cities of Zambia. From the foregoing, this study investigated the availability of any policy exclusively produced for the management of motor parks in Ibadan. All the chairmen of motor park management teams indicated that there was no

such policy document meant solely for motor park management in the study area. The implication of this is that motor parks are being managed without a comprehensive statutory document prepared solely to guide every aspect of operations, control and usage of these facilities.

Inadequacy of the existing divergent motor park management policies

As contained in Figure 5, majority (60%) of the Directors were of the opinion that the various policies adopted in the management of motor parks in Ibadan were strongly inadequate. About 30% responded that the policies were inadequate; while only 10% viewed these divergent policies as instruments that were adequate for the management of these public facilities. This implies that, the divergent policies that dictate the management of motor parks in Ibadan, were grossly inadequate to facilitate effective and efficient management of these public spaces in terms of operational control and users' satisfaction.

Table 4: Extent of implementation of unwritten rules in motor parks

Variable	Frequency	Percent
Strictly	309	97.8
Partially	7	2.2
Not implemented	0	0.0
Not sure	0	0.0
Total	316	100.0

Source: Authors' fieldwork, 2024

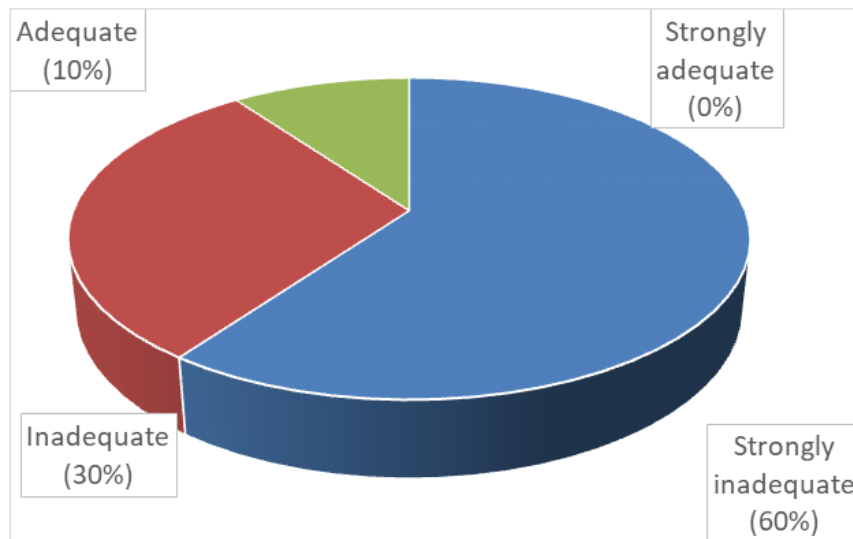


Figure 5: Inadequacy of the existing divergent motor park management policies

Source: Authors' fieldwork, 2024

Problems militating against adequacy of the existing policies of motor park management

Table 5 presents the mean and standard deviation of responses of the selected Directors of Town Planning and Directors of Works and Transport of the sampled Local Government Councils on the rating of the

problems militating against adequacy of the existing policies of motor park management. The mean rating of five items exceeded 1.50, suggesting that, the respondents generally agreed that inadequate policy (M = 2.90, SD = 0.32), inadequate participation of stakeholders in policy formulation (M = 2.00, SD = 1.25), non-awareness (M =

2.00, SD = 1.05), political interference (M = 2.00, SD = 0.82), and incompetent personnel (M = 2.00, SD = 0.67) were problems militating against adequacy of the existing policies in the management of motor parks in the study area. This implies that the respondents were of the opinion that the various existing motor park management policies were generally inadequate; participation of stakeholders in the formulation of the policies were also inadequate; stakeholders were also not well informed about the formulation and implementation of the policies; there

were political interference in the policies' formulation and implementation; and the managers saddled with the responsibility of implementing the various policies were mostly incompetent.

However, the mean rating of the remaining four items are <1.50, indicating that the respondents generally disagreed that economic situation (M = 1.40, SD = 1.08), social vices (M = 1.40, SD = 0.84), insufficient personnel (M = 1.40, SD = 0.84), and lack of policy (M = 1.40, SD = 0.70) were challenges militating against the adequacy

Table 5:Problems militating against adequacy of the existing policies of motor park management

Variable	Mean	Standard Deviation	Remark
Inadequate policy	2.90	0.32	A
Inadequate participation of stakeholders in policy formulation	2.00	1.25	A
Non-awareness	2.00	1.05	A
Political interference	2.00	0.82	A
Incompetent personnel	1.40	0.67	A
Economic situation	1.40	1.08	D
Social vices	1.40	0.84	D
Insufficient personnel	c	0.84	D
Lack of policy	1.40	0.70	D

A = Agreed; D = Disagreed

Source:Authors' fieldwork, 2024

of the divergent policies adopted in the management of motor parks in the study area.

Proposed Policy Framework for motor park management in Ibadan

Constitutionally, the Oyo State government was not empowered to undertake the establishment and management of motor parks in Nigeria. Similarly, transport unions such as the NURTW and RTEAN are workers' unions, and not the owners of motor parks, who were supposed to focus on their mandate of protecting the interests of their members rather than interfering in the management of these public spaces. The responsibility of establishing, controlling and managing motor parks rests on the Local Governments, and there is need for a comprehensive policy framework (Figure 6) that will allow this tier of government to take up this responsibility within their respective jurisdiction. They should also set fees for operators and traders, and ensure strict enforcement of regulations regarding operations and usage of the motor parks. They can also enter into partnership with private organizations towards facilities' provision and maintenance, sanitation and operation management of the motor parks.

This policy framework is built on the foundation of the provision of Fourth Schedule, Section 1(e) of the 1999 Constitution of the Federal Republic of Nigeria, which confers the responsibility of establishing, controlling and managing motor parks on the Local Government. It is expected that the Oyo State government, through

its House of Assembly, enacts a Motor Park Act which should be made available for implementation by all the local governments in the State for uniformity. In formulating this Act, the State House of Assembly should apply Urban and Regional Planning law and any other relevant written regulations in the planning, siting and construction of motor parks; and multipurpose motor park development should be encouraged as a way of improving the economy of the city through employment creation. Also, the Ministry of Transport and Public Works, in conjunction with the Ministry of Lands, Physical Planning and Urban Development should work together as coordinators and advisers, through the establishment of a Monitoring Team, which shall ensure strict compliance with the Act and all urban planning laws, standards, and operational regulations, to bring about efficient and functional city that is devoid of chaos. The Oyo State House of Assembly should immediately send the formulated Motor Park Act to the Local Government for implementation. Upon receipt of the Act, the Local Government should establish a Motor Park Management Board (MPMB) to be saddled with the responsibility of implementing the Act in all motor parks within its jurisdiction. The Management Board should consist of professionals in transportation planning and management, bus operators, and transport unions' representatives. The Board shall serve as a central coordinating team and shall formulate policies and guidelines for the maintenance, management and usage of all motor parks within the jurisdiction of a

local government. The Board shall prepare and submit to the local government for approval, its operational/management plan for a specified period of time. The Management Board is also expected to ensure adequate provision and maintenance of facilities, security services and other infrastructure required to provide a satisfactory environment for users of the motor parks. It should also be saddled with the responsibility of preventing the establishment of illegal motor parks, and prosecute offenders. Any Union that establishes a motor park without due approval from the Local Government through the Management Board, should be liable, on conviction, to a fine as shall be stipulated in the Act. Also, the Local Government should prescribe fee and other levies which shall be payable by operators of bus services and traders in the motor parks. It should also take charge of the control of all commercial activities, including shops, stalls and hawking within the motor parks. The Board, on behalf of the Local Government, should ensure the promotion of stakeholders' engagement in motor park operations, and also enlighten motor park users on environmental sanitation at the motor parks. It shall also be in charge of revenue generation from the motor parks to the local government coffers; and also

ensure adequate welfare of the motor parks employees such as pension, health, retirement and death benefits in line with what is obtainable in the local government. The Board shall periodically submit its operational performance, including financial statements to the Local Government, which shall forward same to the State's inspection team, to ensure transparency, accountability and proper data documentation. Due to the importance of motor parks as a prerequisite for efficient functioning of the transportation system of cities, and as a propeller of the economic activities of a nation in general, adequate funds should be provided to ensure smooth administration and efficient operations of these parks. The Local Government, as the owner and beneficiary of revenue generated from the motor parks, should ensure provision of adequate funding towards the management of the motor parks. These funds should be utilized by the Management Board, for the administration of the parks. The Board may also receive grants and donations from philanthropists, non-governmental organizations and other donors, upon approval by the local government. Finally, the enactment of Motor Park Acts by the Oyo State House of Assembly should repeal all the existing policies of motor park management such as the Park

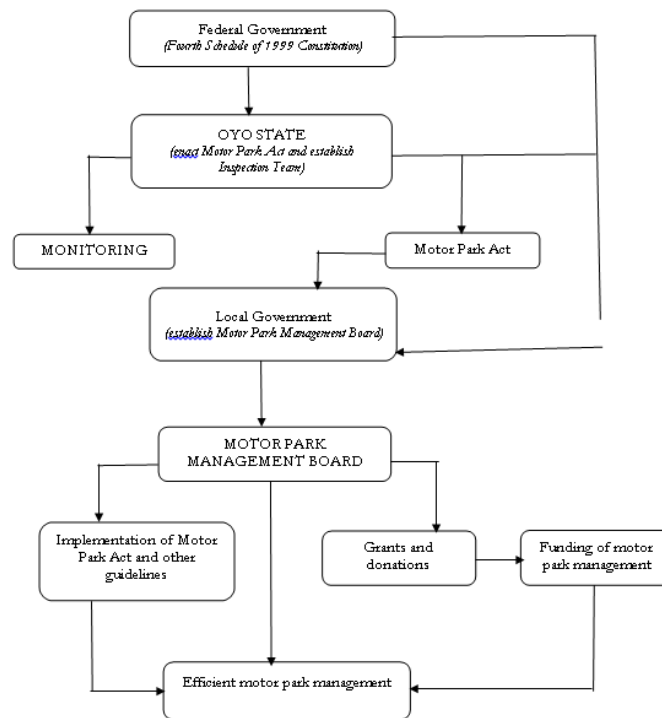


Figure 6: Proposed Policy Framework for motor park management in Ibadan

Source: Authors' initiative

Management System policy and the discretionary/unwritten garage laws that are presently being adopted by the management teams in the motor parks in Ibadan.

CONCLUSION

This study examined the structure of the divergent

policies in the management of motor parks in Ibadan, and the policies considered are Nigeria's 1999 constitution, National Transport Policy, Park Managers System (PMS) policy, unwritten rules, and exclusively prepared motor park management policy. Findings revealed that managers of the motor parks in Ibadan were not adequately aware

of the constitutional provisions relating to motor park establishment and management as contained in the 1999 constitution and the National Transport Policy. Also, there was no exclusively prepared policy for motor park management in Ibadan as obtainable in some other climes. The adoption of various policies was found to result into policy collision, which has enormous negative consequences on the management and operation of these public spaces. The local governments, which have the mandate to establish and manage motor parks, were incapacitated from performing these functions by the Oyo State government, which has taken over these functions, on the pretext of improving the State's internally generated revenue and averting the incessant violent clashes among the motor parks operators. This study therefore concluded that concerted efforts are required in the implementation of the proposed policy framework for the management of motor parks in Ibadan. This will help to achieve efficient management of these public spaces, bring about users' satisfaction, and also contribute positively to enhancing the efficiency of the city's transportation system.

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