Impediments to the efficiency of government administration of maritime programmes and measures to curb them: a case study of the Oron Inland Waterway transportation system

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WMU
IMPEDEMENTS TO THE EFFICIENCY OF GOVERNMENT ADMINISTRATION OF MARITIME PROGRAMMES AND MEASURES TO CURB THEM: A CASE STUDY OF THE ORON INLAND WATERWAY TRANSPORTATION SYSTEM

By

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DECLARATION

I certify that all the material in this dissertation which is not my own work has been identified and that no material is included for which a degree has been previously conferred upon me. The contents of this dissertation reflect my personal views and are not necessarily endorsed by the University.

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DEDICATION

To My Husband Eme......
Whose Love Is So Special To Me

To Our Son Ndentuei......
Who Makes Living A Joyous Experience
ACKNOWLEDGEMENT

I would like to thank Professor Ted Sampson, who has been an inspiration to me in this whole course. Each time I talked with him there was an additional measure to my self confidence and the fact that I will make it to the end of this programme. I’m particularly grateful to him for all his careful scrutiny of this research which has made it a success.

I’m grateful to Professor D. Mottram for all his encouraging words about this project and for actually living this work.

I sincerely appreciate the efforts of the Maritime Academy of Nigeria, Oron for granting me this opportunity of realizing my dream of a Master’s Degree.

All through my stay in Malmo I had one family friend, Mr and Mrs John Burne, I’m grateful to them for all their prayers and support throughout my stay here.

My parents, Mr and Mrs E Bassey, your love and concern have been the mainstay of my being, I will always be grateful to you. Without you taking care of my son, I would have been worried sick leaving him alone, but you became nursing parents again on my behalf. I pray God to richly bless and keep you.

Finally, I’m grateful to the almighty God for this opportunity and the sustenance all through my stay in Sweden. I cannot forget to mention all my friends in the University who are too numerous to mention by name, I register my sincere appreciation by saying may the Lord bless you all for making my stay in Sweden a memorable one.
ABSTRACT

In this project the focus is to analyze an inefficient maritime transport system with particular reference to the ferry services and the related impact upon the Oron people. A restructuring is then considered based upon the economic potential of the region if a cost effective service were maintained.

To achieve these goals, it is necessary to examine the deficiencies in the current administrative set-up. This has been possible based on the interviews and personal interaction with the workers of Inland Waterways, Oron department. It has also been necessary to analyze the literature to evaluate the inland waterways operating in other places.

As a result of this research, it is hoped that the concluding suggestions and recommendations can form a basis for improving the ferry transport of Oron, stimulating the economy and to some degree alleviating the associated problems of the people. Most importantly, it is hoped to show ways that government establishment can achieve a beneficial role in the provision of critical maritime transportation services.
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CHAPTER ONE

1.1 INTRODUCTION

The Importance of Inland Waterway Transportation

Transport has played a major, almost legendary role in shaping national development. Over the past two centuries the United States has shifted from a narrow, confined strip along the seaboard to an expansive continental nation with the most mobile people in history. Hazard (1977,p1).

The importance of transport is not only realized by the United States, it is the same with other countries, Nigeria inclusive. Unfortunately, this realization often does not go far enough to achieve similar progress. That is why "congestion, lack of maintenance and poor planning resulting in services that are unreliable and often dangerous" (Africa South of Sahara, 1992) remains true of the Nigerian transportation system.

In comparison with other West African countries, Nigeria has a well developed transport system. However, development tend to concentrate on selected modes of transport like the road and air at the expense of water and rail. Therefore, this tilt has created serious neglect of the Inland Water transportation, even though studies have shown that, for bulk commodities at least, water transport is the least costly of the three main inland transport modes, that is road, rail,
and water.

Nigeria is well endowed with inland waterways lining the coasts. This should be utilized fully because waterways are

**TABLE 1 IMPORTANT RIVERS IN NIGERIA**

<table>
<thead>
<tr>
<th>RIVER</th>
<th>LENGTH (KM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anambra</td>
<td>209.2</td>
</tr>
<tr>
<td>Benue</td>
<td>796.5</td>
</tr>
<tr>
<td>Cross River</td>
<td>539.0</td>
</tr>
<tr>
<td>Donga</td>
<td>281.6</td>
</tr>
<tr>
<td>Gongola</td>
<td>530.9</td>
</tr>
<tr>
<td>Husejia</td>
<td>329.8</td>
</tr>
<tr>
<td>Imo</td>
<td>225.3</td>
</tr>
<tr>
<td>Ka</td>
<td>378.1</td>
</tr>
<tr>
<td>Kaduna</td>
<td>547.1</td>
</tr>
<tr>
<td>Kastina Ala</td>
<td>345.7</td>
</tr>
<tr>
<td>Komadugu</td>
<td>466.6</td>
</tr>
<tr>
<td>Mariga</td>
<td>297.7</td>
</tr>
<tr>
<td>Meda</td>
<td>201.1</td>
</tr>
<tr>
<td>Mungo</td>
<td>168.9</td>
</tr>
<tr>
<td>Ngodela</td>
<td>289.6</td>
</tr>
<tr>
<td>Niger</td>
<td>1,174.6</td>
</tr>
<tr>
<td>Ogun</td>
<td>305.7</td>
</tr>
<tr>
<td>Oni</td>
<td>153.9</td>
</tr>
<tr>
<td>Oshun</td>
<td>273.5</td>
</tr>
<tr>
<td>Osse</td>
<td>265.5</td>
</tr>
<tr>
<td>Sokoto</td>
<td>627.5</td>
</tr>
<tr>
<td>Yedseram</td>
<td>353.9</td>
</tr>
<tr>
<td>Yewa</td>
<td>120.7</td>
</tr>
<tr>
<td>Zamfara</td>
<td>337.8</td>
</tr>
</tbody>
</table>

**SOURCE:** Federal Surveys Department.
advantageous both in terms of cost to the user and in terms of cost to the nation. This is true because inland water transport does not require high handling costs, especially, in Oron. Most of the goods carried do not require highly technical facilities; they could easily be loaded manually. More so, the energy requirement is very low because the distance between the two major cities involved in the inland transport—Oron and Calabar is not long.

Inland waterway transport can reduce the economic disparities between regions and states in Nigeria. A good transport network of transportation influences location of industries and appropriate transport infrastructure is often seen as an incentive to industrial location. Oron as a region is very deprived of industrial presence; this problem could be removed, starting from the improvement of infrastructure of the ferry service, which could accelerate the distribution of goods and services within the region.

Apart from cost and easy distribution of goods and services, inland waterways can contribute to the improvement of the environment in other ways: a) by being less environmentally harmful than other modes of transport, b) there is reduction of noise and vibration during the operation which occurs in other modes of transport leading to some environment hazards, c) it has a low accident rate, both to the users and other transport modes. This makes the mode ideally suited for transport of goods and persons in a safe and economical way.

Inland waterway traffic on the Cross River does not hamper private transport by causing congestion, because there is little or no activity on the river, the fishing that is done is on a very small scale. So this river is capable of taking on
more traffic without problems and the neglect of utilization is not justifiable.

Water transportation generally is the cheapest mode of transport, unlike other modes, rail and road in particular.

FIG 1 RIVER REGIME OF THE NIGER
Nature plays a significant role in the provision of the basic infrastructure of the water courses. Nigeria is abundantly endowed with these basic infrastructure in the form of lagoons, rivers, lakes, and coastal waters. (Nigeria Transport Aviation and Tourism, Information Handbook Directory and Who's Who, 1988).

The only requirement to make full utilization of this natural provision is to keep the water courses navigable. But in spite of its relative cheapness, this mode of transport is generally not popular with Nigerians. The reason being that the water courses are localized and not as easily accessible as the roads; it is also due to government’s attitude toward the development of this mode of transport.

Compared with other modes of transport, water transport has received less attention in budgetary allocations; and domestic water transportation has always been relegated to the background. This has resulted in the riverine areas having poorly developed transportation systems.

Water transportation is especially suited for the movement of bulk cargo over comparatively long distances. Thousand of tons of cargo can be carried on a single voyage, there is considerable economy of scale to be enjoyed in this mode because transportation cost per unit is reduced to the barest minimum. (The role of waterways in regional and local planning: Planing paper No.3, July, 1981). Goods sold in the region will definitely cost less because high transportation cost now accounts for up to half the cost of the goods. If a functional maritime transport system were maintained at least this problem would be somewhat reduced.

An important area to be considered is the operating
cost. For inland water transportation the operating cost per ton is much lower than that of road. The economic life of a road vehicle is about 3 years, while the economic life span of a ferry is about 16 years according to transport researchers. It shows that a ferry can serve until such a time that the amount used in purchasing it is retrieved without needing replacement. This important fact is typically neglected when the government spends huge amount of money on buying buses for mass transit.

Waterways in Nigeria are mostly natural routes, so they require minimal development. The Federal Government of Nigeria spends billions of Naira to develop the major roads to enable the public to travel more conveniently. But no problem has been solved in this area as these roads cannot cope with the traffic, especially in the hinterlands. Accidents occur every day, traffic jams continue to delay lorries, buses, and private cars. This is not a common occurrence on the rivers, except where attention is not paid to provision of safe ferries and people use all sorts of crude facilities that may result in serious mishaps.

An inland waterway system of transportation is safer and cheaper than every other mode of transportation and the unique natural position of rivers in Nigeria, and the Cross River in the Oron region in particular are enough reason to consider improving the system and refuting a statement like this, "in developed countries, which have well developed road and rail systems, the inland water transportation systems have continued to develop very fast. Conversely, it is noted that inland water transport systems in the under-developed or developing countries have remained either totally or practically neglected. [Planning the development of Inland Waterways-ESCAP [United Nations] 1979].
Improving the Oron Inland Water transport system will require an adequate government presence. It also, will require achieving proper local management and effective national government administration.

1.2 ORON ECONOMIC AND GEOGRAPHICAL FEATURES

Oron is a small town in Akwa Ibom State of Nigeria. This is where the estuary of the Cross River feeds into the Atlantic Ocean. It is a border town between Nigeria and Cameroon. There is a significant amount of traffic between the two countries, especially, people involved in small scale businesses. The movement as of this time is not convenient because of the modes of transport. Local business could be stimulated by having a proper means of transport such as reliable ferries. Movement is not only between the two countries but also between Oron and Calabar, two major cities along the coast of the Cross River.

The Cross River, on which the movements occur has a distance of 15 nautical miles with minimum depth of nine metres. From the Calabar end, the estuary leads to many islands which have completely been neglected in terms of development because of the lack of a means to get there. There are a lot of fishing ports lining the coast, which have not been developed. In order to get to Calabar or Oron, the fishermen have to use very crude vessels, which many times result in loss of lives.

Though a small town, Oron is inhabited by 88,000 people. The people are mainly subsistent farmers and fishermen, some engage in petty businesses, which means that the income level of the people is quite low. This adds to the importance of this study as the government has an ability to promote the economic
development of this region and its people, through provision of a viable inland marine transportation system. In Oron, it is quite difficult to get around the town because most of the roads are not paved. The only means of transport within the town is by motorcycle. There are no township buses or taxis but people and goods could move naturally by water.

There is a significant economic potential in Oron. There is an abundance of fish and other sea food, fertile farmlands and an adequate work force. All these goods could be circulated to other cities if a functional means of transport were to be available. Open land abounds which is not utilized while other parts of the country are congested with industries. Oron offers an excellent location for industrial economic expansion. This could benefit both the people and the government as an excellent foundation for expansion already exists in Oron.

On the other side of the estuary from Oron is Calabar, with a population of 143,000 people. This is a much bigger city than Oron, having a significant amount of industry and sizeable government presence as a capital city. An adequate fast ferry between Oron and Calabar could provide a connection of the two cities. With a journey of only 70 minutes a mutually beneficial economic link could be established, giving people the choice of working in either of the two places. This could also provide a reliable and rapid supply of goods to the capital city.

It is not only increased business that an improved marine transport system has to offer. It offers recreational and tourist attractions to the region because the beaches are still clean and unpolluted. From both a business and recreational perspective these two cities can offer each other mutual benefits through a maritime transportation link.
In Oron, there is a limitation in the capacity of secondary schools, a proper maritime link can open the way for students to be able to attend school in either city, thereby reducing the congestion problem.

Oron is fast becoming a high risk area in terms of robbery and bizarre behaviours because of influx of people from the neighbouring countries, this is so because there is no effective control between the borders. Criminals have free access to Nigeria, through Oron. With proper maritime administration through the operation of the ferries, individuals could be checked properly and the security could be heightened.

There is a lot the government can gain by improving the ferry service between Oron and Calabar. Even though, a form of service is available now, it amounts to wastage of government resources in that it is not utilized to the optimum level. If this were a viable service for the region, it could become a means of generating revenue locally and expansion of commerce that in turn could help the service to become profitable.
FIG 2  MAP OF AKWA IBOM STATE SHOWING THE DIVIDING LINE

BETWEEN ORON AND CALABAR
TABLE 3 TREND IN INTERMODAL DISTRIBUTION OF FREIGHT TRAFFIC IN MILLION TONNES

<table>
<thead>
<tr>
<th>YEAR</th>
<th>ROAD</th>
<th>RAIL</th>
<th>INLAND WATERWAY</th>
<th>AIR</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1964</td>
<td>7.25</td>
<td>2.20</td>
<td>Insignificant</td>
<td>Insignificant</td>
<td>9.95</td>
</tr>
<tr>
<td>1974</td>
<td>30.00</td>
<td>1.00</td>
<td>Insignificant</td>
<td>Insignificant</td>
<td>31.00</td>
</tr>
<tr>
<td>1981</td>
<td>33.00</td>
<td>1.60</td>
<td>0.30</td>
<td>0.10</td>
<td>35.00</td>
</tr>
</tbody>
</table>

Source: Nigeria Federal Ministry of Transport.

This table represents events some years ago but the situation has not changed much and there is no newer documentation available.

1.3 INFLUENCE OF LOCATION ON THE DEMAND FOR FERRY SERVICES

As can be seen from the geographical description, Oron links many places like Calabar, Cameroon, Gabon, and Equatorial Guinea. This could become a small scale trading block as many people move to and from these places by any crude means available for the conduct of their small enterprises. But the government could promote a significant growth in these businesses by making the ferry services regular, efficient and reliable. Not one of the least benefits would be a dramatic decrease in the number of lives that are lost as people ply the estuary in vessels of the crudest means.

Along the coast are a lot of fishing villages, many fishermen live permanently in these remote places, but from time to time they need some services like medical treatment.
In many cases of protracted illnesses and emergencies, they lose their lives on the way by the time they paddle canoes to shore. Fast ferries could help essentially to provide these kind of services to the people.

At present in this region an illegal coastal trade flourishes because of lack of government concern or surveillance of the movement of goods out of irregular routes. With government owned ferries and proper administration, it would be possible to scrutinize what goes out or comes into the country. A low cost high volume and reliable marine transportation route would tend to draw such trade to follow a recognized path allowing collection of tariffs needed for support of the economy of the local government.

The distance between the two cities along the coast — Oron and Calabar is not far when journeying by water so the improvement of a marine transportation link will be beneficial; rather than people having to go over land routes in 4 hours of hazardous driving, the same journey could be made with fast ferries in 40 minutes or by more conventional vessels in 70 minutes. This latter means of transport is safer and more economical both to the public and the government in terms of energy consumption.

The heavy traffic of passengers and goods are other factors to be considered in restructuring this service. In order to circulate food stuff between the cities, there is always an influx of traders to and from these places with their wares. To accelerate this process and make the distribution more effective and convenient, a regular and low cost means of transportation is the surest way to expand this local market. In shipping, an important factor when considering the development of a shipping service is the cargo and passenger
flow. The Oron-Calabar route has this potential, therefore, the service could be utilized to realize cost-effective benefits.

The coastal trade on this route is the mainstay of peoples livelihood. As it is becoming increasingly difficult for people to have government jobs, people are forming small enterprises which will in turn increase this traffic. If this service becomes continuous, the increasing benefits will stimulate people to pay some additional cost in order to keep the service running. On every side, this marine transportation link looks promising.

1.4 OVERVIEW OF TRANSPORT SYSTEM IN ORON

There is no system when it comes to transportation in Oron. Everything is make-shift. But in order to establish the importance of this project one has to understand how deplorable the conditions are. More than half the roads are not paved or defined. At times most of the roads are overgrown with weeds highlighting the extent of the neglect.

In this study inland water transport is chosen as needing immediate attention because the basic infrastructure is already in place. It only needs to be improved upon. The Cross River does not need dredging for it to be navigable. More so, it is navigable all the year round unlike some rivers in Nigeria. Hence, it is necessary to re-develop the service as it will not require much capital investment.

The government can alleviate some of the transport problems in the region by improving on this route by careful
planning and a willingness to do something positive. It can also be seen as a chronicle, gradual development and steady evolution of the transport sector of the region from water to rail and road and then an integrated system of transport will be achieved.

THE FERRY SERVICES

There are currently three ferries tied up at the jetty in Oron. Two of these are not functional. The only working ferry runs twice a day from Oron to Calabar, even though the passenger flow requires more than this. It leaves at irregular intervals and at odd times. It often departs in mid-morning when it cannot serve the workers, traders and students, who would have preferred early service. The peak periods of demand for passenger services are not taken into consideration and the great irregularity in the sailing times essentially makes the service non-existent due to its unreliability.

The conditions on the vessel in service are very poor. There is always congestion due to overloading. The ferry now in use has a seating capacity for 406 passengers, but most of the time the number of people standing equals those seated. In addition, most of the passengers carry heavy loads of food stuff and items for hawki in the ferry. Always these loads are not properly stowed because the passengers just throw them where there is available space. This is a violation of safety principles established in conventions on safety of life at sea and loadlines.
Obtaining tickets for the ferry is rather amusing, disgraceful and disgusting as the passengers struggle and fight to purchase these. There is no co-ordination or order during the sales. Then, buying the ticket does not guarantee a place on board the ferry, except if the person is ready to push through physically. In the process people lose their lives and cargoes and nothing is done about it.

There are little or no measures in place to address concerns for safety on board the ferry. There is no lifeboat and no life rafts. Even common safety items like fire extinguishers and life jackets are commonly missing. The number of life jackets provided is inadequate for the number of passengers, because there are more passengers than the allowed number. In the case of accidents there are no plans or provision for rescue, so getting on board is more or less at the passenger’s risk.

Providing maintenance for the ferries is another area where management of the system is deficient. The ferries are run until they break down completely because of insufficient budget allowance to repair old parts or buy new ones. In any system where maintenance is not an integral part of the operating system, the operation is bound to fail. All of these factors emphasize that the ferry services in Oron should be closely scrutinized to devise a way whereby safe, reliable and effective service can be provided for the use of the people and economic development of the region.

Water transportation is basically under-utilized. Instead of making effective use of our waterways, a lot is spent on road construction and maintenance. Water transportation is mainly used in riverine states of Cross River, Akwa Ibom and others. The method employed are still very
crude. The ferry services are few, thus most people either use small out-board engine propelled vessels or the ordinary canoe which are often overloaded. The cost is, however, the cheapest. [Nigerian Transport, Aviation and Tourism. 1988, p201].

All the reasons advanced have given the basis for the need of rebuilding the Oron ferry services.

ENDNOTES


Planning the Development of Inland Waterways - ESCAP (United Nations) 1979 P 22
CHAPTER TWO

2.1 THE ADMINISTRATIVE STRUCTURE OF NIGERIAN GOVERNMENT ESTABLISHMENT.

Government ministries are usually of considerable size and hierarchically structured with distinct officers arranged in a manner that puts the political head at the apex and the other officials at successively lower levels, until the most junior officials are located at the bottom of the hierarchy. This chain of command is normally expected to reflect superior-subordinate relationships.

The ministry is the main instruments for giving effect to government policy when the necessary legislation has been passed. The ministry is under the overall leadership of a political office holder called the minister. There are a few departments that are headed by career officials but are still subject to ministerial control.

Civil servants who staff government ministries are organized hierarchically in line with the structural arrangement of their superior and subordinate roles. They are expected to operate according to established rules and to consider their specific offices as non-personal. Therefore, a civil servant can be deployed within the offices of a ministry or from one ministry to the other.

The statutory responsibilities for transport planning and execution in Nigeria are shared by Federal, State, and
Local Governments. The Federal Government has exclusive power in the development of the maritime sector. Investment proposals, project conception and design for each of the transport modes are submitted by transport agencies or parastatals to their respective supervising ministries from where they are expected to be transmitted to the Federal Ministry of National Planning for inclusion in the National

FIG 3
Development Plans. The project proposals from the state and the local governments are also forwarded to the Federal Ministry of National Planning through the state Ministry of Finance and Economic Planning.

The Federal Ministry of Transport and communication has the responsibility over the following broad areas: civil aviation, authorization of scheduled and non-scheduled flights, provision of air safety services at Nigerian aerodromes, airport development and managements, meteorological services, inland waterways, maritime shipping and navigation, ports development, railways, and multimodal transport co-ordination. As seen from the list there are too many bodies to oversee and as a result some are neglected or classified as less important.

The ministry's objectives include the provision and development of reliable and efficient transportation systems by air, rail, and water. It also ensures the promotion and development of ocean and sea ports, dockyards and the provisions of adequate transportation for exports and imports. In addition, it ensures adequate maintenance of existing airports, seaports, navigational aids and telecommunications facilities.

To implement these objectives, as well as exercise its statutory functions over the parastatals under its supervision, the ministry is organize into six functional departments, comprising two administrative and four professional departments with their respective sub-units and sections. The departments are finance and administration, transport and aviation, civil aviation, meteorological services, national transport coordinating and inland waterway department.
2.2 ADMINISTRATIVE STRUCTURE OF INLAND WATERWAYS

The headquarters of the Inland Waterway department is in Lagos, with operational offices in the capital cities of the riverine states. Structurally, the board of directors of the ministry of transport at the headquarters formulate the policies.

The main duty is to improve and maintain the country’s vast waterways as well as installation of navigational aids for safety. It is also to operate and manage an efficient and effective passenger transportation by ferries in all parts of the country.

Looking at these stated roles one would assume a reasonable level of effectiveness, because the necessary legislation is available and the objectives are set. The question of how to achieve these objectives remain. How the administration has been structured to enable these objectives to be realized will be looked at in the next sub-topic.

2.3 INFLUENCE OF STRUCTURE ON THE OPERATIONS

There is nothing wrong in a federal state like Nigeria having the headquarters of the ministries in the nation’s capital. But, it becomes difficult when the operating bodies in the states are not given a mandate to act on behalf of the headquarters; it stifles progress.
The administration is not decentralized enough to accommodate minor decision-making. The field officers should be able to act in the name of their superior authority in matters like the quantity of fuel to use in running the ferries. There should be a mixture of decentralization and centralization to avoid too much dependence on the headquarters in minor issues.

Another feature is the relationship of the field officers of the Inland Waterway and the officials of the state inland water management. The former have dual allegiance, on one hand they are answerable to the headquarters and they also have to act as tenants to the states in which they are located, and must conduct the service to the satisfaction of the landlords which they cannot achieve without authorization from the headquarters. This results in poor organization of the ferry services.

Communication between headquarters and the departments is sometimes very difficult because the channels which should have been upwards, downwards and lateral are only in principle and not in practice. Consultation at the various levels become a very difficult task as information does not flow as quickly as necessary.

The people at the headquarters are not aware of the needs of the people regarding the regularity of the ferry service. All they are interested in is cutting the cost of operation as much as possible, so they get into minor decisions which should have been for the operators and at the end the service suffers because of undue and unrealistic tariff charges.
At the departmental level the operators have the technical know-how and knowledge of the conditions of the river they ply. But they are not always consulted on major decisions, such as purchase of new ferries. Hence, the purchase of ferries that cannot function very well in their situation is a common result. This shows the lack of co-ordination between the headquarters and the state.

In the administrative set-up there is no office assigned for the assessment and evaluation of the activities at the state level. Which should have included tour and inspection of the federal projects at the state level. This would reduce the nonchalant attitude of the workers, and create a sense of duty due to the constant supervision. Any organization that does not have an effective monitoring and reporting system is bound to fail because people tend to act as it pleases them.

Inland waterways is structured in such a way that the workers at the state level have to wait for every decision to come from the headquarters. They cannot exercise any authority, therefore their capabilities are undermined. Even things that they could do to ensure effectiveness and the regularity of the service are overlooked because that is not encouraged. The knowledge is available but has not been utilized because the headquarters has not sanctioned field participation even though the headquarters is far removed from the operation fields.
CHAPTER THREE

PROBLEMS OF THE INLAND WATERWAY SYSTEM

3.1 EXCESSIVE GOVERNMENT INTERVENTION

The fact remains that the Inland Waterways is not an autonomous body. It is an arm of the Ministry of Transport. Therefore, it should be run according to laid down rules and policies. In the opinion of the author, some of the rules are not intended to guide the smooth operation of the service but provide unnecessary infringement which has rendered the service ineffective and not cost-effective.

The Nigerian government acknowledged in the third development plan that the management remains the most intractable problem of the public corporations and companies operating in the transport sector. Toyin Falola and S. A. Olanrewaju (1986, p 45.) Although, these corporations share some of the problems common to nationalized transport industries in other countries like heavy wage bills, government policies, and social service obligations, there are other crippling problems peculiar to Nigeria.

These include lack of commercial autonomy, excessive intervention by the sponsoring ministry, and excessive political consideration in the appointment of board members.
Excessive government intervention contributes to the inefficiency of the public transport corporations generally. By allowing the board members to interfere in day-to-day management functions, due in part to a lack of clear guidelines about what policy matters fall within their purview and the fact that they want their presence to be felt even when they are not contributing to the progress and smooth running of the corporations.

The Inland Waterway system is expected to run as a quasi-commercial venture yet it is not given any commercial autonomy. This has resulted in the lack of clear definition of the basic goals and objectives of the corporation. The nature and extent of the social purpose to be served is not always clearly laid down and so, the corporation perceives their role as that of a public institution not set up for profit.

This creates laxity in the operations in the perception that there is always government subvention for survival. But it has reached a stage that the government is no longer willing to continue indefinitely to support enterprises that have not proved viable. Here the government has created an awkward situation by expecting an establishment to be profit-oriented yet not given room for implementation of means that could bring about profitability through the formulated policies.

At the headquarters level, they get involved in trivial matters like the regulation of the time table for operating the ferries; when this is done without consultation of the operators it becomes very dis-functional, for instance, the ferries could generate more revenue on weekends because the demand is quite high but there must not be services as the government is not willing to pay overtime. This more or less makes the service non-beneficial.
The charges are fixed without consideration for the cost of operation. Therefore, the earnings cannot cover even a day’s running cost. Also, no provision is made for the inflation rate and the operators have no power to change the charges even if the need arises. Deciding for the quantity of fuel to be utilized does not give room for flexibility or creativity and sometimes grinds the service to a halt.

Apart from the board members getting involved with the daily operations, they are chosen like other public officials according to political and regional considerations rather than on expertise. Under the various regimes, board appointments are seen largely in terms of distribution of political patronage. Resulting in too much interference and people working in areas that they do not have expertise.

In the area of recruitment there are problems too, most of the staff are recruited at headquarters and sent to the different field operations. This is at the expense of the skilled workers of the location. To overcome this problem the government tries to create a balance between the state and regional employees, the situation becomes worsened as too many people get employed with little or no responsibility.

Promotion is based on seniority rather than on performance. As a result staff members recruited at the lowest level eventually attain senior positions. But these managers are commonly ill-equipped to understand modern management practise or to appreciate the value of innovation and they would not avail themselves of management training programmes for fear of losing their seats. So the situation gets worse as the people at the top do not really understand what they should do.
There is no effective training programme to integrate the numerous people employed. Also, there is a lack of awareness of modern transport technology. This will be a great problem if new ferries are purchased. To avoid a gap the government has to set training facilities in place before the needed improvements can be made.

Workers generally have very low morale as they are not given the opportunity to be creative and to put in their best. Also, there is no motivation or incentives provided in any way. With this kind of treatment people lose interest and just occupy the jobs because they have to. They do not derive any satisfaction in working and the service suffers as they are not encouraged to put in their best.

On the aspect of management, the paternalistic type still exists where the chief executive officer must supervise a great number of people. This clearly shows the defective management as there is no proper system of delegating authority and an adequate system of control necessary for an efficient organization.

Another great problem is that of poor coordination and structural inadequacies which constitutes a significant transport problem. Structural inadequacies show up in the form of major weakness in the network, parallel alignment of two or more modes of transport, and lack of efficient connections with some ports. For instance the Oron ferry service if it were organized properly could have linked up the Calabar sea and airports. Thereby, increasing the viability of the service which is lacking now as many more passengers will make use of the service and raise the revenue.
3.2 INADEQUATE BUDGET ALLOCATION

Even if there were a lot of well developed plans based upon the right considerations, if there is no financial back-up, the plans may never be realized or materialize. The government may have all the good intentions of creating easy and safe means of transportation for the people but there is no financial commitment to this cause.

After the civil war there was so much investment on the development of transportation. Over the years only road and air transport have been considered very necessary to assist. While the water transport has been relegated to the background, especially the Inland Water transportation. Hence, the inadequate financial support for Inland Water Transport from the various governments Nigeria has had.

The industry has suffered from inadequate financial and managerial resources for so long that this has become part of the system. This lack of recognition of its vast potential role in the national transport development has brought Inland Water Transportation to a stand still.

After the early eighties the government investment was reduced from 41.4 percent to 9.8 percent of the investment required in the water transport. This has resulted in deteriorating facilities because of poor maintenance and inability to replace old parts. This decline in the funding of the inland waterway transport has continued for a long time as shown in this table.
TABLE 4

NATIONAL DEVELOPMENT PLANS: TRANSPORT SECTOR ALLOCATION 1962-1985

<table>
<thead>
<tr>
<th></th>
<th>In Million Naira</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport Allocation</td>
<td>309,092</td>
</tr>
<tr>
<td>% of Total Pub. Invest.</td>
<td>19%</td>
</tr>
<tr>
<td>% to Roads</td>
<td>58%</td>
</tr>
<tr>
<td>% to Railways</td>
<td>10%</td>
</tr>
<tr>
<td>% to Water</td>
<td>25%</td>
</tr>
<tr>
<td>% to Air</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: 4th National Development Plan 1981-85

A budget can be defined as the process by which plans are operationalized; short-to-medium term plans which are expressed in the financial terms. Ladikpo Adamolekun (1983, p 98). This definition explains why finance is a key factor in making any plan come to fruition.

The system of having to send back all the proceeds to the headquarters without any left for the running cost and having to wait for allocation before anything is done does not help the situation. This delays both long term and short term plans. The money comes in too late after going through all the bureaucratic measures. Even when the allocation finally comes it is not enough to run the service effectively.

There is no provision for repairs and replacement of old ferries. More often than not, usual costs given in respect of water transportation does not reflect the full share of the
public costs for development, construction, and maintenance of transportation facilities.

The Ferry services in Oron needs a total reconstruction. Eventhough the service exist, a new development plan will be the best way to resuscitate the remaining system and provide a new wave of service. The government has to come closer to the needs of the people, consider the running cost and maintenance when determining the amount allocated for the service.

3.3 INABILITY TO PRACTICALIZE THE INLAND WATERWAY POLICIES:

In order to maximize any service there must be rules and regulations for the effective operation and setting of standards. So a policy is an official tool for carrying out the objectives mentioned earlier. A transport policy with clear objectives is of paramount importance in operation of an efficient transport system.

The Inland Waterway department was created to ease transportation problem in the riverine areas by improving and maintaining the country’s vast waterways as well as the installation of navigational aids for safety. Also, to operate and manage an efficient and effective passenger transportation system by ferries in all parts of the country.

The policies of the Inland Waterway is that of the general transport policies. This does not clearly define the various functions that should be performed specifically by the department. Except the general rules that cover up to the international trade which has left the department hanging, not
knowing really what actually applies to them. The policy should contain the needs and requirements of the implementing body. The services will be strengthened if the policy allows the operators more freedom in handling the operations.

Co-ordination is an essential factor that should be focused on the implementation of the policy. At the headquarters and field operations, the workers should see themselves as working for the common goal, that of achieving a good, safe, and cheap ferry service for the people. This is lacking at the moment, there is too much rivalry and the service is left in the middle.

Importance is not attached to the inland traffic of the hinterlands which is a bridge of the policy. It is stated that the department should improve and run efficient ferry services in all parts of the country. But all the improvement are concentrated in the headquarters or the bigger cities. Therefore, the facilities in smaller towns are left to rot away.

There is no reconciliation of policy objectives with speed of implementation. The economical status of the riverine areas and the safety level of the services are not addressed in the policies and there is no monitoring of the operations, neither does the policy include these requirements.

Before policy are formulated there have not been feasibility studies conducted. These should have preceded the development of the main infrastructure through the planning periods. As a result the policy does not contain issues for the maintenance and upgrading of the facilities.
There are other crafts which are also used in inland transportation which do not have any kind of safety measures and the policy does not have requirements for them and maintenance needs are never met. This does not reflect the efficient management of inland transportation.

There is lack of government interest and involvement in research and experimentation in the development of the inland transport which results could have been included in the policies. Thereby formulating policies based on the results of the findings which in turn will improve the service and the management because they will know exactly what they are supposed to do.

Political influence which has made the cost of operating the service to dominate the benefits is a factor that the policy should addressed. Whether the viability of the service is to be measured in terms of cash returns or the social benefit to the users must be considered. This should lead to the specification of the social and economic needs of an efficient and effective service.

Conclusively, all the problems revolve around organizational aspects. First, because the government does not provide continuous co-ordination between the budgets and the operations. 2, there is no co-ordination among the different departments. 3, various activities become complicated with politicking and the reference with the criteria of operational excellence.
ENDNOTES


CHAPTER FOUR

MEASURES TO CURB THE PROBLEMS

4.1 Effective Government Role

An organization without a supervisory body may not succeed. The state still has a role to play, in order for enterprises under it to succeed and function properly. This chapter will examine the role of the state and to what extent their involvement becomes detrimental to smooth operation of an enterprise. In a broader sense it will look at the specific things the Federal Government has to do for the improvement of the Inland Waterway System which will lead to the improvement of Oron Ferry Services.

The state has to play the dominant role of constructing, improving and maintaining navigable waterways, as well as laying down and ensuring minimum social, economic and safety standards in the Inland navigation industry.

The hinterlands obviously require a co-ordinated distribution of the total transport volume. In this case all the modes of transport should be viewed as potentially valuable modes. Resources should be allocated to meet the development of inland water transport to allow it to function as an integral part of the overall transport system of the region and country at large.

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The policies available now are broad-based not actually limiting to specific roles. If the policies are to be effectively translated into legislation there must contain a clear definition of tasks with reference to the government and its organizations as well as the operational fields at the state levels. Good legislation should be definitive giving specific roles to various levels of the organization and should have both administrative and technical appeals.

History has shown in Nigeria that management of the ministry of transport activities is ridden with internal conflicts due to "political and ethnic considerations. This is true in the decision-making process and on important matters such as investment and contract awards. It extends also to selection for promotions which has resulted in low morale of workers". Toyin Falola and S. A. Olanrewaju (1986, p 15). In this type of environment, management of the organization becomes incompetent and unproductive. Internal politics should not be allowed to interfere with smooth operation of government establishments.

Government intervention and control should be kept to a minimum and consultations with those in the operating fields of the inland transport are the only means of aligning government measures with the process needed to ensure the effectiveness of the navigation policy to be pursued. Business communication and decision-making procedures should be facilitated to the maximum possible extent by involving the field operators always.

Commercial autonomy is an area that must be looked at critically, if the inland water transport is to meet all its obligations, room must be created for operators to engage in ventures for generating more funds at least as working capital without having to submit the proceeds to the headquarters. Of
course there has to be a monitoring system to ensure that the money is not mis-managed.

The Ministry of Transport should be able to cost the social services which they are obliged to perform, determine the amount of subsidies required for payment for the services. The level of subsidies must take into account what part of the costs would be borne by the government and what part by the beneficiaries of the services.

The government can fix the tariff but should make it comparable to other modes of transport. Note should be taken of the daily operating costs and the inflation rate, so that some of these costs could be borne by the direct proceeds of the ferry service. Consultation with the operators for these decisions are vital, because being in the field provides a good knowledge of the operation, and what can work best.

Another major reason for the ineffectiveness of the Dron ferry services is the inability to import spare parts for the ferries. The government must intervene by relaxing this ban since most of the spare parts are not made in Nigeria. There is also need for in-house repairs on some of the equipment that can be repaired locally, instead of abandoning broken equipment when it will not be replaced. These changes in policy and maintenance attitude could go a long way to reviving the services.

Because this ferry service is so essential to the economic viability of the area, it should be treated as a social service by the government for the people. This can be achieved through an integrated approach with the state and federal governments assisting in any way necessary when the need arises. The maintenance of the facilities could be handled
by the state while the original construction and upgrading should be left solely to the Federal Government.

The situation exists now in Oron, where the state government ferry operators see the federal staff as rivals and therefore encroaching on their property, which is the Cross River. Stemming from this the former schedules its service just the same time as the later and they end up not rendering the service because a lot of people cannot benefit. Instead, of conflict like this the operators should be made to realize that they are pursuing the same cause and should be alternating the services to serve the public more.

Generally, government intervention should be limited to guidelines of safety, fare structures, work habits, and seeking improved co-ordination and implementation of policies from the federal to state and local government levels. More so, to examine the management, operational and inventory-control weaknesses. Workers have to be effectively mobilized by the authority and preventive maintenance should be made a practice by the government.

Guidelines should be in the form of detailed functional manuals for the managers at the operational level to provide consistency in decision-making and quality in the management process. Which will include the following:

a. corporate planning
b. analysis of investme.. decisions
c. manpower planning and staff development
d. correction of lack of incentives and motivation
e. costing and tariff setting
f. marketing techniques
g. equipment provision and standardization.
Also, the communication link should be widened between the three tiers of government. Information should be circulated to the planners, so as to quickly identify problems at earlier stages and suggest solutions. If government intervention is limited to the aforementioned role, inland water transportation and the Oron ferry services can be much improved.

4.2 INCREASED ALLOCATION

Inadequate funding has been the greatest problem of the Inland Waterways which has directly affected the Oron ferry service. Lack of adequate capacity for internal revenue generation to meet operating expenses is another major factor for lack of progress.

Another cause of financial problems is the many stages the allocation have to go through. It takes a long time for clearance to be received from the Ministry of Transport, then from the headquarters of Inland Waterways before money finally flows to the field operations. With all of this bureaucracy being funded, the service itself may be halted for lack of funds for working capital. To overcome this problem a percentage of the sales tax could be left at the operating level, at least to meet the basic requirements to keep the ferries running.

There should be an allowance for internally generated revenue to be retained by the service, such as that which might be derived from inviting private enterprises to run on board sales and canteen services for a fee to the management. These proceeds need not be sent to the headquarters but could be kept for small repairs instead of having to wait to send quotation
to Lagos before the repair is carried out. This could eliminate unnecessary delays which now preclude profitable operations.

It should be the government's primary responsibility to fund all capital projects and make financial provision for operating deficits, but this need seems always to be forgotten. For many decades there has not been reconstruction of the Inland Waterway facilities and there is no mechanism in place for regular inspection of the facilities.

There should be active government involvement in terms of grants from time to time to purchase new equipment and this should be a matter of policy. A plan with Inland Waterways as a body could be made, where they would be given targets and operating performance schemes to follow. This could provide the framework for the beginning of efficiency and reliable operations. This plan should spell out obligations for commercial objectives and a stated period of time in which to accomplish them. If this is supported with necessary budgetary support, the enterprise will be able to work efficiently knowing they have a target to meet.

Co-financing of this industry could mean renewal of the service. The Federal Government, Cross River State and Akwa Ibom State which are the two states along the coast for the route in question could join together to revitalize the service. This could be done by allocating duties to the different sectors like restoration of the facilities that have broken down over the years. Cross River and Akwa Ibom should see the route as a means of economic development and put in the necessary supporting resources to restore and develop this critical transportation link for the people of the region.
The provision of working capital should be of paramount importance and the budget allocation should not be decreasing from year to year instead it should increase according to the inflation rate. This will help in forming both long and short term plans for the viable operation of this transportation service.

Apart from the provision of money there should be methods to ensure financial accountability with internal checks and balances jointly maintained by the headquarters and the operating field units. Mismanagement of funds commonly reduces government establishments to non-profitable ones so this measure should be built into any plan for financing.

Finally, a decisive factor for the allocation should be to link annual budgets to development. In this way the amount will be commensurate with the needs.

4.3 MANAGEMENT FOR COST-EFFECTIVENESS

Money could be allocated and the basic infrastructure improved and the ferry services might still not be beneficial if some vital management issues are not addressed. Good management is the key in operating any system efficiently. Since, the issues that are crippling the growth of the Oron ferry service have already been outlined, this segment will focus on what can be done to bring the service to a viable operation.
Bureaucracies will always remain, and Inland Waterways need not necessarily become an autonomous body. A way of making things work still exist within the current framework. This relates primarily to the area of decision-making; there are minor decisions like the schedules for the ferry movement that should be left for the operating fields to establish because they are most aware of the peak periods and the needs of the users. Also, the quantity of the fuel to be used should be left for the operators as they know how many times the ferry should run. If this kind of decision is left for the headquarters as is done now, there will be little or no service because the main concern is cost cutting and this will be the only decisive factor to be considered when deciding on issues.

Productivity could be achieved by good maintenance of the ferry, reducing idle time and making more effective use of internally produced equipment as the ability to obtain new parts is always limited. The ferry was out of use for a long period because there was no fuel. This occurred as a result of bad planning at the headquarters level. No service can work this way. If the ferry must run efficiently there must be a long term plan on the availability of spare parts, fuel and every other facility needed to keep the ferries in service.

Communications between the headquarters and operating field is a very important area where improvement is needed. In this way there can be shared knowledge of the needs and plans and cooperative participation in making the plans to be realized. The situation exists now, whereby all the directives are sent down from Lagos and the workers at the fields have little or no impute from the field operations. When the information is simply passed down with no field input, there are always problem of translating the plans into actions.
The idea of establishing liaison between consumer associations and the management will help the Oron ferry service. An association like this does not exist yet. But, if the bulk of the users like the traders, the hawkers and the small scale business people can form an association it would be able to represent their interests. Also, given an opportunity to make room for suggestions and to assist in provision of some of the supporting facilities, the users can see this service as belonging to them and will be willing to see the service running in a viable and reliable fashion.

One reason why government agencies are not always effective in the Nigerian sense, is that an average Nigerian wants to be an entrepreneur instead of an employee. So, if a forum can be developed that fosters close participation between the users and the operators, people will tend to work together for their common good, perhaps without waiting for the federal government to supply all the necessary supporting facilities.

Management by objectives could be employed to assist the ferry service in achieving of workable status. This can be defined as "a system which seeks to improve performance of an organization and motivate, assess and train employees by integrating their personal goals with the objectives of the organization". Ladipo Adamolekun (1983, p 119). In this case, some goals and objectives should be clearly defined at the headquarters; then the operators at the state level should have room to bring up their own goals and objectives in line with established operation policies. They in turn should give opportunities for workers to contribute to the establishment of their own goals and objectives.
Such a system should allow everyone to know what is expected leading to increased general efficiency, improved motivation through participation, improved quality of work through periodic performance review, and a sense of responsibility on the part of all participants. Management by objectives ensures that motivation, training and appraisal become shared responsibilities, where the workers are working for personal goals and at the same time achieving common goals for the good of the organization. The ferry operators, in the author's opinion, will work better when they know what is expected of them and understand that their work will be appraised.

Most importantly, measures through which the goals and objectives would be co-ordinated and the performance reviewed should be built into the system from the start.

Another method of improving the management could be accomplished by setting goals in terms of months or years that some specific amount of money should be generated through the number of passengers to be carried over a certain period of time. After a while a percentage of the money generated could be used as accrued capital for further developing the service. This could help to eliminate existing cash flow problems.

The fixing of tariffs should take into consideration the economic situation, and operating costs needed to allow the service to realize its intended purpose.

There should be well defined and currently adjusted maintenance plan.

Provision of fast and new ferries are needed to reduce energy consumption which has always been a key factor in maintaining ferry operations.
Encouragement of on board sales and running of canteens could result in an additional source of revenue, which must not be necessarily returned to the headquarters but added to the working capital.

Scheduling should be done in a such a way that frequent departures will secure a continuous link with other domestic activities in the region like work times, school periods and opening of markets. This will help to increase the number of users as reliably maintained regular service generates more funds.

A further step for management for cost-effectiveness could be the decentralization of the Inland Water transportation. The different operating fields of the riverine areas could be allowed to operate as independent production units responsible for their own operations and economic results. The budgets would still have to be approved at the headquarters level.

The Oron ferry service could become well established and very efficient if a plan is made for training of personnel. This will be especially needed if more modern ferries are to be used. Then, there should be flexible use of personnel to cover more than one position so that, workers can master specific jobs and also general ones. With this method, there would not be a lack of personnel to fill in any particular job as exists now. This can create competition among the workers and completely remove the complacent attitude that governs the work force at present.

Apart from organized training, seminars and symposia dealing with developments of the transport sector, information on modern transport technologies and all categories of
technical, commercial, and administration of ferries should be available for the top management.

Improved relationships with all entities using the waterways system and creation of a national waterway transport association to deal with co-ordination, harmonization and promotion of waterway policies is needed. Creating a national river management centre to oversee the expansion and techno-economic activities will help put the service on its right footing because there will be people directly involved.

Improvement is needed in safety standards related to seating capacity, provision of equipment and knowledge on its use. This will help reduce the current uncertainties of the journeys. Also, maintaining of proper designs of ferries to carry out the specific purpose of carriage of passengers and goods should always be considered strongly in carrying out the operations.

Another important element in the efficient ferry operations is the provision of facilities ashore. The shore-based infrastructure needs to be improved so the use of the ferry can be optimized by always maintaining the jetties and all other supporting facilities as these things sometimes hinder the berthing of the ferries. Revenues are only made when the ferries are running, therefore, any impediment which will cause the service not to be functional should be removed. When the ferry is not in service, the workers are still being paid and all the benefits given, so the government tends to lose when the facilities are not available to keep the service going.
Overall, if the ferry service is to succeed, the government should play more of a monitoring role rather than getting involved in the day-to-day operations through regulations and rules that are not workable. When all these points are considered Inland Waterways will be able to fulfil the notion that "management is responsible for 75 percent of productivity gains, because management is responsible for the effective use of resources under any enterprise control". Joseph Prokopenko (1987, p 14).

In conclusion, the need to combine elements of private or co-operative enterprise for the sake of operational efficiency with the sector elements for the sake of overall finance and social cost subventions, is prominent. The nature of the input and demand conditions met by many such enterprises emphasis on flexibility in the several versions of joint ventures involving private, worker or consumer initiative and are bound to be helpful. The character of government involvement may tend substantially towards public aids and budget actions. Government participation will offer organizational stability and financial strength; while private participation offer operational flexibility. V. V. Ramanadha (1984, p 115-116).

This notion can work best with any public corporation and can fit into the Inland Waterway System of Nigeria. Based on the statement above the government cannot provide all the needed services single handedly that is why it has become necessary for the government to make provisions for joint operations in a transport system like this. Though, the government administration cannot just leave a service like this to the private sector, the private sector could become involved if the required framework is set up; by stating specific roles
of the different bodies and how to implement the provisions in the Inland Waterway policies.

ENDNOTES


CHAPTER FIVE

BENEFIT ANALYSIS OF IMPROVED FERRY SERVICES

5.1 Increased Coastal Trade.

The importance of transport in the normal life of a nation lies basically in the fact that mobility and accessibility are essential to the achievement of every other aspect of economic, social and political growth.

A nation's transportation network, forms the critical channel for the flow of goods, services and people. Transport contributes the basic structural framework around which activities are spatially arranged. Specifically economic development can be said to relate seriously to the creation of efficient spatial structure for the flow of raw materials and commodities to production centres and the distribution of goods and services to consumption centres.

This is very true for the nation and cities. In this chapter, the analysis will be on what the improvement of Oron ferry services would mean to the people and the regions along the coast of Cross River.

Already, there exists small scale trading which, in the author's opinion, is limited because of lack of a regular marine transport mode. The trade here could be expanded, as people will grow more crops and engage in more fishing, because the regular ferry service will aid to transport the produce.
more effectively to where they are needed. This will in turn widen the market and create easy flow of goods to the cities from the rural villages.

Many of the agricultural products produced in this region are highly perishable, therefore, demand quick transportation if substantial loses are not to occur. The lack of storage facilities for these perishable products is another factor which requires a quick and regular means of transportation. To avoid these impediments farmers tend to produce for only internal consumption which does not benefit them or the populace so much. But, with regular and efficient ferry services, these goods can be produced in large quantities and be easily distributed throughout the region and beyond.

When this is done the cost of the goods will be reduced because transport now accounts for more than half the cost of the goods. This will, in the long run, improve the standard of living as people would be able to afford their basic needs. A people that can feed themselves will not need to rely solely on the Federal Government for subvention on every thing. This dependence on the government is basically caused by lack of regular transport service, which could rectified.

It is common knowledge that farmers refuse to operate on bigger plots because it will amount to wasted effort as there would not be means of transporting the goods, which would have helped to circulate the goods before they are spoiled. "Thus the presence of improved marine transportation would step up the production capacity of Nigerian farmers in different parts of the country" Falola and Olanrewaju (1986, p 133).

Illegal trafficking of oil products and other farm products abound in the region now, because of lack of government political will to check these kind of malpractices.
This trade could be channelled into profitable venture for the government as this could be regularized and maintained properly with an efficient transport service. Taxes could be collected from these traders officially for the local government revenue; and trade could be formalized between the neighbouring countries.

The countries sharing boundaries with Nigeria have good diplomatic relations, so it will be an easy thing to establish a formal trading block, instead of the illegal ones that now exist. Goods and services will flow naturally between these countries in regularized way and the accrued revenue will go into the local economy.

5.2 Enhanced Rural Development.

The frequency and speed with which high-order goods circulate in the rural areas, are closely associated with the provision of rural road transport and the relative ease with which the urban itinerant traders move in and out of the rural environment. If this is so for the rural areas, it also shows that trade between the two major cities along the coast, Oron and Calabar can be improved extensively as the ferry services improve, in that this is the major mode of transportation between the two places. A faster circulatory system of rural products and urban goods and services will generate higher local income. The local government can utilize this income to bring other amenities into the area. This will be a great assistance to the federal government.

Adequate provision of transport, mainly the ferry can
permit better use of land along the coast, which as of now is under-utilized because of unavailability of regular transport. The beaches are still very clean in the region, this could attract businesses like hotels and other holiday resorts which will bring visitors who will help strengthen the local economy through their purchases. This will become very profitable when there is efficient transportation for the visitors to move freely.

In the fishing ports and the small settlements along the coast, quality of life could be improved with efficient marine transportation as basic amenities like the services of mobile doctors and clinics, banks and services of agricultural extension officers could reach there. All these services will generate revenue into the local economy and will help to provide the necessary facilities for the service.

Globally, inland waterways is the oldest mode of transport, for a long time it has been the main source of creation and development of civilization, its urbanization and industrialization. This development enabled external trade over a longer distance and gave rise to trade centres that have turned into great cities where all kinds of economic activity is concentrated. Calvert (1963, p 12).

The improvement of Oron ferry service will encourage small scale domestic industries to be sited in the region, as distribution of the good will be much easier. The benefits will not only concentrate in one location. The area around Cross River State and Akwa Ibom will be uplifted. This also, will be a means of employment for the local people. Migration to the urban areas which has created congestion in the two states’ capital would be reduced.
Congestion in the capital cities is a great problem in Nigeria generally. When industries have to be sited, the ecosystem is always disturbed because lands have to be reclaimed and a huge amount of money would be spent on this before the actual project. It is true that the improvement of one facility will not solve all the problems, but it can reduce these problems to some extent. Instead of reclaiming lands in already congested places, the vast open land in Oron and around the coast of Cross River can be fully utilized for this purpose. This will mean savings on the part of the government and reduction of congestion and these industries will thrive because there would be efficient means of transporting the goods.

With the concept of multimodal transportation fast developing in Nigeria, the inland waterways in Oron can serve as a transshipment avenue for the cargoes generated by the local industries of the area along this coast. These goods could be transported directly to the Calabar port which is more or less dormant and the Calabar international airport for onward shipment to other places. Advancing this idea to the government will not mean developing a new mode of transport all together, but just improving what has existed already. Consequently, this will reduce the amount of capital to be spent on implementing the multimodal concept in the region.

With the regularity and efficiency of the ferry service, a lot more people will make use of the service. This will attract other businesses to be created around the port area; like canteens, shops and other related services, in this way local skills would be readily employed and people will not tend to rely completely on white collar jobs, which the government certainly cannot provide for all.
Transport is an essential facility for the exploitation or development of economic resources on a national or local scale. It allows articles or materials to be conveyed from areas of low utility to areas of high utility. Branch (1982, p 2). As is already mentioned, in Oron as a region, there are a lot of agricultural products, which are always wasted as a result of lack of storage facilities and efficient transport system. So with improved facilities these goods will not be wasted but utility will be increased as there will be fast distribution of goods to other parts of the region. Without cheap, reliable and well managed ferry services, the exchange of goods and services would be smaller, to the serious detriment of the living standards of the people.

The on-going rural development programme can be enhanced from local resources so that what ever subvention is given by the Federal Government will only augment the revenue generated locally through taxes and linkages with all the other sector of the economy in the region as the transportation services is improved.

The improvement of this ferry service can be an avenue for the federal, state and local governments to create a communal service to the region where each arm of the government can provide its quota, instead of the burden being on only one. This way the generation of funds to keep the service on will be shared and will produce more efficient service than what it is today.

Maritime Academy of Nigeria, is located in Oron and there is always difficulty in placing the cadets on some practical training. Large sums of money is always needed to send the cadets to other places, this could be avoided by employing this funds to improve and maintain the facilities of
Oron Inland Waterway system and the cadets will have their training on these ferries.

5.3 Improved Mobility.

An efficient marine transportation system will improve both the mobility of goods, services and people. All the neglected hinterland areas will be exploited and this will bring a new wave of civilization to the region in general.

5.4 Improved Welfare and Safety Measures.

The standard of living in the region is very poor because of inaccessibility. This can be improved when goods and services become affordable as the transport cost becomes less. Trade will flourish between the states and the neighbouring countries, this too will boost the standard of living of the people.

The almost forgotten people in the fishing ports and the small settlements along the coast will be able to have basic amenities, especially, pertaining to health care.

A lot of lives have been lost already because of lack of proper marine transportation system as people make use of the crudest mode of transport to move round the region. With properly managed ferries, safety standards would be maintained and the poorly maintained ferries replaced.
CONCLUSION

The focus of this project has been to analyze the impediments that bring inefficiency to government programmes, with particular reference to the Inland Waterway system in Oron; and the ways this could be curbed.

The underlining problem in this system is in the management level, which has actually hindered the decision-making process and in the long run, has incapacitated the whole service. Problems like this are common in Nigerian public corporations, but the solution is not far fetched; it is in the restructuring of the system with a clear focus on bringing government good intentions to reality.

Decentralization of the decision-making process will allow the necessary freedom in operating the Oron ferry service in a way that government effort in providing the service will be rewarded.

This service will bring a new wave of civilization to the region and will cause less dependence on the federal government in the provision of all the basic amenities.

In general, benefi’ of providing services for the people by the government cannot be measured purely on economic terms but the overall social effect on the people and the government.
ENDNOTES


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