

ROADMAP
Sustainable
Urban Mobility
in Lagos

A ROADMAP TOWARDS IMPLEMENTING LAST MILE MOBILITY IN IKEJA LOCAL GOVERNMENT

Scaling up and Empowering
Movements for Climate Change
Advocacy (SEMCCA)



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a sponsored project of Rockefeller Philanthropy Advisors.



LAGOS
URBAN
DEVELOPMENT
INITIATIVE



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ACRONYMS

BRT	Bus Rapid Transit
CBO	Community Based Organisation
CCTV	Closed Circuit Television
CDA	Community Development Association
CDC	Community Development Committee
CSO	Civil Society Organisation
DSS	Department of State Service
FBO	Faith Based Organisation
FMCG	Fast Moving Consumer Goods
GHG	Greenhouse Gas
GRA	Government Reserved Area
ICLEI	International Council for Local Environment Initiatives
IGR	Inter-Governmental Relations
ITDP	Institute for Transportation and Development Policy
LAMATA	Lagos Metropolitan Area Transport Authority
LASTMA	Lagos State Traffic Management Authority
LG	Local Government
LGA	Local Government Area
LNSC	Lagos Neighbourhood Safety Corp
LUDI	Lagos Urban Development Initiative
LUTP	Lagos Urban Transport Project
MoPP&UD	Ministry of Physical Planning and Urban Development
MoT	Ministry of Transportation
NGO	Non-Governmental Organisation
NMT	Non-Motorised Transportation
SDGs	Sustainable Development Goals
SDG&I	Sustainable Development Goals and Investment
SEMCCA	Scaling-Up Movements for Climate Change Advocacy
SWOT	Strength Weakness Opportunity Threat
UNEP	United Nations Environment Programme

INTRODUCTION

The Lagos State Climate Action Plan (2020) reports that transportation is the third largest Greenhouse Gas (GHG) emitter in the state and accounts for 20% of total GHG emissions. Lagos State has declared their ambition of becoming carbon neutral by 2050 where transport will be one of the key three sectors to decarbonise by shifting to more sustainable modes such as mass transit, walking and cycling. The Lagos State's ambitions are aligned to the Paris Agreement to limit the global temperature increase to below 1.5 degrees Celsius by 2030.

At the community level, last mile transportation plays a very important role in urban mobility because a large chunk of the daily commuting is done within communities. It is estimated that **30% of commuting in the state is done through Non-Motorised Transport (NMT) such as walking and cycling**¹. Despite the high percentage of NMT mode users, emphasis has been majorly on motorised transportation in terms of planning, designing and implementing transport infrastructure with minimal consideration for the integration of NMT users into road infrastructure.

However, shifting the focus away from motorised transport modes to NMT and active mobility, particularly at the local government (LG) level, apart from being equitable, would go a long way in improving access to transportation and improving air quality, health and road safety in the state. This would imply more effective and efficient last mile transportation options.

Furthermore, LGs play a strategic role in these efforts as they are the closest to the communities. Even though the roles of the different levels of government are not explicitly stated, **the federal system of governance in Nigeria puts 67% of the roads in the country under the LGs**² and these are the roads that account for most of the first and last mile trips. This makes the LG Associations (LGAs) essential, major stakeholders in the city's transportation framework and major actors in achieving the city's climate goals. As such, they must be factored into governments' implementation plans as key actors and also equipped and empowered to localise and implement NMT policies.

With a specific focus on Ikeja LG, in 2021, Lagos Urban Development Initiative (LUDI), partnering with the ICLEI Africa, brought together and engaged the various relevant stakeholders, including Ikeja LG staff, members of civil society organisations (CSOs), and representatives of relevant state ministries, departments and agencies (MDAs), in a series of interactive, capacity building and group thinking sessions (i.e. learning labs) to develop a roadmap for an effective implementation of a non-motorised transportation system, as a climate action, at the LG level.²

1 <https://www.unep.org/explore-topics/transport/what-we-do/share-road/nigeria>

2 https://thredbo-conference-series.org/downloads/thredbo6_papers/Thredbo6-theme5-Oni.pdf



The roadmap is aimed at building climate resilience at the local government level through capacity development, effective collaborations and developing initiatives/interventions and practices that promote sustainable and inclusive transportation at the grassroots level.

Aims and objectives of roadmap

The roadmap is aimed at building climate resilience at the LG level through capacity development, effective collaborations and developing initiatives/interventions and practices that promote sustainable and inclusive transportation at the grassroots level.

Specific objectives of the roadmap are:



to serve as a guide to implementing local transport specific or related climate actions that can be used by local government officials to engage other stakeholders such as government, private sector and Civil Society Organisations (CSOs)



to identify and suggest various interventions/ initiatives that could be implemented at the local government level in Lagos State



to identify the various stakeholders including state MDAs, local government, CSOs relevant for the smooth and effective implementation of NMT at the local government level



to spell out the roles of the different stakeholders in the NMT implementation



01

SEMCCA PROJECT



1.1 About the project

Despite poor access to mobility in Lagos, transportation continues to be a major contributor to carbon emissions due to a rapidly growing car culture leading to proliferation of private motor vehicles, inefficiency of the public transport system, poor intermodal integration and a non-inclusive transport system. Because government MDAs, the LGs and CSOs have been operating in silos, efforts to address the mobility challenge in the state have been disconnected and uncoordinated. The LG, who are responsible for about 60% of the roads in the state have also been excluded in the process of developing policies, strategies, and implementation. In addition, LGs are overly dependent on the state government and have limited staff capacity to implement local climate actions in their various communities.



*This roadmap,
an outcome of these
engagements,
is a collection
of processes,
methodology and
lessons learned.*



The Scaling Up and Empowering Movements for Climate Change Advocacy (SEMCCA) project aims to foster strong and effective collaboration between people-powered community and CSOs and their LGs, thereby enabling a robust and strategic collective movement for climate action.

SEMCCA is designed to support the development of enabling conditions for revitalised civic and social participation, through designing and implementing tailored approaches, within a multi-level governance and social justice framework, in order to deliver ambitious, well-supported, scalable and replicable climate solutions. SEMCCA was implemented in Lusaka (Zambia), Kisumu County (Kenya) and Ikeja LG (Lagos, Nigeria).

Key strategies for the SEMCCA programme include improving effective processes for engagement between LG and civil society, supporting cross-movement mobilisation among CSOs and supporting the upscaling and replicability of project lessons and activities.

Facilitated by ICLEI Africa in partnership with LUDI, the SEMCCA Programme provided an engagement and collaboration platform around sustainable mobility for climate action, NMT and active mobility whereby staff of the Ikeja LGA, relevant state government bodies, and CSOs could engage.

This roadmap, an outcome of these engagements, is a collection of processes, methodology and lessons learned. It is a tool to help policymakers and decision makers at the local level take forward actions and further develop plans to reduce transport emissions effectively through efforts and interventions at the local/community level. Moreover, this roadmap is intended to serve as a guide to be used by LGs, CSOs or/and policy makers for effective collaborations in implementing NMT and other climate interventions at the LG level.

1.2 Methodology

For the SEMCCA project in Lagos, Ikeja LG was selected because of their readiness to participate in the programme. Ikeja LG is also the administrative capital of the state and hosts most of the relevant MDAs in the state. The overall programme included three learning labs, a sustainable mobility webinar and a city-to-city engagement.

An initial stakeholder analysis was carried out to identify the various actors/stakeholders, including government and non-government, relevant to the programme. Identified were:

- Ikeja LG Authority;
- Ministry of Transportation (MoT);
- Lagos Metropolitan Area Transport Authority (LAMATA);
- Ministry of LG and Community Affairs;
- Community Development Associations; and
- Civil Society Organisations (CSOs).

The development of the roadmap formed the basis for improving engagement and collaboration between these diverse stakeholder groups through the learning labs and by using various collaboration approaches, highlighted below and elaborated on in [Section 4](#).

1.2.1 The learning labs

The learning labs enabled mutual learning, knowledge exchange, and improved relationships between LG and civil society through discussions on localising NMT policies and strategies in Ikeja. The approaches/methods used here include:

- Training sessions: There were a number of training sessions tailored to the specific needs of the participants, to develop capacity of some of the Ikeja LG officials on the issues of climate change and the importance of an effective NMT system as a viable and equitable solution to emission reduction within the LG area.
- Stakeholders' analysis: This was helpful in identifying the various stakeholders relevant to implementing NMT as well as other local climate actions.



- Baseline assessment: These helped to identify existing policies, structures, interventions/initiatives and collaborations relevant to NMT and climate change at the LG level. A Strength-Weakness-Opportunity-Threat (SWOT) analysis was very helpful in this process.
- Breakout sessions: These were group sessions to facilitate discussions, brainstorming and development of ideas on achieving the developed goals and, ultimately, the vision. The working groups consisted of various stakeholders to ensure that there were robust conversations and a variety of perspectives. The roadmap was an output from the workgroups.
- Visioning process: This helped participants to generate ideas on the kind of transportation system they would love to see in Ikeja LG.
- Mandate mapping: This was carried out to identify roles and responsibilities of the various stakeholders.

LEARNING LAB	OBJECTIVES
<p style="text-align: center;">Learning Lab</p> <p style="text-align: center;">1</p>	<ul style="list-style-type: none"> ○ To build the capacity of local and sub-national government officials on implementing sustainable urban mobility solutions, with a focus on last mile connectivity and NMT, to tackle climate change challenges, build urban resilience and undertake localised climate change action in Lagos. ○ To conduct a reflective need's assessment by unpacking the barriers, approaches and opportunities of current multi-level governance in Lagos for implementing sustainable urban mobility interventions with the aim of identifying entry points to enable improved collaboration between local government and CSO/CBO's. ○ To reflect on current local government community engagement practices and approaches, and unpack the bottlenecks and opportunities for effective and sustained community and civic engagement.
<p style="text-align: center;">Learning Lab</p> <p style="text-align: center;">2</p>	<ul style="list-style-type: none"> ○ To help local, sub-national government officials and CSOs better understand the role of NMT in sustainable mobility and climate action. ○ To identify activities that the LG can embark on towards implementing NMT and start developing an effective roadmap towards implementing NMT solutions within the LG. ○ To encourage and engender LG-CSO collaborations by demonstrating the benefits of such collaborations and increasing the capacity of Ikeja LG staff for effective engagements and collaborations with the third sector.
<p style="text-align: center;">Learning Lab</p> <p style="text-align: center;">3</p>	<ul style="list-style-type: none"> ○ To identify initiatives and develop implementation strategies that the LG can embark on towards implementing NMT that will feed into an effective roadmap. ○ To encourage and engender LG-CSO collaborations by demonstrating the benefits of such collaborations and increasing the capacity of Ikeja LG staff for effective engagements and collaborations with the third sector. ○ To provide training to local, sub-national governments and CSOs to better understand different financial options for the implementation of NMT strategies at a local level.

1.2.2 The Webinar

The SEMCCA webinar titled “*Creating a Culture of Meaningful Collaboration for Transformed Urban Mobility and Sustained Climate Action in African Cities*” brought together actors and experts both locally and from other African cities to reflect on ways of building a collective movement for transformed urban mobility in African cities that prioritises sustainable modes, the importance of advocacy for advancing collective effort and the mechanisms available to strengthen collaboration between different mobility actors, such as LGs, MDAs, and CSOs. It highlighted the link between improved NMT and climate change and further probed how NMT can be integrated into the Ikeja LG transport implementation plan. The discussion presented different perspectives on implementing NMT from the various stakeholders/sectors – private, public and civil society groups. Presenters, panellists and discussants included Eddy Chikuta, Coordinator, Lusaka Water Security Initiative (LuWSI); Uthman Obafemi Shitta-Bey, Deputy Director, Corporate and Investment Planning, LAMATA; Hon. Temitope A. Adewale, Member, Lagos State House of Assembly (absent); Engr. Olufemi O. Joseph, Council Engineer, Ikeja LG (represented by Wole Oladunjoye); Ehitayhu Mesele, Transport Planning Consultant, ITDP; and Seble Samuel, Co-founder/Organiser, Menged Le Sew.

The SEMCCA webinar was hosted as part of AfricanMobilityMonth – an annual campaign convened by ICLEI Africa and partners that provides a platform for sharing knowledge, initiatives, projects and programmes focused on people-centred, sustainable mobility in African Cities, LUDI’s Bridge Series and the Africa Network for Walking and Cycling Annual Forum convened by United Nations Environment Programme (UNEP).





Collective mobilisation of mobility and other stakeholders is stronger and has more impact, pooling together diverse skill sets and resources.



Some of the key takeaways include:

- Working with the MoT and Ministry of Justice, LAMATA is making efforts towards ensuring the NMT Policy becomes a law in the state to ensure its implementation.
- Unpacking roles and mandates of the LGs is important. However, LGs in Lagos are perceived to be unresponsive based on the experiences with some of them. Hence, there was the question on how to make LGs more responsive, responsible and accountable.
- As active road space users, it is important to include informal traders into the discussions and street vending in the design of NMT infrastructure.
- Strong collective CSO voice, and political will and leadership is key for the uptake and implementation of sustainable urban mobility.
- Including the voices of diverse stakeholders (including LGs, CSOs, CBOs and stakeholders from various disciplines related to mobility) in regular and effective engagements around NMT and sustainable mobility. Understanding and leveraging skill sets of the various stakeholders engenders effective collaboration and co-creating movement.
- Collective mobilisation of mobility and other stakeholders is stronger and has more impact, pooling together diverse skill sets and resources.
- It is essential to unpack barriers and reasons why women don't cycle to make NMT more inclusive. Some of these reasons could include safety, early childhood training, etc.
- It is normal for people to want to resist change initially and stick to the status quo. For example, car users are expected to put up resistance against the campaign for or implementation of shared roads/streets, i.e. democratisation of open space.
- Safety, as well as a well-integrated NMT system, is vital in promoting and ensuring the continuous and sustainable use of NMT infrastructure.

02

BACKGROUND



2.1 About Ikeja LG

Ikeja LG is one of the 20 constitutionally recognised LGs in Lagos State. It is an important commercial centre located on Lagos Mainland and a rapidly growing urban centre with an annual growth rate of 50%. It was created in 1976 and in the same year was made the capital of the state. Ikeja LG area is cosmopolitan and well diverse in terms of culture and people. The LG can be divided into residential, commercial, administrative and industrial areas. It consists of districts such as Ogba, Magodo, Oregun, Alausa, Akiode, Opebi, GRA and Agidingbi (with Alausa and Agidingbi making up the Central Business District). It is the seat of government and the administrative headquarters of the state, being home to the state secretariat and most of the state's ministries, departments and agencies. The LG area is bound to the North by Agege LG, South by Oshodi/Isolo/Mushin LG, East by Shomolu LG and on the West by Alimosho LG.



The geographical location of Ikeja relative to other parts of the states makes it an important transportation hub connecting many other parts of the state.

The population of Ikeja is estimated at over 400 000. Ikeja LG has a secretariat located on Obafemi Awolowo Way, a busy road in Ikeja with shops, hotels and other commercial entities. The governance structure of the LG comprises the Executive Council led by the Chairman of the LG, the Legislative made up of six Councillors, and the Management led by the Council Manager who is the administrative head.

2.2 Towards low carbon sustainable mobility to tackle climate change

The commercial areas in Ikeja (like the Computer Village and the Central Business District) and the industrial areas, like many parts of Lagos, are characterised by a large volume of vehicular traffic comprising individual cars, public transport vehicles like the *danfos* (minibus taxi) and *keke* (tricycle), and, although, *okadas* (motorcycles) are not allowed on most of the roads in Ikeja, they are still an important part of the public transport system. This is due to the fact that Ikeja hosts a large number of corporate offices, most government parastatals in the state, as well as a large number of small businesses. The geographical location of Ikeja relative to other parts of the states makes it an important transportation hub connecting many other parts of the state. Hence, from Ikeja, one can easily access many other parts of the state, both Island and Mainland, using public transportation.

400 000
ESTIMATED
IKEJA POPULATION



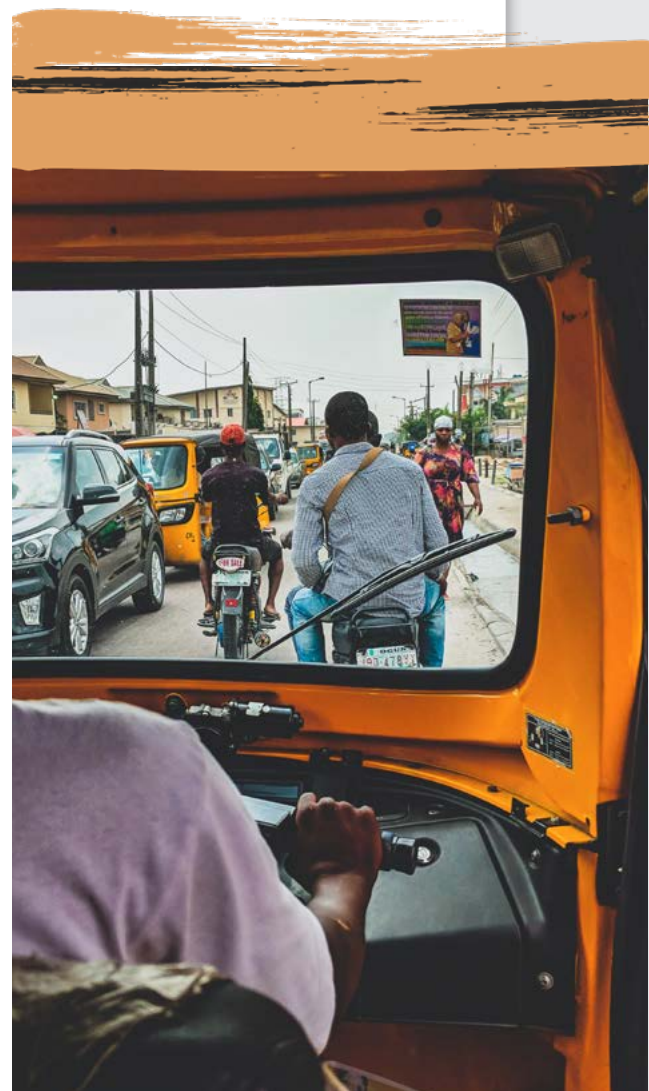
Ikeja hosts the Murtala Muhammed International Airport, which attracts a lot of traffic from both within and outside the state. It also hosts the Ikeja Bus Terminal which is, more or less, the epicentre of public transportation in Ikeja, providing Bus Rapid Transit (BRT) and other services to commuters and access to other parts of the state like Ikorodu, Oshodi-Isolo, Ojota, Iyana-Ipaja, Maryland, Lekki, Ogba, etc. This implies large numbers of commuting done within and through this LG making these areas highly inconvenient to navigate due to the high concentration of people, as well as cars, creating traffic bottlenecks at different parts of the LG, thus, hindering mobility and access and resulting in loss of manhour, delays and reduced access and mobility with attendant negative impact on commerce and business, generally.

The type of transport mode used in a city has been identified as a factor that influences a city's emission profile. In Ikeja you can find a variety of modes, but the majority of people walk or use a motorbike for short distances and use *danfos* for medium distances. Fumes and noise from vehicles also pose serious health and environmental hazards particularly to residents of Ikeja. This aligns with the fact that the energy sector, which includes mobile consumption, is by far the greatest GHG emitter for urban areas.

Ikeja LG Area, over the years, has become highly urbanised. Research has shown that the built-up areas of Ikeja LG area increased from 10.75% to 92.11% in 1980 and 2019 respectively³. Even as urbanisation has its advantages, it is not without its disadvantages. The book, *"Cities and Climate Change: Responding to an Urgent Agenda"* (Hoorweg *et al*, 2011) shows that as cities concentrate people, wealth and productivity, they also concentrate vulnerability to natural disasters and to long-term changes in climate. It also shows that migration, change in land use and spatial development could make the population more vulnerable to changes in weather and climatic conditions.



In Ikeja you can find a variety of modes but the majority of people walk or use a motorbike for short distances, and use danfos (minibus taxi) for medium distances.



³ https://www.researchgate.net/publication/339642976_Climate_Change_Impacts_in_a_Rapidly_Growing_Urban_Region_-_A_Case_Study_of_Ikeja_Lagos_Nigeria#pf7

GENERALLY,
LAGOS LANDSCAPE IS
DOMINATED BY A HOST
OF ROAD USERS AND
VEHICLES INCLUDING



PEDESTRIANS



CYCLISTS



OKADAS
(motorcycle)



KEKES
(tricycle)



CARS
(private and taxis)



DANFOS
(mini buses)



HEAVY DUTY
VEHICLES

Therefore, the growth and urbanisation of Ikeja Local Government Area (LGA) is expected to have some level of impact on the microclimate of this area as research has also shown that uncontrolled population growth could impact negatively on people, properties and the environment.

It is also proved that built-up environments are more prone and vulnerable to climate change and its impacts; this is even worse when development is not adequately and carefully planned. As such, among other impacts of climate change, temperature rise due to global warming could be exacerbated in built-up cities as a result of the heat island effect.

Effective transportation is an important aspect of a viable city as it drives economic activities and provides mobility and accessibility to basic services in our societies. Generally, Lagos landscape is dominated by a host of road users and vehicles including pedestrians, cyclists, *okadas*, *kekés*, cars (private and taxis), *danfos* and heavy-duty vehicles. We have been able to establish that transportation is a major contributor to GHG emission in cities. It has also been adequately demonstrated that an efficient NMT system can significantly reduce the carbon footprint of a city's transportation system as well as enhance mobility. In addition, NMT offers health, recreational and environmental benefits while providing affordable transportation within the city. Therefore, the consideration of NMT as a transport option or as an integral part of cities' transportation framework appears to be, not only clever or smart but also, critical.

Despite the fact that the Lagos State Government, through LAMATA, has been making efforts to integrate NMT into the city's transportation framework, most roads and streets in Ikeja LGA remain car-centric and NMT unfriendly. For instance, one would have expected that the newly upgraded (and redesigned) Allen Junction would have factored in the needs of NMT users (pedestrians and cyclists) but, unfortunately, this was not the case. Even streets in highly residential areas in Ikeja, like Ikeja GRA, parts of Oregon, Allen Avenue, Toyin Street and Opebi, etc., and major roads like Obafemi Awolowo Way, Mobolaji Johnson Avenue, Adeniyi Jones Avenue, among others, lack proper provisions for pedestrians and cyclists. Even where footpaths exist, they are most likely to be compromised by parking encroachment.

Furthermore, apart from the Ikeja City Mall, through the recent intervention (bike parking) of the Heinrich-Böll-Stiftung and Rethinking Cities, a Lagos-based NGO, virtually no organisation, public or private, has made provisions for cyclists in their facilities.

2.3 Lagos State Non-Motorised Transport (NMT) policy (and other policies that promote NMT)

Over the years, the government of Lagos State has been making efforts towards having an inclusive and well-integrated transport system in the state. The state has also identified NMT as an important transport mode in the city, hence its efforts to integrate NMT into the transport system of the state.

To achieve this, the state developed an NMT Policy document in partnership with the Institute for Transportation and Development Policy (ITDP) and United Nations Environment Programme (UNEP). The document is to guide interventions to improve the walking and cycling environment. The idea is to shift the focus of transportation in the state from motor vehicles to people, i.e. making it more people-centric rather than car-centric. The policy identifies walking, cycling and the use of public transport as important modes to enhance accessibility and improve mobility. The vision is to have a Lagos that will be a city with a general sense of well-being through the development of quality and dignified environments where people are free to walk and cycle; equitable allocation of public space and infrastructure; and access to opportunities and mobility for all residents. The state government, through the policy, aims to enable equitable access for all, improve efficiency by optimising the use of resources such as space, funds, time, and energy, improve road safety and personal security, reduce global and local environmental impacts of Lagos transport system, and enable community participation by involving local residents, businesses and other stakeholders.

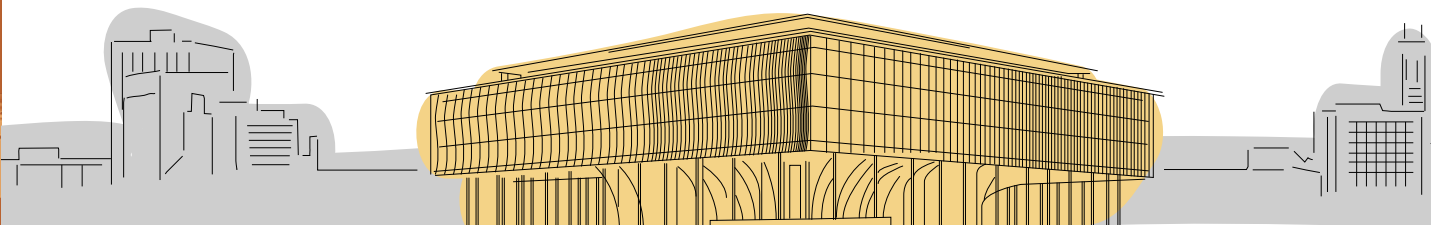
Initiatives under the Lagos NMT Policy include street design standards emphasising walking and cycling and de-emphasising parking of motor vehicles; land-use transport integration through incentivising the development of commercial and residential areas close to major public transport corridors; efficient public transport systems, regulations and enforcement; transit-oriented development; traffic calming initiatives; mobility guidelines; bicycle networks; and universal access. Strategies thus outlined to achieve this in the document include making walking and cycling safe and attractive, providing high quality public transport and stabilising and/or reducing the use of personal motor vehicles.

To take the policy further, the Governor of Lagos State has recently constituted a stakeholder committee to develop a strategy for the implementation of NMT in the state.

Prior to the NMT Policy, Lagos State Government launched the Lagos Urban Transport Project (LUTP) in 2022, which was sponsored by the World Bank and resulted in the BRT scheme. Important elements of the LUTP included institutional reform, road rehabilitation, and improvement in bus operations. The purpose of the BRT system is to enhance and encourage the use of public transportation as opposed to the use of personal motor vehicles.

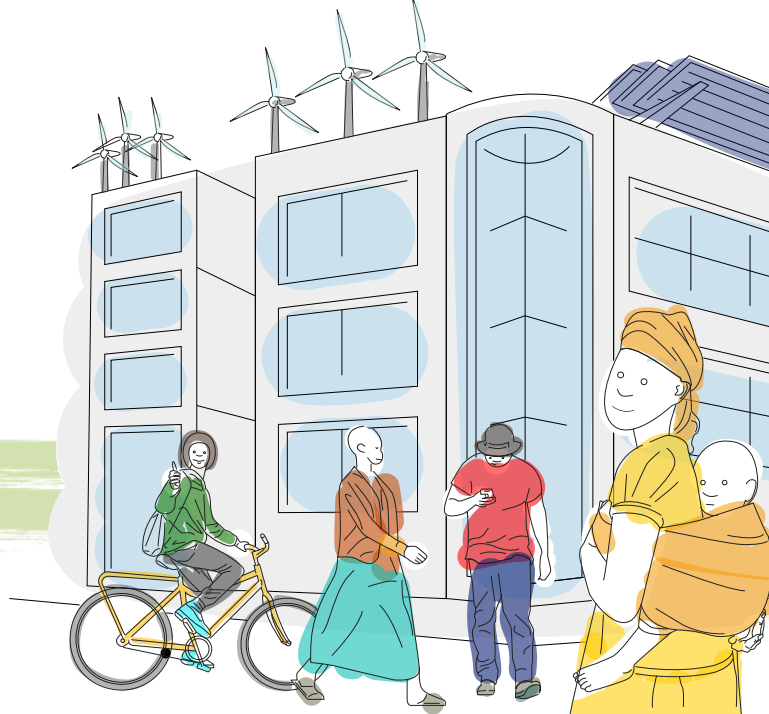
Other regulations, policies and plans promoting sustainable mobility in Lagos include:

POLICY	YEAR OF RATIFICATION	KEY PARTNERS IN FORMULATION AND IMPLEMENTED	KEY ELEMENTS OF THE POLICY
Lagos State Development Plan	2012–2025	Lagos State Government – All MDAs.	Provides direction for the growth and development of the state and cuts across all sectors of the state.
Lagos State Road Traffic and Administrative Law	2012	Lagos State MoT, Lagos State Traffic Management Authority (LASTMA).	To provide for Road Traffic Administration and make provisions for Road Traffic and Vehicle Inspection in Lagos State and other connected purposes.
The Lagos NMT Policy	2018 (not fully initiated)	LAMATA, UNEP Share the Road, ITDP.	To guide interventions to improve the walking and cycling environment.
Transport Sector Reform Law	2018	Lagos State MoT, LAMATA.	To facilitate the delivery of sustainable, efficient, effective, safe and affordable transport system in the state, and provide for effective management of transport infrastructure.



03

ROADMAP



3.1 Key Stakeholders implementing NMT in the state

STAKEHOLDERS	ROLE(S)
<p>1 State government</p> <ul style="list-style-type: none"> ○ Lagos Metropolitan Area transport Authority, LAMATA ○ Ministry of Transportation ○ Ministry of Local Government and Community Affairs ○ Ministry of Physical Planning and Urban Development ○ Lagos State Resilience Office ○ Lagos State Office of SDGs 	<ul style="list-style-type: none"> ○ policy making ○ implementation ○ financing
<p>2 Local Government Authority</p>	<ul style="list-style-type: none"> ○ lead in the process of implementing the NMT initiatives
<p>3 Civil Society Organisations E.g. bikers associations like Cycology, African Cycling Foundation, Girl Bike Club (these are active in the wider Lagos but are potential stakeholders)</p>	<ul style="list-style-type: none"> ○ participate in project development, financing, implementation and monitoring
<p>4 The private sector E.g. business owners, financial institutions, FMCG companies, etc. in Ikeja.</p>	<ul style="list-style-type: none"> ○ provides funding as well as monitoring
<p>5 The general public</p>	<ul style="list-style-type: none"> ○ are the end users, and thus play a very important role in the whole process
<p>6 Others Like Community Development Associations, Trade Associations/Groups, etc.</p>	<ul style="list-style-type: none"> ○ play an important role in monitoring and evaluation by providing feedback on projects or initiatives they are key for the sustainability of projects

Key Stakeholders and their roles to implement NMT in the state



STATE GOVERNMENT

Lagos Metropolitan Area transport Authority, LAMATA
Ministry of Transportation
Ministry of Local Government and Community Affairs
Ministry of Physical Planning and Urban Development
Lagos State Resilience Office
Lagos State Office of Sustainable Development
Goals and Investments (SDG&I)

ROLE

The state government's role is to boost the economy of the state and to take operational responsibility of most government programs that benefit individuals, such as social programs and risk management.

LOCAL GOVERNMENT AUTHORITY

Ikeja Local Government
ROLE

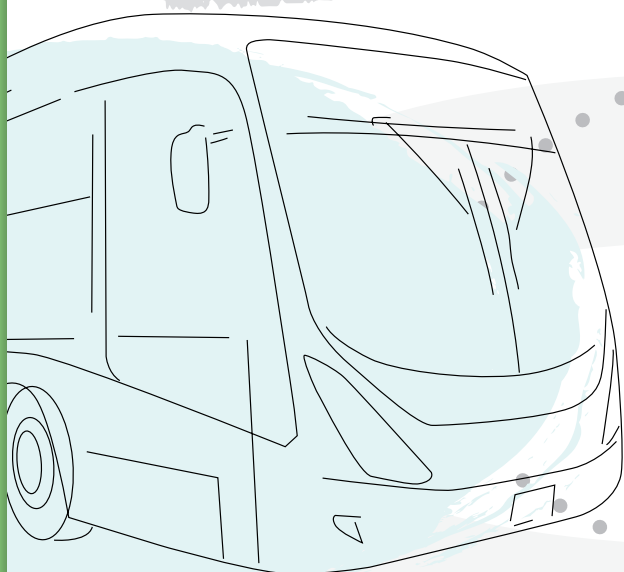
Lead in the process of implementing the NMT initiatives

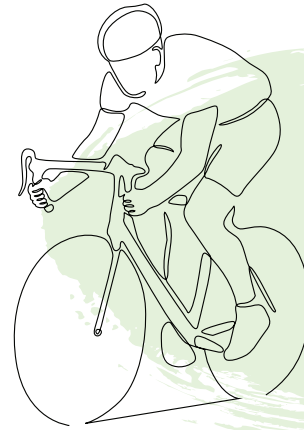
PRIVATE SECTOR

Business owners, financial institutions,
FMCG companies, etc. in Ikeja.

ROLE

Provides funding as well as monitoring





CIVIL SOCIETY

Bikers associations like Cycology, African Cycling Foundation, Girl Bike Club (these are active in the wider Lagos but are potential stakeholders)

ROLE

Participate in project development, financing, implementation and monitoring



GENERAL PUBLIC

Community members/people of the municipality
ROLE

Are the end users, and thus play a very important role in the whole process.



OTHER

Community Development Associations, Trade Associations/Groups, etc.
ROLE

Play an important role in monitoring and evaluation by providing feedback on projects or initiatives. They are key for the sustainability of projects

3.2 Strategy: Implementing NMT solutions in Ikeja LG

During the SEMCCA learning labs, participants collaborated on defining a vision and developing three goals. In addition, three cross cutting issues were identified. Practical initiatives stemming from the goals were designed and there are four initiatives proposed that have short- and long-term actions. This is illustrated and elaborated on below.



Vision

To make Ikeja LG a smart, safe, eco-friendly and well planned city for all, where businesses and residents can thrive. Mobility is accessible, convenient and affordable, through a multimodal system that includes last mile transportation. There is an integrated first class NMT network with accessible walkways, functional cycle lanes and equitable public space.



Bringing stakeholders together for the implementation of the initiatives

Creating a sustainable public private partnership and stakeholder collaboration plan will ensure the project starts with an implementation plan that involves all key stakeholders.



Financing transport projects

Funding came up as a major hindrance when thinking about the implementation of the initiatives. To support fundraising, partnering with NGOs and the private sector was suggested. A pilot study was also suggested as a good way to showcase the possibilities of safer and more equitable streets.



Cross-cutting issue



The need for central leadership

The initiatives are to be spearheaded by Ikeja Local Government, therefore it is important for an NMT lead to be identified. This person or team will keep Ikeja Local Government and all stakeholders abreast of the progress in achieving the Local Government NMT objectives. They will also ensure momentum is kept.



Goals



Goal 1

Increase number of people cycling to and from work, school and for leisure in Ikeja LG.



Goal 2

Improve road safety for cyclists and pedestrians (population and visitors) of Ikeja LG, therefore reducing road fatalities.



Goal 3

Have a sustainable planning, implementation and evaluation system for mobility, development in Ikeja LG.



Initiatives

Safe Cycling Pilot.
Establish NMT clubs in secondary schools.

Safety and security through infrastructure and technology.

Develop a sustainable NMT strategic action plan.

3.2.1 Initiatives



Goal 1

Increase number of people walking and cycling to and from work, school, and for leisure in Ikeja



Initiative: Safe Cycling Pilot

CHALLENGE	There is a stigma about cycling on the road. It is known to be unsafe and for those who do not have cars. However, there needs to be a move to more sustainable transportation globally and Lagos State Government is promoting public mass transit. This is a positive step, but last mile transportation must also be considered. Walking is already frequently done, and cycling has been on the rise but because of the associated stigma, it continues to remain low.
INITIATIVE IN BRIEF	Car Free Day is celebrated worldwide, where on a specific day (usually 22 September), roads in different cities are cut off from vehicular traffic. This allows roads to be used by cyclists and other forms of NMT. It is a way to showcase how roads can truly be public spaces. The event gives motorists and commuters an idea of their locality with fewer cars. The proposal is that a car free day takes place in Ikeja LG.
STATUS	Initiate – starting the initiative.
BENEFITS/IMPACT	This initiative is a pilot activity where we can show the potential of cycling and walking as well as the numbers of people who partake in these activities on a daily basis.
VALUE	Connection to sustainable development goal (SDG): <ul style="list-style-type: none"> ○ 3: Good health and wellbeing. ○ 5: Gender equality. ○ 10: Reduce inequalities. ○ 11: Sustainable cities and communities. ○ 13: Climate action.
RESULT/MILESTONE/RELATED ACTION	<p>Within three months:</p> <ul style="list-style-type: none"> ○ Present idea to stakeholders for buy-in. ○ Map ideal cycle routes in Ikeja. ○ Identify pilot location for car free day. ○ Present to MoT and LAMATA and finalise date. <p>Within six months:</p> <ul style="list-style-type: none"> ○ Liaise with partners to implement the initiative. ○ Host car free day in Ikeja.

POLICIES ALIGNED TO (WHAT IS THE POLICY)	<ul style="list-style-type: none"> ○ Lagos State NMT policy. ○ Traffic Law.
IMPLEMENTING BODY	Ikeja LG.
POTENTIAL PARTNERS/ COLLABORATORS AND ROLE	<ul style="list-style-type: none"> ○ LAMATA/MoT: provision of safe road infrastructure and design of dedicated lane for NMT. ○ LASTMA: help direct traffic. ○ Lagos Neighbourhood Safety Corps (LNSC): support with safety and security. ○ CSOs: donation of bicycles and helmets to students and the promotion of cycling in the society. ○ NGOs: for funding and engaging the community in capacity development, i.e. training and retraining. ○ Other stakeholders: help in information dissemination to the grassroots level.



Initiative: Establish NMT clubs in secondary schools

POTENTIAL PARTNERS/ COLLABORATORS AND ROLE	<ul style="list-style-type: none"> ○ LAMATA: provision of safe road infrastructure and design of dedicated lane for NMT. ○ CSOs: donation of bicycles and helmets to students and the promotion of cycling in the society. ○ NGOs: for funding and engaging the community in capacity development, i.e training and retraining. ○ Other stakeholders: help in information dissemination to the grassroots level.
POSSIBLE FUNDING SOURCES	<ul style="list-style-type: none"> ○ The private sector. ○ Grants. ○ Ikeja LG. ○ State government ministries (transport and education). ○ CSR (private sector). ○ High net worth individuals. ○ CSR (media powering info dissemination). ○ Involvement from associations such as the Rotary Clubs, Lion Club, cooperative societies.
CHALLENGE	<p>Children are the next generation and it has been identified that they are encouraged not to ride bicycles outside of their compounds due to safety and security. There is no cycling infrastructure and limited walking infrastructure. It is important that children are encouraged to cycle and walk so that a healthy lifestyle and sustainable transportation is imbibed at an early age.</p> <p>At present there are no cycling clubs as an extracurricular activity in secondary schools in Ikeja LG. The establishment of cycling clubs will encourage young people to learn to cycle, cycle together and learn the skill of fixing bicycles.</p>

VALUE	<p>Connection to SDG:</p> <ul style="list-style-type: none"> ○ 3: Good health and wellbeing. ○ 5: Gender equality. ○ 10: Reduce inequalities. ○ 11: Sustainable cities and communities. ○ 13: Climate action.
IMPLEMENTING BODY	Ikeja LG in conjunction with Education District.
STATUS	Initiate – starting the initiative.
BENEFITS/IMPACT	More young people will have the ability to ride a bicycle and therefore have the freedom of mobility. There will also be a mindset change about bicycles only being for the poor.
INITIATIVE IN BRIEF	<p>NMT Clubs would be established by the Ikeja LG for both junior and senior secondary schools. The club members would be trained and equipped. Due to the lack of dedicated lanes for walking and cycling, training will be done in public spaces.</p> <p>In addition to the establishment of the clubs, a media campaign will be done to create awareness of the initiative and to advocate for good, dedicated lanes for walking and cycling. It is encouraged that other advocacy activities should take place in Ikeja LG, taking advantage of global events like the World Bicycle Day, Car Free Day, etc.</p>
POLICIES ALIGNED TO(WHAT IS THE POLICY)	<p>There is no law that speaks directly to cycle clubs in schools. Therefore, this initiative can also be used as advocacy towards the Ministry of Education to include cycling and walking exercises into their school curriculum.</p> <p>The NMT policy is a guiding document that supports the establishment of safe and equitable roads with adequate walking and cycling infrastructure. The Lagos State Traffic Law needs to guide cyclists and other motorists to ensure safety on the roads.</p>
RESULT/MILESTONE/ RELATED ACTION	<p>Within three months:</p> <ul style="list-style-type: none"> ○ Engage stakeholders and develop an implementation plan. ○ Work with the African Cycling Foundation to identify trainers. ○ Identify public spaces that can be used for the classes. ○ Establish cycle clubs in 10 schools (five private and five public schools). <p>Within six months:</p> <ul style="list-style-type: none"> ○ Working with the schools and CSOs, ensure trainers are able to start the clubs. ○ Students identified to participate in the first round. ○ School cycling clubs meet and greet event. <p>Within one year:</p> <ul style="list-style-type: none"> ○ The clubs are autonomously functioning. ○ Ikeja LG will monitor the progress of the clubs and aim to expand their reach to more schools.



Goal 2

Improve road safety for cyclist and pedestrian safety (population and visitors) of Ikeja LG thereby reducing road fatality.



Initiative: Safety and security through infrastructure and technology

CHALLENGE	<p>Theft, harassment and even murder have become more prevalent for commuters in Lagos State. The death of a cyclist in Ikeja, late 2021, was shocking and put to light the need for improved safety and security on Lagos streets.</p> <p>Road accidents are also a major concern. The Federal Road Safety Corps (FRSC) reported that between January and August, 2021, 101 persons died while 625 sustained different degrees of injuries in road crashes in Lagos. Lighting, signage, road users' knowledge, quality of vehicles and speed limits have been identified as the major issues that lead to road accidents.</p>
INITIATIVE IN BRIEF	<p>Signages, bollards and lane marking: The signages are used in creating awareness for pedestrians, cyclists, and other road users. The bollards are poles or barriers used to restrict vehicles from crossing into walkways.</p> <p>Lighting through solar power: Light up the Ikeja LG and the environment using solar energy.</p> <p>CCTV System: Installation of CCTV system and regular maintenance.</p>
STATUS	Initiate – starting the initiative.
BENEFITS/IMPACT	<p>Improve road safety for pedestrians, cyclists and other road users. This can lead to an increase in the number of people walking and cycling.</p> <p>Solar powered lights are eco-friendly, cost effective, and also help in securing lives and properties.</p> <p>CCTV serves as a deterrent for crime, and monitoring for investigative purposes. It gives a sense of security.</p>
VALUE	<p>Connection to SDG:</p> <ul style="list-style-type: none"> ○ 3: Good health and wellbeing. ○ 5: Gender equality. ○ 11: Sustainable cities and communities. ○ 13: Climate action. ○ 16: Peace, justice and strong institution. ○ 17: Partnerships for the goals.

RESULT/MILESTONE/ RELATED ACTION	<p>Within three months:</p> <ul style="list-style-type: none"> ○ Identification of location for the signages and lane markings for NMT. ○ Identification of location for solar powered light. ○ Identification of location for camera and associated facilities. <p>Within six months:</p> <ul style="list-style-type: none"> ○ Design, procure materials and produce signage. ○ Design, specification, cost implication and funding for lights. ○ Source funding for the CCTV systems. <p>Within one year:</p> <ul style="list-style-type: none"> ○ Installation of signage and billboards to all identified locations. ○ Procurement of CCTV systems.
POLICIES ALIGNED TO (WHAT IS THE POLICY)	<ul style="list-style-type: none"> ○ NMT Policy. ○ Lagos State Transport Sector Reform Law. ○ Operation Light Up Lagos. ○ Lagos State Information Security Policy. ○ Lagos State Security Trust Fund (which includes the provision of modern security equipment and gadgets).
IMPLEMENTING BODY	<p>Ikeja LG.</p>
POTENTIAL PARTNERS/ COLLABORATORS AND ROLE	<ul style="list-style-type: none"> ○ MoT. ○ Ministry of Physical Planning and Urban Development. (MoPP&UD). ○ LAMATA. ○ Public-Private Partnerships (PPP). ○ NGOs and CSOs. ○ Min. of Energy and Mineral Resources. ○ Department of State Security (DSS). ○ Min. of Science and Technology. ○ Internet providers.
SOURCES OF FUND	<p>NGO, grants, PPP, and Corporate Social Responsibility (CSR).</p>





Goal 3

Have sustainable planning, implementation and evaluation systems for mobility development in Ikeja LG



Initiative: Develop a sustainable NMT strategic action plan

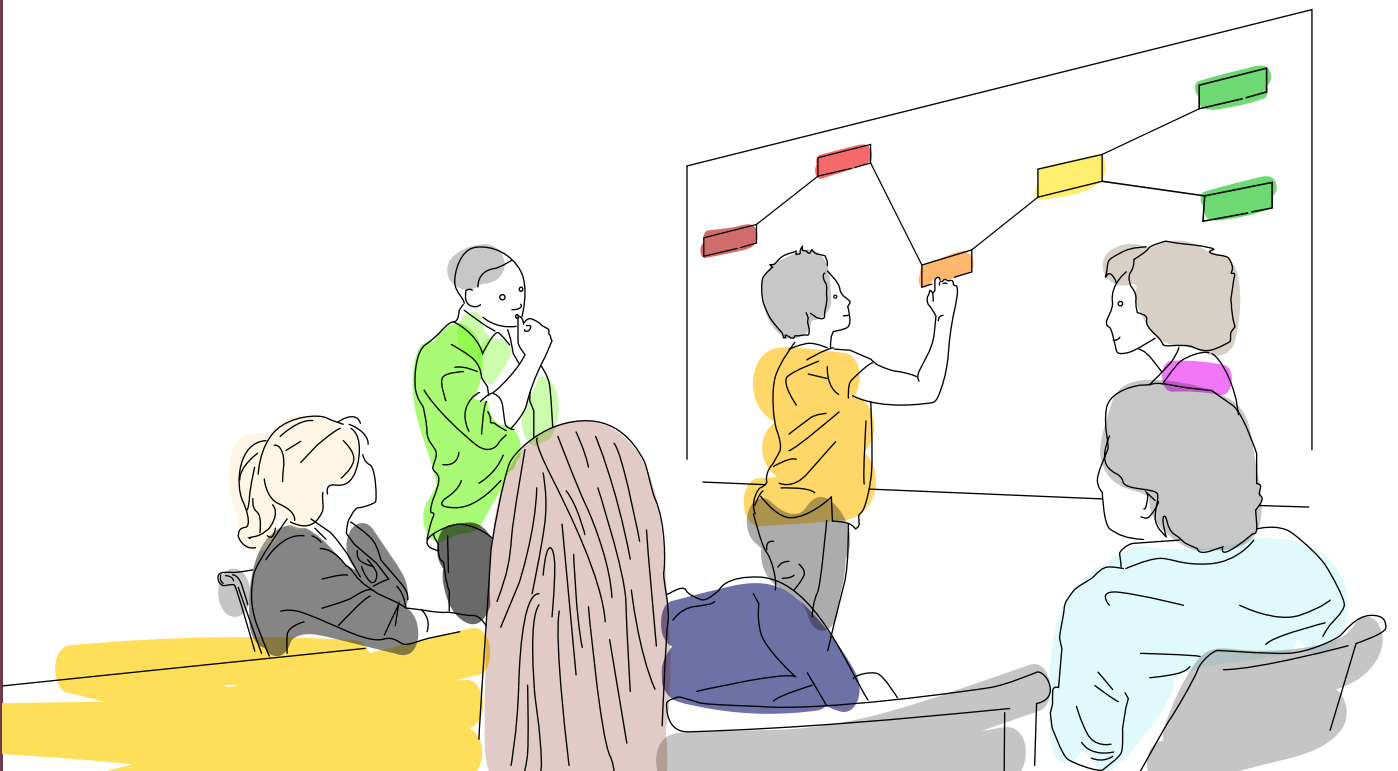
CHALLENGE	<p>With no action plan, Ikeja LG and other stakeholders are in the dark on how to implement NMT and who is responsible for what. It is therefore important to develop a strategic action plan that is developed by all stakeholders.</p> <p>To do this, data is integral. However, there is currently inadequate data on traffic and infrastructure in Ikeja. Financing for unbudgeted infrastructure projects is also limited and therefore a collaborative approach to access finance is desired.</p> <p>A strategic plan can support Ikeja LG and partners to implement NMT in a sustainable and coordinated way.</p>
INITIATIVE IN BRIEF	<p>To develop a series of impactful actions that can be implemented daily, weekly, monthly, to be taken to implement a sustainable NMT network in Ikeja LG. It will involve data collection, survey and financing.</p>
STATUS	<p>Initiate – starting the initiative.</p>
BENEFITS/IMPACT	<ul style="list-style-type: none"> ○ Helps in decision making processes. ○ Sets direction for all stakeholders. ○ Increases awareness.
VALUE	<p>Connection to SDG:</p> <ul style="list-style-type: none"> ○ 3: Good health and wellbeing. ○ 11: Sustainable cities and communities. ○ 13: Climate action. ○ 17: Partnerships for the goals.



RESULT/MILESTONE/ RELATED ACTION	<p>Within three months:</p> <ul style="list-style-type: none"> ○ Engage all stakeholders. ○ Bring in a group of core stakeholders who will develop the plan. ○ Establish an NMT liaison officer at Ikeja LG. ○ Source funding and support. <p>Within six months:</p> <ul style="list-style-type: none"> ○ Data gathering and processing. ○ Development of the action plan. <p>Within one year:</p> <ul style="list-style-type: none"> ○ Share the strategic action plan with all stakeholders. ○ NMT liaison officer should push the action plan forward.
POLICIES ALIGNED TOO (WHAT IS THE POLICY)	<ul style="list-style-type: none"> ○ Lagos Transport Policy. ○ Lagos NMT Policy.
IMPLEMENTING BODY	<p>Ikeja LG.</p>
POTENTIAL PARTNERS/ COLLABORATORS AND ROLE	<ul style="list-style-type: none"> ○ MoT – to help with existing data and analysing it. ○ LAMATA – to help with existing available data on internal road usage and routine. ○ LUDI – assist with data collection and provide guidance. ○ Community Development Committees (CDCs) and Community Development Associations (CDAs) – publicity and data collection. ○ MoPP&UD – to help with existing data.
SOURCES OF FUND	<ul style="list-style-type: none"> ○ Ikeja LGA (budget). ○ Grants from funding institutions. ○ Inter-Governmental Relations (IGR).

04

STRATEGIES FOR COLLABORATION



4.1 Approaches and strategies for collaboration

4.1.1 Effective platforms and spaces for knowledge sharing and engagement

Platforms and engagement spaces at the city level are valuable for bringing multiple and diverse urban actors into discussions around the impacts of climate change and other city challenges and proposed urban development. Local stakeholders including LGs, CSOs, private sector and citizens hold important community level information pertinent to developing sustainable cities and inclusive climate change action.

Platforms and engagement spaces provide the opportunity for knowledge and information sharing, to discuss local challenges and co-formulate context specific solutions, and identify synergies and potential partnerships. Most importantly, these spaces have the possibility to provide all participants with the agency to be a part of the development of their communities and cities in a way that benefits all citizens.

Although such platforms and engagement spaces often exist in many cities in the form of town hall meetings, government forums and committees and community meetings, they may not be effective spaces for meaningful collaboration and co-production, and often fail to include the voices of the most vulnerable groups. This may be due to inaccessibility based on the time and day of engagements, but also unequal capacities and lack of knowledge which hinder participants' ability to engage in a meaningful way. In addition, these spaces are often driven by political agendas, convened occasionally (ad-hoc) and based on a tick-box requirement fuelling distrust of the intention of such engagements.

The SEMCCA learning labs provided a neutral space to unpack the reasons why these platforms and spaces may not be conducive for collaboration and co-production, and where the tensions lie. From this point, the learning lab agendas were co-developed to tackle these tension points. Focusing on collaborative processes, the learning labs introduced approaches and mechanisms to facilitate consistent and strengthened ways of working together, and put these into practice in the development of the Ikeja LG NMT roadmap.

This section provides the various approaches and strategies that were used during the learning labs that could be brought into collaboration spaces for more authentic, meaningful and inclusive engagement and provides some ideas on **how** to do it.



This section provides the various approaches and strategies that were used during the Learning Labs that could be brought into collaboration spaces for more authentic, meaningful and inclusive engagement and provides some ideas on HOW to do it.

Provide ample opportunity and space for NGOs and other urban stakeholders to present what they are doing and be part of the process of co-developing city plans.

Often civil society and community groups are brought into city development engagement spaces on an ad-hoc, project-by-project basis driven by government or funder requirements. The intention of these engagements is often to provide public comment on an already produced project, plan, policy or strategy which doesn't always get incorporated into these documents. These engagements often do not consider what is already happening on the ground, nor do they provide the space for communities and civil society groups to share their work, learnings and experience.

Providing the space for information and knowledge sharing creates awareness around CSOs' advocacy agendas and initiatives happening in the community and makes visible potential alignment of work between civil society and community groups as well as between these organisations and their LG. This alignment of work facilitates a coordinated approach and the collective mobilisation of community groups, in addition to forging valuable partnerships for implementation.

Resource mapping for joint climate change action

There are many individuals, champions, organisations, funders and businesses in cities working toward tackling urban challenges, providing voice for and services to local communities and achieving sustainable urban development whether it is on urban mobility, food access or water systems. These urban actors all bring valuable knowledge, experience, tools and skill sets to implementing sustainability and climate change agendas and should be seen as assets to creating more liveable and inclusive cities.

Resource mapping recognises that each urban actor, champion, organisation and business has a role to play in implementing climate action and offers different skills, knowledge, resources and ability/mandate to act. Resource mapping helps to demystify what each urban actor is well equipped to do and the resources they have at their disposal, paving a way for collective action.

For example, civil society and community groups may have the ability to mobilise individuals, schools and communities to action, by providing effective communication and advocacy support to create public awareness and buy-in, as well as conduct community level data collection. On the other hand, businesses may have the necessary financing and ability to implement and act faster, while academia is able to provide research and knowledge production support. LGs/city officials have the means to drive inclusive policy, create an enabling environment for community and business involvement and direct government funding.

Resource mapping provides the opportunity for participants to highlight the assets and resources available in their community and city, map out the varied skill sets, tools and audiences and identify mechanisms to fully utilise, integrate and optimise these.

Cities need to explain their decision-making processes and unpack their plans and policies

A challenge that was consistently mentioned by both government officials and civil society groups was the lack of knowledge and understanding of how decision-making takes place, the policies, strategies, laws and regulations that govern decision-making and the government departments who are mandated to act on specific policies and laws.

In the case of the Ikeja LG, this lack of understanding resulted in LG officials feeling disempowered to take ownership and drive action regarding NMT and sustainable mobility at the local level. This perceived lack of ownership and authority also meant that LG officials are not actively engaging in multi-level governance processes related to the localisation of the state NMT policy. It also resulted in civil society and community groups often bypassing the LG on matters related to sustainable mobility implementation to engage with state government officials in the MoT and LAMATA, instead.

The learning labs made use of collaborative engagement processes such as mandate and stakeholder mapping that enabled LG officials to position themselves in the decision-making process and identify their role in climate change implementation.

Stakeholder and Mandate Mapping helps identify the stakeholders and what the various roles and responsibilities are in the process of policy development, implementation, financing, and enforcement

Often there are a number of government departments (national, regional and local) on different levels and across departments responsible for actioning, regulating, enforcing policies/regulation related to water/mobility/food and as it relates to climate change, air quality, etc. In order to assign roles and responsibilities to various actions, it's important to unpack where mandates lie and which policies govern these.

Stakeholder and mandate mapping is a valuable exercise that participants can do during collaborative stakeholder engagements to collectively unpack and:

- make visible cross government inter-linkages to identify important collaboration;
- identify who has the authority and should be involved in actioning various policies, laws and regulations; and
- identify overlap and inconsistencies in current roles and responsibilities, how it should be working or where there is room to change working practices.

In order to identify where collaboration amongst different stakeholders is or should be taking place, it is necessary to identify relevant actors and the sectors in which they operate. As such, an actor mapping exercise should be undertaken with the stakeholder through learning engagements such as workshops or learning labs. This exercise will assist organisations and researchers to understand the landscape and context of an issue, through the identification of actors and their role in the system.

Another learning engagement needs to be undertaken in order to conduct a mandate mapping exercise as a technique to identify where and how collaboration transpires between LGs and CSOs. This exercise should primarily focus on government departmental and CSO mandates, policies/legislation and funding structures.

Continuous training, capacity building and knowledge sharing sessions are important to improve capabilities and knowledge base of all participants to strengthen collaboration

It should not be assumed that everyone in the engagement space has the same knowledge and level of understanding of climate change action, sustainable mobility, water resilience, climate finance and other areas of sustainable development. Further, community capacity building is an essential element for community participation and engagement in climate change issues.

Bringing training and capacity building on relevant urban thematic areas into engagement spaces is crucial to ensure that everyone is able to actively and effectively contribute to discussion and co-production processes. This also allows participants to make linkages with their own work and shows the importance of collaboration and multi-stakeholder engagement for collective and inclusive climate action.

Some considerations for learning, training and capacity building:

- Diversify training hosts: SEMCCA learning lab training was hosted by various stakeholders including academia, civil society, government officials and international organisations such as ICLEI Africa and ITDP. This brought policy and implementation from different perspectives and knowledge bases, sharing community and citizens' lived experiences, academics' theoretical and conceptual perspectives and LG's service delivery viewpoint. Building on reflection and group and plenary discussion time after every session is valuable to further co-learning and collective interrogation.
- Introduce different formats: Introducing different training formats into workshop and engagement spaces is important in keeping the attention of participants as well as for absorbing different pieces of knowledge. SEMCCA learning labs made use of short videos to spark reflection, case studies, city examples, presentations, games, role playing and group activities, to name a few.
- Facilitate adult learning: Present some of the processes/approaches/strategies for collaboration and then put these into action during group sessions to facilitate adult learning.

4.1.2 Recommendations on holding effective engagements

Be intentional in bringing unheard voices to the table – so that they have agency and are not just included

The LG, which provides critical services to their communities, is likely to profit in various ways by interacting with community people and valuing their views and ideas in learning laboratories. In the end, the process of effective community participation will benefit all concerned stakeholders the greatest. It is important to broaden the scope of stakeholders by intentionally seeking out those who may be impacted by or have an impact on mobility interventions and bringing them into these engagement spaces. For example, informal traders are active users of road space and derive great economic benefits by conducting their business close to places where citizens commute, along roads and on pavements. However, they rarely get included in discussions around the development of these roads and provided the opportunity to voice their concerns. Including varied stakeholders, from those dealing with public health to people with disability and traders, will ensure that interventions implemented are inclusive and sustainable in the long run.

Further, unpacking how various stakeholders can play a role in implementation by collectively defining roles and responsibilities will assist with stakeholders feeling empowered to provide recommendations and take outcomes forward, thus supporting their agency.

Overcome power dynamics

Urban environments and their institutions are prone to power dynamics and tensions because of often unmet service delivery needs, mistrust due to negative past experiences, competing interests and expectations of the different urban actors, and cultural and societal norms and beliefs. These show up quite strongly in engagement spaces especially when they are hosted by government institutions and in very formal settings. It's important to work through these to break down barriers and allow space to renegotiate the terms for engagement in order to have authentic collaboration where all participants are able to voice their stories.



It is important to broaden the scope of stakeholders by intentionally seeking out those who may be impacted by or have an impact on mobility interventions and bringing them into these engagement spaces.



Some of the ways to overcome power dynamics and tensions include:

- Appointing an intermediary host organisation like ICLEI Africa and LUDI to convene regular workshops and engagements, and hold collaboration platforms. These organisations have a neutral stance and will be able to provide an unbiased, objective facilitation approach to manage power dynamics and ensure all voices are heard.
- Neutral or 'safe' platforms can be beneficial to allow people space to speak and contribute.
- Don't be afraid of tensions and potential conflict. It's important to provide the space to unpack why these tensions and power dynamics exist. Listen to all sides and unpack with the participants the reason something is the way it is. This helps to get to the bottom of tensions, allows for meaningful conversations and provides the opportunity to collectively seek solutions and pave alternative ways to work together that do not quieten voices.
- Consistent, meaningful, collaborative and action-oriented engagements that include accountability mechanisms can go a long way in breaking down power dynamics because they have the ability to rebuild trust and mobilise all participants to play an active role in climate change action.

How we should be reworking and re-imagining things

One of the key challenges to collaboration highlighted by a participant in one of the Lagos learning labs was that city and government officials have a fear of change. This is not unusual, and it's easy to revert to how things are always done and adopt a business-as-usual approach where change and doing things differently are not sufficiently enabled and supported. Shifting mindsets is a challenge, but possible through consistent engagements, learning, awareness raising, knowledge sharing and reflection. Congestion is regularly cited as a major challenge in Lagos. However, the idea of introducing a car-free day as a way to raise awareness around how to reduce congestion and reuse road space is often approached with caution and scepticism. Changing mindsets around the health, environmental and social benefits of reducing car use, and using more sustainable means of transportation is an ongoing process that requires regular conversations, effective campaigns and supportive policies supported by strong LG leadership. One of the major concerns raised by participants was how to reduce conjecture.



The SEMCCA project put into practice the collaborative engagement approaches and co-creation processes such as vision-building. Using collaborative techniques such as vision-building allows participants to daydream and be part of the process from the get-go to envision what their city and community could look like, and the ways in which this can become a reality.

Practical tips for holding effective engagements

- Prioritise and create space for meaningful dialogue by designing this into the workshop or meeting agenda. Consider which group activities, games and key questions can facilitate deep thought, reflection and discussions.
- It is important for the project team and workshop/meeting coordinators to spend some time developing the session objectives based on what the session must achieve. This helps to design and structure the session agenda and develop key questions for discussion to help inform broader outputs.
- A good engagement workshop includes a variety of formats for engagement to spark creativity, reflection and deep thought. A mix of knowledge sharing and training in the form of presentations, videos and roundtable discussions to share projects and experiences, group activities for co-learning and co-creation and time in between for reflective discussions.
- Including activities such as games and role-playing could be an interesting way to share perspectives and unpack current knowledge, practices and dynamics.
- Do not pack the agenda full of activities. Rather have fewer sessions, but more time for discussion and reflection to probe deeper conversations.

The various engagement styles

Virtual

Many in-person events such as learning labs and workshops were forced to go virtual during the COVID-19 epidemic. Many organisations are preserving a virtual component to their activities even now, as life begins to return to normal in some regions. Attendees can either join the activities live at the location or dial into the event online, depending on their comfort level and availability. Practical things to consider include:

- Appoint a good main facilitator and assign breakout room facilitators.
- Consider access to data and whether it is necessary to provide a data stipend to participants.

Hybrid

Hybrid engagements offer distinct benefits because they blend the greatest aspects of virtual gatherings with more traditional, in-person engagements. They also connect to a larger audience and have the potential to invite in voices that would otherwise not be included because of logistic and other challenges.

Because the hybrid environment is a new area for both workshop organisers and participants, putting on a hybrid workshop will necessitate a different approach and attitude than putting on an in-person or virtual workshop. It will also necessitate the use of alternate tools and ways to ensure that all attendees have an equitable and engaging experience, regardless of whether they are in the real workshop session or in the Zoom room.

WORKSHOP REQUIREMENTS IN TERMS OF RUNNING A SEAMLESS HYBRID EVENT/ WORKSHOP.



SUPPORT
(live streaming)



INTEGRATIONS



NETWORKING
CAPABILITIES



CAPACITY



VIDEO AND SOUND
QUALITY



RESOURCES

The right tools and techniques are essential for hybrid workshops, both in terms of running a seamless event and strategically bringing all participants together. To begin, choose an event platform that will meet all of your workshop's requirements, including:

- support for live streaming;
- integrations that provide the highest level of productivity;
- networking capabilities that make it easy for attendees to engage with each other;
- capacity of those managing the event to keep it running successfully behind the scenes; and
- consideration of the video and sound quality for those who are joining virtually. In this case, contracting a professional videographer is key to ensuring good video and sound quality.
- If there are any resources that attendees will need to participate in the session, please send them out ahead of time before the workshop begins. This will ensure that all attendees are on the same page.

Face-to-face

Face-to-face engagements are the most common platform and extremely valuable in building and strengthening relationships and partnerships. To maximise face-to-face engagements, it is critical to have a well curated programme with well-defined objectives, and to have each activity flowing into the next and building on each other. Further, having a good unbiased facilitator could ensure that the programme is well run, and that all participants are included and able to easily participate.

4.2 Existing platforms for engagement in Lagos and Ikeja LG

Both LAMATA and Ikeja LG engage stakeholders at different points in different projects. They also work with CSOs regularly.

LAMATA engages LGs when implementing transport and transport-related projects. These engagements are not regular and there is no continuous feedback loop with LGs.

In 2021, LAMATA launched the NMT Committee, convened annually, to improve inter-agency coordination at the city level. According to the Lagos State NMT Policy, the NMT Committee is set up to review proposed designs, guide implementation, and monitor performance over time. Membership comprises of representatives from relevant MDAs, e.g. the state's MoT (Chairperson), LAMATA (Secretariat), LASTMA, the Nigerian Police Force, Lagos Traffic Department, MoPP&UD, Lagos State Physical Planning Permit Authority, state's Ministry of Works and Infrastructure, Lagos State Environmental Sanitation Corps, Federal Road Safety Corps, Lagos Command, Lagos State Safety Commission, Vehicle Inspection Service, Lagos State Parks and Gardens Agency, NGOs or CBOs, and external consultants, experts or academics.

There is also an NMT Design Review Subcommittee of the NMT Committee set up to oversee the detailed design, construction and repair of streets. The subcommittee is also chaired by representatives of the state's MoT and membership include representatives from Lagos State Traffic Management, Nigeria Police Force, state's Ministry of Works and Infrastructure, and LAMATA (secretariat). Responsibilities of the subcommittee include planning and monitoring of complete streets, design review for infrastructure projects, capacity building, and community engagement and advocacy. This subcommittee is meant to convene on a quarterly basis.

LG and Community Organisations/Associations

- Ikeja LG has an existing platform to engage different stakeholders and residents within the LG. These include CDAs and CDCs, various trade associations, residents, NGOs, CSOs, and Faith Based Organisations (FBOs) at different times, but there is no set forum or mode of engagement. Engagement usually happens on a project-to-project basis even with different levels of government.
- The LG often engages NGOs/CSOs on issues of women empowerment, family healthcare, capacity building of staff, etc. They collaborate with these organisations to implement projects or programmes in thematic areas.
- When LGs engage with stakeholders, they do this at stakeholders' meetings or town hall meetings. They may be asked to give insight to or feedback on projects being done within their jurisdiction or communities.
- At the grassroots level, each CDA, headed by the CDA chairman, periodically organises meetings with residents where the residents engage and discuss pressing issues within their communities.
- There is a statutory monthly CDC meeting hosted by the LG. This is a meeting of all the CDA chairmen in the LG where they discuss pressing matters of development.
- Another platform of engagement among LG and Local Council Development Areas Chairmen in the state, is the Conference 57 which is held periodically and facilitated by the Lagos State Ministry of LG and Community Affairs. Here, matters affecting the LG in the state are discussed.

05

CONCLUSION

5.1 Lessons learnt

5.1.1 Burning issues

The burning issues related to civic-government collaboration identified during the engagements are:

- 1. Building trust and deepening collaboration:** A number of issues were identified as deterrents to building trust, further weakening collaboration among the various stakeholders. These issues include lack of political will on the part of the government and the differences in agenda of the various stakeholders. Participants doubted the technical abilities of LGs in the state as well as their capacity to accountably manage funds/finances. Also highlighted are the lack of effective collaboration, and unnecessary duplication of efforts, due to poor coordination among CSO groups in the state, which have made it difficult for the government, both state and local, to work with them.
- 2. Strengthening administrative processes and data management:** Data management is an overarching issue for effective planning, policy making and implementation. Hence, lack of relevant data and data management systems, as identified during the learning labs, is another big challenge. Bottlenecks in the government administration and communication processes, the LGs' lack of autonomy, and poor monitoring and evaluation systems, were identified as important issues that need to be addressed.

Through a ranking process, four issues were identified by participants during the learning labs as most important. These are:

- government administrative and communication bottlenecks;
- monitoring and evaluation of initiatives;
- lack of trust in LG's technical abilities and financial accountability; and
- duplication of efforts by NGOs due to lack of proper coordination.

5.1.2 Key learnings/takeaways

Institutional: There is the need for political buy-in at all levels of governance in the state for a successful climate action. It was also pointed out that LGs, though major stakeholders in implementing local climate actions, often seem to be excluded in the process of policy formulation and/or are, at best, informed, at the level of implementation. However, LG's own initiatives for climate actions are important, and thus, they should be constantly engaged and involved in developing vision, goals and objectives – and at all stages of the process.

Initiatives: To promote or drive NMT in the state, the government (both at the state and LG levels) could adopt and implement initiatives such as:

- car-free days;
- safe routes to school;
- media campaigns;
- cycling outreaches for women; and
- sustainable commuting days.

However, interventions can be tailored to meet specific needs of cities. For instance, existing local streets can be promoted to become shared streets. Bike sharing for last mile connectivity was considered important; however, bike sharing corridors need to be integrated with other transport modes. The role of the private sector right from the feasibility stage all through the process was underscored.

THE BURNING ISSUES RELATED TO CIVIC-GOVERNMENT COLLABORATION IDENTIFIED DURING THE ENGAGEMENTS ARE:



Building trust & deepening collaboration



Strengthening Administrative processes & Data management



... interventions can be tailored to meet specific needs of cities.



Infrastructure: In terms of infrastructure, it was agreed that it is important to integrate NMT/bike sharing with the other modes of transportation in the state for an effective last mile connectivity. Also, there is the need to factor street vending in the design and implementation of NMT and also make provision for proper parking infrastructure.

Processes: For effective promotion and implementation of local climate actions, it is important to develop the capacity of actors and put in place processes and structures to shape and perform social actions, i.e. build people and processes, for there to be a sustainable change. Also highlighted as critical is the importance of co-creating knowledge which helps create entry points for change.

City-to-city learning: Several cities across Africa, like Addis Ababa and Nairobi, are adopting different strategies in implementing NMT and local climate actions. City-to-city learning can be an effective way to share lessons from the different approaches which can then be adapted to fit the peculiarities of specific LGs in Lagos State.



GOODWILL MESSAGE

Climate Change continues to be a major challenge globally resulting in extreme weather conditions, rising sea level, etc. Statistics from UNEP shows that road transport accounts for 17% of the world's energy related carbon dioxide emissions, 10% of global Green House Gas (GHG) emissions and up to 90% of urban air pollution. More than 1.3 million people are killed yearly on roads (average of one person every 6 seconds), while more than 50 million are seriously injured, 90% of which are in the developing world. The number of vehicles is expected to triple by 2050 mostly in developing countries, signaling massive gridlock under a business as usual scenario.

While Africa's contribution to GHG emissions is among the lowest in the world (approximately 3.8 percent), the transport sector accounts for a significant portion. High emissions from Africa's transport sector are due to reliance on fossil fuels and predominance of poorly maintained secondhand automobiles with antiquated equipment, and use of low-quality gasoline with high sulfur content. Transport sector emissions in Africa will continue rising due to growing urbanisation and motorisation unless quick action is taken. Zero carbon transport modes such as Non-Motorized Transport (NMT) and cleaner or renewable energy sources such as hydroelectricity, compressed natural gas (CNG), biomass, wind power, solar energy, etc. would significantly reduce GHG emissions.

The geography of Lagos makes it vulnerable to climate change and its impact. The high level of poverty further increases the vulnerability of its teeming population. It is therefore important the government put in place mitigation and adaptation measures to improve the resilience of the State's population. Lagos State Government (LASG) is very keen on the environment and has made it a key element of its T.H.E.M.E.S Agenda which perfectly aligns with the United Nations SDGs. As part of its strategy to cut down on GHG emissions in the state, the government has embraced the promoting and development of NMT. Through LAMATA and strategic partnerships with NGOs, the private sector and other key stakeholders, Mr. Governor approved the Final Draft Lagos NMT Policy in September 2019. The Final Draft Lagos NMT Policy was unanimously agreed and adopted at the Stakeholder Conference held at IBIS Hotel, Ikeja in October 2017. LAMATA has concluded the first phase implementation of the Lagos Sidewalk Pilot Project on Catholic Mission Street/Tafawa Balewa Square, Lagos. A private sector bike-sharing initiative within the Alausa Secretariat has also been implemented.

LAMATA has also provided leadership support on the SEMCCA Project, which is poised to promote local climate actions and implement NMT at the local government level. The project, which was piloted in Ikeja Local Government, has been effective in increasing the capacity of participants, generating conversations and fostering effective collaboration among key stakeholders in the implementation of NMT at the grassroots. An important output of this engagement is the production of a roadmap, which was co-developed by participants. We strongly believe that the SEMCCA process used to develop this roadmap is important and could be useful to other local governments in the state in developing or implementing effective local climate actions and sustainable mobility solutions.

Thanks,
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