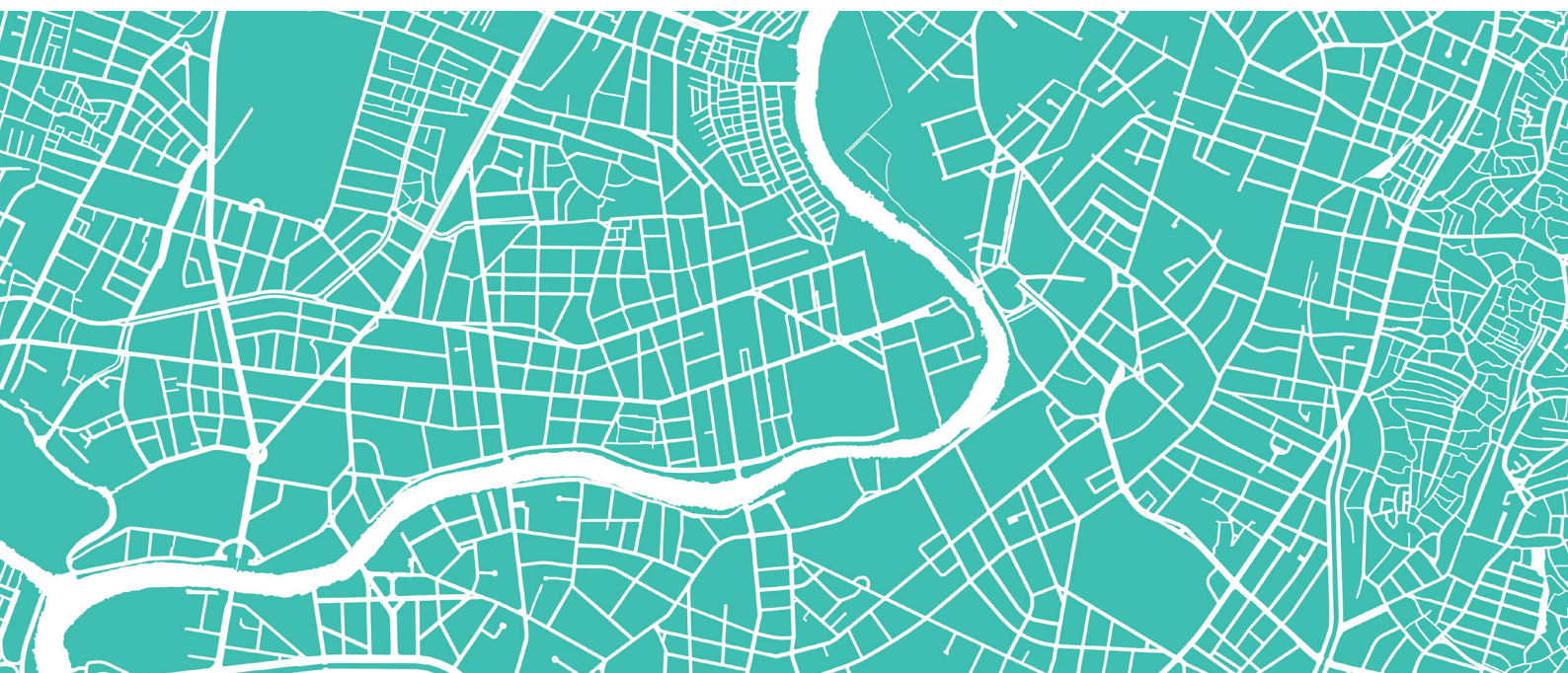




Foreign, Commonwealth
& Development Office



Country Level Event

Nigeria

13 October 2021

UKBEAG
UK Built Environment Advisory Group

UN HABITAT
FOR A BETTER URBAN FUTURE



Introduction

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The Nigeria Country Level Event formed part of the Strategic Capacity Development Component being delivered by the UK Built Environment Advisory Group (UKBEAG) in collaboration with UN Habitat, in support of the FCDO Global Future Cities Programme. The programme for the country level event was developed in collaboration with the FCDO, UN Habitat, the Delivery Partner and City Stakeholders and was informed by the findings of a Capacity Needs Assessment that was undertaken by City Stakeholders earlier in the year.

The aim of the event was to build upon the momentum of the programme and to draw on the experience of a range of subject matter experts to consider some of the issues to be addressed as the projects move from design to implementation, especially relating to the delivery of Transit-oriented development. The event was supported by a range of Subject Matter Experts (SMEs) who brought their knowledge and expertise to bear. The contributions from the Subject Matter Experts were also informed by the six topics which formed part of the Thematic Programme that had been delivered earlier in the year, namely:

- 1 Integrated & Inclusive Planning
- 2 Governance & Collaboration
- 3 Evidence-based Design & the Effective use of Data
- 4 Project Finance & Procurement
- 5 Implementation & Enforcement, Monitoring & Evaluation
- 6 Leadership & Change Management

The purpose of this document is to serve as a summary of the main contributors and the principal matters discussed.



Effective integrated planning works at all scales (i.e. national, regional, district and local) and needs to be inclusive (i.e. it should address the needs of all stakeholder groups, including vulnerable and marginalised groups and communities). To achieve this, it will typically include provision for a range of consultative and/or participatory planning activities.

Event Overview

1.0 Welcome & Introductions

Peter Oborn from the UKBEAG welcomed those present, invited them to make introductions and provided an overview of the event.

2.0 Project overview, Lagos

Mr Emmanuel Oluwadamilola, General Manager at the Lagos State Waterways Authority (LASWA) provided an overview of progress with the preparation of a business case for the development of a Public and Freight Water Transportation network. It was noted that this project has been accepted for inclusion in the UN Habitat Cities Investment Facility (CIF), the only project in the entire Global Futures Cities Programme to have done so at the time of writing.

3.0 Project overview, Abeokuta

Honourable Commissioner Dairo, from the Ogun State Ministry of Transportation provided an overview of the project to develop a public transport policy and associated capacity building. It was noted that one of the anticipated spin-offs from both projects was the potential offered for Transit Oriented Development to help support economic regeneration, and this formed the focus for the remainder of the event.

4.0 The Kings Cross Experience

Mr Roger Madelin CBE, formerly Development Director for Argent (the developer of Kings Cross) gave a short presentation on development of the Kings Cross regeneration project in London in which he outlined the origins of the project and the development process. It was noted at the outset that the project originated from the coming together of multiple landowners who realised that the value of the whole was substantially greater than the sum of the parts.

5.0 Tackling Resettlement & Unlocking Affordable Housing

- 5.1 **Mr Alessandro Ercolani**, UN Human Rights Expert, gave a short presentation focused on mechanisms for achieving equitable resettlement when working with informal settlements.
- 5.2 **Mr Chris Hutchinson**, Head of Investment and **Mr Amos Mthombo**, Quantity Surveyor at **Reall** considered what investors are seeking in terms of Green and Climate Smart Affordable Housing for the lowest 40%, together with lessons learnt by Reall in Nigeria and beyond.

6.0 Project Finance & Procurement

- 6.1 **Ms Karineh Grigorian**, Commercial Manager at **HM Treasury, Infrastructure & Projects Authority** provided a short framing presentation focused on effective business case preparation based upon the 5 Case method¹.
- 6.2 **Ms Astrid Haas**, Council Member at Cities That work at the **International Growth Centre** and Mr Roger Madelin, engaged in a discussion focused on project finance and risk allocation, with a contribution from **Mr Ryan Sequeira**, from **UN Habitat** on the Cities Investment Facility.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749086/Project_Business_Case_2018.pdf



Principal Matters Discussed

The following provides a summary of the principal matters discussed during GFCP's Nigeria Country Level event, which considered the interventions in Abeokuta and Lagos, and the potential for using these as a catalyst to unlock transit-oriented development.

Generally

Both Abeokuta and Lagos are growing rapidly, which makes transport policies critical to ensure adequate urban connectivity. The GFCP has supported transport interventions that place integration between land-use and transport planning, intra-modal transport, and accessibility at the centre of reform. In particular, the support has focused on improving institutions and sharing best practices from other contexts. In Abeokuta, for example, tangible outcomes have included a strategic transport plan, a new transport law, and a renewed focus on coordination with the federal government and neighbouring cities. In Lagos, improving water transport has included capacity development and restructuring of Lagos State Waterways Authority, in part, so there can be clear integration with other modes of transport such as road network to promote city-wide intermodal transport. As part of these interventions, there has also been a focus on urban regeneration, especially linked to constructing new public transport options such as bus-rapid transit (BRT) systems. In Lagos and Abeokuta, new urban regeneration guidelines have been developed to provide a framework for future development. Properly managed urban regeneration can provide an opportunity to generate economic growth through moving land from disorganized or haphazard development to a carefully planned and integrated usage for these cities.

Key Takeaways

The cross-cutting takeaways from the session include:

- Across the interventions, the teams have emphasised the **importance of multi-stakeholder engagement** as a critical ingredient for the interventions' success. This includes engaging with various public sector stakeholders, the private sector, and the communities who are likely to be impacted by the projects. In Lagos, technical and stakeholder engagement committees have been set up to this end to provide an effective authorising environment for the interventions. This is particularly important for urban renewal projects that aim to reshape the built environment in a significant manner.
- Leveraging **private capital and expertise** is recognized as an important part of these interventions especially as they move towards implementation. In Lagos, the freight terminal is being procured under the public-private partnership (PPP) model that can provide technical and fiscal capacity for the implementation of the water transport intervention.
- **Cross-country learning** can play an important role in impacting the scope and design of these interventions. A stand-out example are the lessons that can be drawn from the Kings Cross development in London in underscoring how well managed urban renewal can unlock growth when combined with new transport investments. Similarly, Transport for Greater Manchester has previously shared its experience of managing inter-modal transport with its Nigerian counterparts on effective intra-modal public transport.

Abeokuta
Nigeria



Going forward

It was discussed that the interventions (and future interventions) can benefit from:

- A clear focus on a **human-rights based approach**, especially when considering regeneration projects that impact people's houses and livelihoods. UN-Habitat's model can provide a useful framework to this end.
- **Capacity development**, which has been emphasised as critical to the long-term impact of these interventions, particularly through actively acquiring the relevant skills needed in the public sector. This is particularly important in the implementation agencies, such as those which provide transport services, so they have the necessary capacity going forward.
- A rigorous **financing framework**, that provides a credible commitment to the private sector on how likely a project (and the associated regulations) is to be implemented in practice, and provides realistic funding sources, either through government transfers or user fees. There is also a need to consider gap funding on certain high social value projects to make them viable for private financing.
- Adoption of **fiscal governance models**, such as the UK's five-case model, which can be used to determine whether private finance is the 'best-value' of money for a given project by making the project go through a rigorous multi-step process. This also sends a clear signal to the private sector that the projects have been properly vetted and evaluated, along with preventing a common bias in favour of procurement using PPPs.
- Exploring **funding instruments such as land-value capture and land-readjustment** can provide important sources of revenue for the projects that will likely follow these interventions. Development financing sources, such as the African Development Bank and the UN's Cities Investment Facility, can provide critical patient capital for this purpose. Lagos State's upcoming investors' forum will provide an opportunity to build relationships with financiers, both development and private.



The aim of the strategic capacity development component is to complement the other elements of the Global Future Cities Programme, to consider some of the barriers and enablers to sustainable urbanisation and to help achieve the programme's long-term impact.

Attendance

Key Stakeholders

Lagos

Lagos State Waterways Authority

Lagos Metropolitan Area Transport Authority

Office of the Sustainable Development Goals and Investment

Office of Public-Private Partnerships

Abeokuta

Ogun State Ministry of Transportation

Ogun State Ministry of Physical Planning and Urban Development

Subject Matter Experts

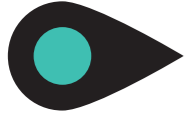
British Land

UN Habitat

Reall

International Growth Centre

HM Treasury Infrastructure & Projects Authority



Links to Further Information

Copies of all the presentations made during the course of the event can be found at <https://tinyurl.com/ynk3txw4>

Included below are a variety of links we hope the City Stakeholders may find useful:

HM Treasury IPA, 5-Case Model:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749086/Project_Business_Case_2018.pdf

Policy paper from IGC, Urban Planning for Productive and Liveable Cities:

<https://www.globalfuturecities.org/sites/default/files/2020-08/IGC%20Urban%20planning.pdf>

Policy paper from IGC, Key considerations for integrated multi-modal transport planning:

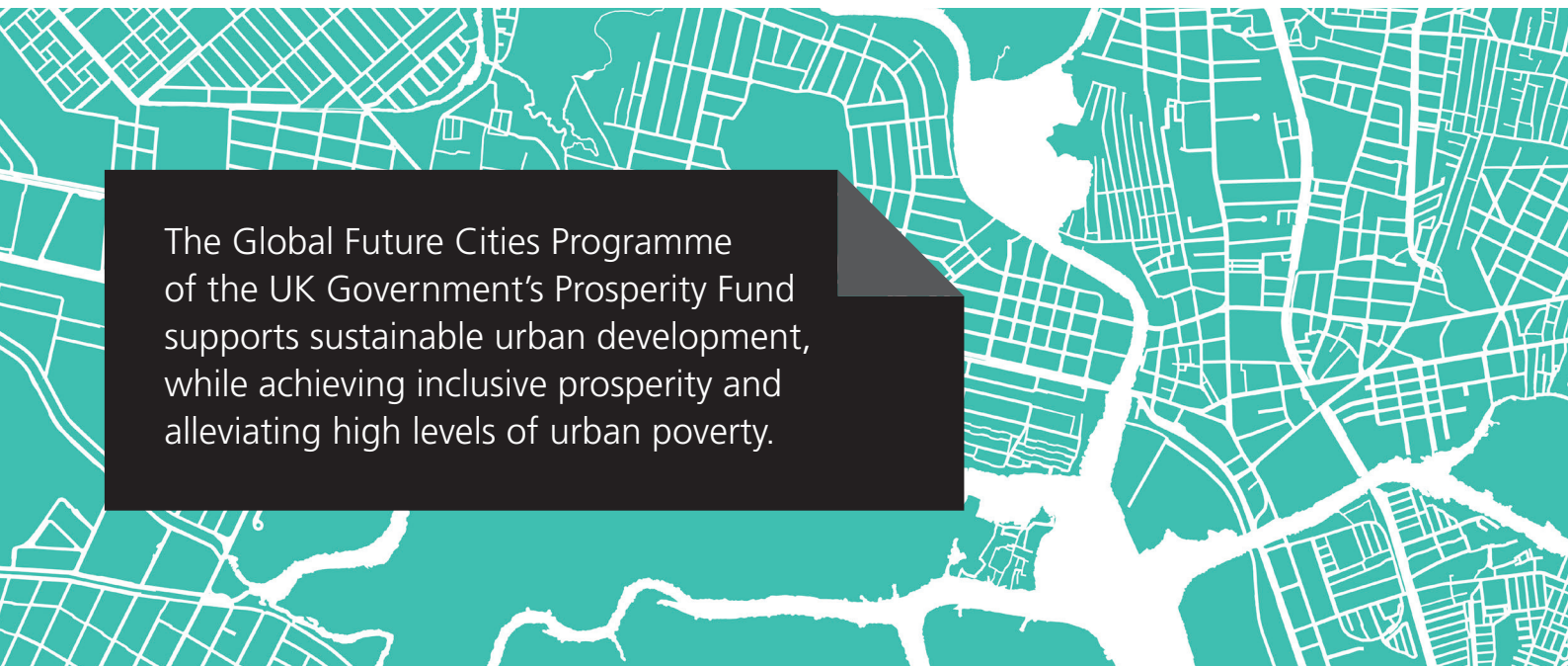
<https://www.theigc.org/wp-content/uploads/2019/02/Integrated-multi-modal-transport-planning-FINAL-Jan2019.pdf>

Link to Reall's Data Dashboard:

<https://www.reall.net/data-dashboard/global>



For further information about the programme, please contact
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The Global Future Cities Programme
of the UK Government's Prosperity Fund
supports sustainable urban development,
while achieving inclusive prosperity and
alleviating high levels of urban poverty.