



LAGOS STATE TRANSPORT POLICY



FOREWORD

From the onset of this administration, I decided to focus on the transport sector, emphasising the importance of an efficiently functioning metropolitan city epitomised by its transport system, as this will effectively influence the quality, standard, and well-being of the State's people.

Therefore, as the coordinator of all transport agencies, the Ministry of Transportation was mandated to pay greater attention to transport development issues that will catalyse the State's development and progress. However, we realised that holistic and sustainable transport development cannot be achieved without a policy to drive it. Hence, the emphasis on the development of a comprehensive State Transport Policy is a testament to our dedication to improving your transport experience.

The transport policy is not just a set of guidelines, it's a roadmap to ensure that the transportation and mobility of our people are made functional and efficient. It's designed to guide our priorities and strategies towards the economic and social development of the State while promoting the expansion of trade and the overall development of our people. Providing a functionally efficient and effective transport system for the people of Lagos State and others working and living here is a goal and a commitment that we hold dear. It is a commitment to your convenience, safety, and progress. This policy is designed with our needs in mind to ensure that our daily commute is smoother, safer, and more efficient, making our lives easier and more productive.

This policy is a document and testament to our unwavering commitment to improving our transport experience. It places a strong emphasis on private sector participation in its implementation. This is crucial to increasing business opportunities and job creation. For users, it enhances contributions towards developing transport services, giving a voice in shaping the future of transportation in Lagos State. The policy also aims to improve intra-agency and inter-agency coordination, resulting in a more streamlined and efficient transport system. Moreover, through this policy, the State government aims to increase access to reliable and efficient transport services in urban and rural areas of the state, benefiting all residents. It also supports reducing fossil fuel-driven transport systems, creating a cleaner and healthier environment.

Several features in this transportation policy for the State add to its persuasiveness to ensure that the link between transportation and other sectors of our economic development is seamless. The objectives and policy strategies are put together to ensure that the State's people can live in a better environment where nobody is left behind regarding mobility. This policy is specially designed to cater to the needs of the vulnerable in our society, including women, children, the youth, the physically challenged, and people with disabilities. Our commitment is to ensure everyone can benefit from a well-functioning and inclusive transport system regardless of circumstances.

This policy, a product of our collective effort, is a significant milestone for Lagos State and the entire country. It marks the first time a state has developed such a comprehensive transport policy, underscoring Lagos State's commitment to transport planning and administration. With this unveiling, Lagos will be the first to have a state transport policy, serving as a valuable reference for the development of transport in the state and beyond. The contributions from government officials, the private sector, NGOs, and the general public have been instrumental in shaping this policy, and we sincerely appreciate your involvement.

Therefore, I am thrilled that the efforts put together in the last year or so are seeing the light of day, and it is timely and appropriate to ensure a proper guideline for the transport system development in the State is in place.

This policy document underscores the importance of transport planning, administration and development in the State, but more importantly, the need to have intra-agency guidelines under one umbrella of the Ministry of Transportation. The policy thrust touches on remarkable changes in the State's transportation system and development planning within the last few years, such as introducing new bus routes and expanding the light rail network. These initiatives have already shown significant improvements in the efficiency and reliability of our transportation system. More interestingly, this transport policy document highlights the success of consolidation and the benefits of some reforms geared towards engendering radical changes in our transport system planning, operations, regulations and interfaces between and amongst public transport agencies operating within the State.

Therefore, it is a great honour to present this maiden Lagos State transport policy, which will go down in history as the first of its kind in this country.

Babajide Sanwo-Olu

Governor of Lagos State.

28th May, 2024.

PREFACE

The Lagos State transport policy document outlines a set of actions adopted by the Lagos State Government to address interrelated mobility challenges. It aims to achieve government-determined goals of providing a transport system that is reliable and equitable for all people in Lagos State. This system is designed to be environmentally sustainable and economically effective, supporting inclusive economic, social, and political growth and development. The policy offers options for affordable, comfortable, reliable, and safe transportation infrastructure within the state. As the first transport policy document enacted by any state government, it includes all stakeholders—people, organizations, and agencies—that must collaborate to meet its goals and objectives.

This document sets policy goals and objectives, assigning responsibilities to various government organizations and agencies to develop the state's transport system. It includes specific regulations, requirements, and modalities to ensure the Lagos State transport system is reliable, multimodal, and integrated, enhancing economic development, social welfare, and environmental well-being. The policy primarily aims to facilitate the movement of people, goods, and services in urban and rural areas. It encourages public and private sector participation to ensure transportation efficiency and state competitiveness.

Its objectives include providing transport infrastructure and services that are efficient, reliable, safe, secure, cost-effective, and accessible to all. It also seeks to ensure the overall well-being and development of the state by providing a safe and comfortable transport system that meets mobility and socio-economic goals without adverse effects on operators and passengers. Additionally, the policy promotes integrative social interaction by connecting rural and urban areas and emerging satellite communities. It highlights environmental and economic objectives, such as promoting environmental sustainability and improving public health through an efficient transport system that minimizes greenhouse gas emissions and fossil fuel consumption. Furthermore, the policy aims to integrate transport systems with urban land use and physical planning at both state and local government levels and to align with national transport systems.

The State Ministry of Transportation has clearly defined policy goals, objectives, and statements with appropriate strategies for achieving each goal. The policy statement also highlights the managerial skills necessary for implementing each strategy and ensures continuity commitments. The transport policy guidelines also identify implementation priorities, supervision, and strategies and provide an institutional framework for policy strategies that could lead to transport regulations and legislation.

The preparation of this policy document took over a year, ensuring appropriate conception and procedures to meet international standards. Experts in the transport field were engaged to identify current transport system challenges and to set clear objectives, goals, and strategies for each objective. The technical team identified requirements from relevant agencies across the state to ensure implementation, providing policy options that can be monitored and evaluated.

The policy formulation process also ensured the identification of functional mechanisms for the suggested strategies. The result is a well-conceptualized state transport policy based on clear relationships among Ministries, Departments, and Agencies, ensuring that the Ministry of Transport is equipped with mechanisms for implementing and coordinating the policy.

The completion and presentation of the Lagos State transport policy involved various government agencies at the state and federal levels, non-governmental organizations, transportation trade unions, international agencies, academic institutions, and a special mention to the former Commissioner of Transport, Dr. Frederic Oladeinde for his input on this project. Their contributions are acknowledged and appreciated by the Lagos State Government. A stakeholders' forum was held where relevant agencies and organizations, both public and private, contributed to the draft policy prepared by the experts and state agencies.

This policy document serves several functions: as a set of transport development goals, objectives, and strategies for the government and people of Lagos State and as the basis for emerging regulations and legislation on transport and traffic development. The various sections, starting from the general introduction and basic policy framework and guiding principles, address common sectoral issues such as private sector participation, environment, inclusive mobility, and public transport participation. This policy provides an integrated view of all transport modes in the state, including road, inland waterways, seaports, rail, public transportation, pipelines, and the institutional and human capacity framework for implementing Lagos State strategies successfully.

Mr. Oluwaseun Osiyemi
Hon. Commissioner of Transportation
Lagos State.



ACKNOWLEDGEMENTS

The Lagos State Ministry of Transportation is indebted to various organisations, Federal and State Government Agencies, Parastatals and Associations, who contributed to the conception, preparation and production of this Lagos State Transport Policy Document. Though the Lagos State Ministry of Transportation embarked upon the conception and articulation, Statewide consultation was made with several State and Federal Agencies, particularly those related to transportation in the metropolis,

The process was influenced by the tenacity of the Governor of Lagos State, His Excellency Babajide Sanwo-Olu, while several bodies supported and assisted in producing the final transport policy document.

The Ministry of Transportation is hugely grateful to all the Agencies that participated in the lengthy deliberations and collation of materials and ideas towards the production of this Transport Policy, including but not limited to all the Lagos State Transport Agencies and Parastatals, UN-Habitat, Ministry of Works and Infrastructure, Ministry of Environment, Ministry of Energy and Mineral Resources, Ministry of Physical Planning and Urban Development, Federal Road Safety Commission, Nigerian Police Lagos State Command, Chartered Institute of Logistics and Transport (CILT), Chartered Institute of Transport Administration of Nigeria (CIOTA), NURTW, RTEAN, Private Airline Operators, NNPC, FCAA, Lagos Chambers of Commerce and Industry, Lagos State University (School of Transport), University of Lagos (Centre for Multi-Modal Transport Studies), Nigerian railways Corporation, Nigeria Shippers Council and Nigerian Port Authority.

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We appreciate indeed, His Excellency, the Governor of Lagos State, Mr. Babajide Sanwo-Olu, for the foresight that initiated several reforms in the Transportation sector in the State. We are grateful for the purposeful leadership of the Honourable Commissioner of Transportation in the State, Mr. Oluwaseun Osiyemi for his unalloyed support for the process immediately on assumption of office. The support and valuable services of the Departments in the Ministry of Transportation, particularly the Transport Policy and Coordination Department, must not go unacknowledged for the collection of materials from all parts of the State and secretarial services leading to the production of this document in conjunction with the coordinating consultant, Messrs. FAOCON, Engr. Gboyega Odunlami. The completion of this Policy document was also possible through the support received from the Government of Lagos State and the officers at the Governor's Office, Office of the Deputy Governor, Office of the Head of Service and my contemporary Permanent Secretaries colleagues and past Permanent Secretaries of the Ministry of Transportation.

Maroof Olawale Musa,
Permanent Secretary,
Lagos State Ministry of Transportation.

Table of Contents

1. INTRODUCTION.....	2
1.1 Background	2
1.2 Overall Approach to Policy Development	2
1.3 Expectations from the Policy	2
1.4 Inferred Expectations	4
1.5 Guiding Principles	4
1.6 Scope.....	6
1.7 Timeline for Implementation of the Policy	6
2. TRANSPORT VISION AND OVERARCHING OBJECTIVES	8
2.1 Vision	8
2.2 Overarching Objective of the Sector	8
2.3 Synthesis of Key Sector Attributes from the Policy Orientation.....	8
3. POLICY ELEMENTS: THE CONTEXTUAL FRAMEWORK	10
3.1 Introduction	10
3.2 Accessibility for All	10
3.3 Land Use and Transport.....	11
3.4 Governance Arrangements	12
3.5 Gender Equality and Social Inclusiveness.....	14
3.6 Financing and Cost Recovery.....	15
3.7 Private Sector Participation and Multilateral Agencies	16
3.8 Planning and Budgeting Process	17
3.9 Monitoring and Evaluation Framework.....	17
3.10 Institutional Arrangement and Capacity Building	18
3.11 Managing Expectation: Stakeholder Consultation and Advocacy	19
3.12 Use of Pilot Projects	20
4. POLICY ELEMENTS: THE TRANSPORTATION SYSTEM.....	21
4.1 Introduction	21
4.2 Road Infrastructure	21
4.3 Road Safety	24
4.4 Transport Safety and Security of Users and Operators	24
4.5 Traffic Management	26
4.6 Public Transport: Bus and Non-Bus Based	29
4.7 Private Transport and Car Usage	32
4.8 Urban Road Freight	34
4.9 Non-Motorised Transport	35
4.10 Rail Transport.....	35
4.11 Air Transportation	36
4.12 Inland Waterways Transport	37
4.13 Maritime Transport (Seaports)	38
4.14 Pipelines.....	39
4.15 Environment, Climate Change and Infrastructure Resilience.....	40
5. PROPOSED KEY ACTIONS TO GIVE EFFECT TO THE POLICY.....	43

1. INTRODUCTION

1.1 Background

The set of policies outlined herein for the transport sector of Lagos State is the outcome of a detailed technical assessment of the current situation of the sector, emerging issues and the generation of policy options for addressing the issues¹. In generating the options, cognisance has been taken of the current general policy directions and actions of the administration for the good economic, social and environmental development of the State. These policy directions recognise the need to accord priority to alleviating the transport problems of Lagosians and thus make the sector play an enhanced role in the economic, social and environmental development of the State.

In arriving at the final set of recommended policy directions for the transformation of the sector into a world class transport system befitting a mega city of international repute, the adopted broad approach, and guiding principles outlined below have been adopted.

1.2 Overall Approach to Policy Development

In the development of this Policy, the aim is to provide a long-term foundation for: (i) sustainably transforming the transport sector of Lagos State into one befitting its status as one of the mega cities of the World; and (ii) bringing together all modes of transportation for the socio-economic, cultural, and political benefit of Lagos. The Policy is thus a **‘Policy for Transformation and Integration’** of the sector to facilitate achievement of the developmental aspirations of Lagos State.

1.3 Expectations from the Policy

These are broadly defined as follows:

- i. **Support actualization of the developmental aspirations of the State.** This is important given that transport needs are derived from the activities of other sectors; thus, transport policies should be defined to enable those sectoral needs.
- ii. **The policies to be practical and implementable.** Policies need to be well defined, focused and actionable.
- iii. **Consider global and national development trends and the State’s fiscal realities.** This connotes the need for the sector to consider issues relating to efficiency and

¹ See the companion Volume 1, Policy Development Report, which documents in detail the findings from the assessment.

effectiveness in the transport sector's use of resources such as climate change, transition to use of clean energy and reduction of carbon emission. Moreover, given public funding constraints, any implied subsidy in the use of scarce resources within the sector must be well justified. It also requires exploring the potential to leverage private sector funding and know-how for the implementation of the Policy recommendations.

- iv. **Compliance of the sector with international security and safety standards.** While this is seen as applying principally to the aviation, ports and maritime subsectors, which are mainly controlled by Federal agencies suggestive of policies that will promote effective interface with these agencies, it also applies to the safe provision of surface transport services within the State.
- v. **Provide a framework for creating and strengthening the institutional arrangements for the sector.** New institutions may need to be created whilst weaknesses in existing institutions and inter-agency arrangements would need to be addressed.
- vi. **Address the human and physical resources needed for its implementation.** This is taken to reflect an acceptance for capacity development (human and material) in these areas.
- vii. **Provide a framework for the efficient use of transport infrastructure and services by all stakeholders.** The transport system should be equitable and accessible to all. This entails addressing issues relating to system integration, inter-modalism, management and control of the infrastructure and services, and, importantly, financing the infrastructure and services (including cost recovery). It also requires stakeholder consultation and advocacy.
- viii. **Provide a framework within which transportation infrastructure and services can be developed and used in a safe and environmentally friendly manner.** For example, addressing issues relating to road safety, safety in the provision and operation of transport infrastructures and services, reduction in air pollution and adoption of clean energy for use in the sector. It also implies considering issues relating to use of the road space by non-motorized traffic, control of parking, control of heavy goods vehicles and, quite importantly, improving the interface between traffic and land use.
- ix. **Provide a framework for the integration of all transport modes.** Integration is taken to include physical and fare integration (including payment systems) and system inter-connectivity.
- x. **Provide an effective enabling environment for private sector investment in the sector.** This requires a clear, enabling legal and institutional framework for such participation,

availability of good and relevant information on investment opportunities within the sector, including a pipeline of projects appraised using internationally acceptable methods and procedures.

1.4 Inferred Expectations

The following expectations while not specifically identified above, are well implied:

- xi. **Inclusiveness:** implying a policy framework that addresses issues relating to gender, age, and disability (particularly promoting safe use of the infrastructure and services by women, children and the physically challenged); and employment of women and physically challenged within the sector.
- xii. **Planning and budgeting process:** to ensure efficient and effective development and execution of investment projects and maintenance activities (infrastructure and services).
- xiii. **Stakeholder consultation and advocacy:** to promote understanding and acceptance of and compliance with sector policies, laws and regulations.
- xiv. **Definition of implementation arrangements:** for the approved policies to assure their good implementation and impact evaluation. These are important given the multi-sectoral nature of many of the emerging policies, thus requiring **clearly identified institutional and regulatory arrangements** for their implementation, monitoring and evaluation of success being achieved enabling timely making of any needed adjustments.

1.5 Guiding Principles

To achieve the above outlined expectations, the following principles have been employed in defining the various elements of the Policy:

- i. **Competition and Market Forces:** to ensure efficient, affordable and responsive services based on equitable competition between different carriers providing various services within the sector.
- ii. **Cost recovery:** transport users and providers contributing to the real cost of the resources used in providing the facilities and services. This places an obligation on Government to ensure investment efficiency, i.e., not to invest in projects that have not been subjected to good economic and social appraisal, with clear definition of their comparative advantage against other alternatives. This goes back to the earlier

mentioned need for clear planning and budgeting process to be adopted in making investment decisions in relation to infrastructures and service inputs e.g., purchase of buses and fares for their use, etc. Good procurement arrangements contribute to cost savings in service provision which lowers the cost that needs to be recovered from users.

- iii. **Economic Development:** the aim of transport investment is to contribute to the overall sustainable well-being of Lagosians. Decision-making within the sector must therefore consider the costs and benefits of each proposed transport action.
- iv. **Private Sector Participation:** This recognises the potential role of private sector actors in sharing with the Government the burden of financing and providing transport infrastructures and services.
- v. **Environmental Protection:** Worldwide, the transport sector is recognised as one of the key sources of adverse impacts on the environment. The transport sector in Lagos is no exception and according to the State's Climate Action Plan (CAP), the sector is responsible for 20% of the total greenhouse gas emission in the State. Proposed policies therefore need to embody the principle of the sector doing the least damage to the environment.
- vi. **Equal Access to Transport:** This is an important factor in ensuring an equitable impact of the sector on economic and social development of the State.
- vii. **Energy Efficiency:** This connotes the need to minimise the energy used in providing transport services, be it in terms of fuel for propulsion of vehicles or human effort in accessing and using transport infrastructure and services.
- viii. **Land Use:** Traffic is a function of land use. It is a catalyst for development and the consequence of development. Indeed, traffic and land use are inextricably interconnected (reflected by cooperation, collaboration, and communication), which, when inefficient, stifles the development of both. It is therefore important for close consultation between relevant agencies in the formulation, consideration for approval and implementation, of land use and transport proposals, however small their size.
- ix. **Safety and Security:** This requires ensuring the safety and security of transport users, infrastructure providers and service operators and of the infrastructure and equipment used to provide the services. This includes maintaining the integrity and security of rights-of-way, as well as of vehicles, stations, freight yards, passengers, cargoes and pedestrians alike.

1.6 Scope

Consistent with achieving the above objectives and creating an efficient and effective integrated transport system for the State, the Policy covers the needs of the following elements of the transport system of Lagos State: (i) Road Infrastructure; (ii) Road Safety; (iii) Transport Safety and Security of Users and Operators; (iv) Traffic Management; (v) Public Transport: Bus and Non-Bus Based; (vi) Private Transport and Car Usage; (vii) Urban Road Freight; (viii) Non-Motorised Transport; (ix) Rail Transport; (x) Air Transport; (xi) Inland Waterways Transport; (xii) Maritime Transport (Seaports); (xiii) Pipelines; and (xiv) Environment, Climate and Infrastructure Resilience. Consideration of these different physical elements of the transport sector have resulted in a concern to meet future travel demand even as a principal focus has been on alleviating present problems.

The specific discussion of each of the above physical elements of the transport system is preceded by a discussion of the context within which they discharge their various functions. The Policy directions for addressing emerging contextual issues are outlined consistent with achieving the Policies stated for the transport system's physical elements. The scope of this contextual discussion includes subjects such as: (i) Accessibility for All; (ii) Land Use and Transport; (iii) Model City Plans; (iv) Governance Arrangements in relation to the three tiers of government and their agencies; (v) Gender Equality and Social Inclusion; (vi) Financing and Cost Recovery; (vii) Private Sector Participation and Multilateral Agencies; (viii) Planning and Budgeting Process; (ix) Monitoring and Evaluation; (x) Institutional Arrangement and Capacity Building; (xi) Managing Expectation: Stakeholder Consultation and Advocacy; and (xii) Use of Pilot Projects. For each of the above contextual areas, Policy statements are stated that would enable the achievement of the Policy objectives set for the physical elements of the transport system.

1.7 Timeline for Implementation of the Policy

A period of 15 years is proposed for implementing the main activities needed to give effect to the recommended Policy elements. This period has been divided into three as follows:

- **Immediate and Near-Term:** to commence forthwith and be completed within five years starting with (i) approval of the Policy; (ii) review of the status of actions in identified priority areas against proposed policy directions, to determine the extent of their alignment with

proposed policy direction, to make any needed adjustment; and (iii) implementation of high priority activities. Note that in Chapter 5, measures are categorised into either “Immediate” (0-2 years) or “Near-Term” (2-5 years), to highlight necessary sequencing and consequent priorities within the Immediate and Near-Term.

- **Medium-Term:** to be implemented in the next 5 to 10 years
- **Longer-Term:** to be implemented by the Policy completion period of 15 years

Classification of an action into any of the above time categories should not be employed rigidly as opportunities and constraints will emerge during implementation of the Policy that could require them to be expedited, delayed or, indeed, deferred. Furthermore, it is recommended that the main policy recommendations be reviewed after five years to evaluate success in their implementation and to make any needed mid-term adjustments. These adjustments will then be used to develop the key implementation actions for the next five years: the same process will be used to develop the key actions for the last five years of this Policy which would of course include the development of a new Policy. Thus, the implementation plan outlined in Chapter 4 of this document can be seen as **‘the First Five Year Sector Business Plan for implementing the Policy’**.



2. TRANSPORT VISION AND OVERARCHING OBJECTIVES

2.1 Vision

The Vision of the Lagos State Government for the transport sector is that it *“provides reliable and equitable access to all the people of the State in an environmentally sustainable and economically cost-effective manner, promoting inclusive economic, social, and political growth and development of the State”*. This requires the sector to ensure that it provides appropriate safe access to essential services including to places of work, businesses, education, health services, markets, etc with due regard to their economic, social, and environmental sustainability. This Vision has been given expression within the recommended Policy terms in line with the objectives, guiding principles and scope earlier outlined.

2.2 Overarching Objective of the Sector

The Lagos State transport system shall be a sustainable transport system that is integrated, safe, adequate, reliable, comfortable, convenient, efficient, affordable, and environmentally friendly, anchored on a progressive and competitive market economy.

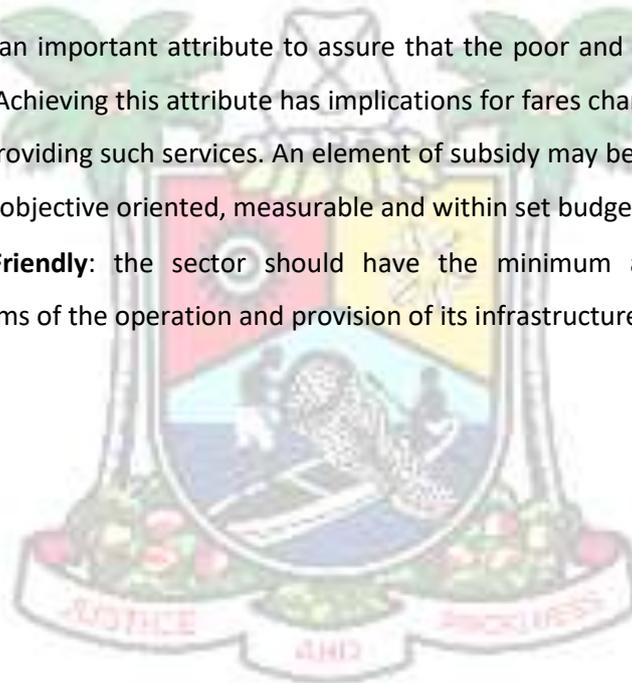
The Policy directions for achieving the above transport sector Vision and Overarching objective are outlined in the remaining sections of this document together with the planned timelines for implementing key actions over the first five years of its implementation.

2.3 Synthesis of Key Sector Attributes from the Policy Orientation

From the above overarching vision and objective for the sector, the earlier outlined expectations of the sector, guiding principles in identification of policy options and scope of the sector, the following have been defined as the emerging attributes of the sector upon the implementation of the recommended Policy outlined below.

- **Integrated:** by being multi-modal in nature, it will allow seamless travel within the system using each of its element as necessary. It will be possible to start a trip by walking, transfer to a bus, connect to a rail service and complete the trip by walking. In making such a trip, fares will be by a single payment system.
- **Safe:** using the system will be a safe experience to the user and their properties and for service providers.

- **Adequate:** the level of service provided to its users will be sufficient to meet needs. This is a long-term objective. What the recommended Policy thrust does is to lay the foundation for the development of the sector so that it can be seen as adequate i.e., meeting the basic needs of its users consistent with its other attributes. It should be noted that no city/metropolis transport system in the world is free from congestion (a feature of inadequacy) along a section of its network in some locations at some points in time.
- **Reliable:** using services provided by the sector, users can be assured that an advertised service will be operated and completed within the indicated time.
- **Comfort and Convenience:** provided services and facilities will lead to a comfortable travel experience and located so as to be easy and convenient to access. This for example, would be characterised by clean and safe vehicles and equipment and close location of access points such as bus stops.
- **Affordable:** this is an important attribute to assure that the poor and rich alike have access to provided services. Achieving this attribute has implications for fares charged in the framework of cost recovery for providing such services. An element of subsidy may be required, but this needs to be targeted and objective oriented, measurable and within set budget limits.
- **Environmentally Friendly:** the sector should have the minimum adverse impact on the environment in terms of the operation and provision of its infrastructures and services.



3. POLICY ELEMENTS: THE CONTEXTUAL FRAMEWORK

3.1 Introduction

This section outlines Policy in relation to the contextual factors influencing the provision of transport infrastructures and services.

3.2 Accessibility for All

Overarching: *The Government sees the principal role of the transport sector activities as ensuring that people can satisfy their travel needs at least cost to themselves, to others and to the environment. Therefore, providing least cost accessibility to basic economic and social services (employment, education, hospitals, markets, and recreational and social facilities) to Lagosians is a central pillar of this Policy.*

The sector will discharge the above role principally using policy elements relating to: (i) road infrastructure – assuring their adequate maintenance, upgrading of sections to reduce traffic congestion and adding of ‘missing links’ to improve network connectivity; (ii) road safety measures to make travelling a safe experience; (iii) promoting greater use of non-motorized transport (NMT); (iv) promoting transit-oriented development (TOD) to make land use and traffic interaction more efficient and result in lowest possible travel cost; and, (v) improvements to public transport

(Bus, rail and water) services – quality and quantity – with a principal objective to transform car users into public transport users. This requires: (a) expansion to the Bus Rapid Transit (BRT) network; (b) effective implementation of the First and Last Mile (FLM) bus arrangements; (c) establishment of the Light Rail Mass Transit (LRMT) system; (d) promoting use of water transport for passenger and freight carriage; (e) improving connectivity between different modes; (f) fare integration based on the existing ‘cowry’ payment system that has been widely accepted by users; (g) improving access to the system for women, children and the physically challenged; (h) increased involvement of the private sector in the provision of transport infrastructures and services; (i) greater stakeholder consultations and advocacy on proposed sector activities; (j) traffic management measures that lead to better use of transport infrastructures and services; and (k) subjecting proposed projects to economic, social and environmental appraisal using international good practice.

3.3 Land Use and Transport

Overarching: *The Government will promote the transformation of the present monocentric spatial development pattern of Lagos State into a polycentric one.*

The present monocentric development pattern is not sustainable as it leads to longer travel distances for economic and social interaction, exacerbating traffic congestion and prolonging journeys, leading to adverse impacts on the environment (e.g., increased air pollution and carbon emissions). Embracing polycentric spatial development will:

- reduce travel distances and cost, create multi-use nodes for economic, social and recreational activities.
- be designed around people (rather than vehicles) with multi-modal hubs at their core based on Transit Oriented Development principles (leading to more efficient use of land, a scarce resource in Lagos State).
- provide good pedestrian and NMT linkages, augmented by high quality 'First and Last Mile (FLM) transit services, to maximize the self-containment of each development area, providing employment and educational opportunities closer to the homes of residents.
- by reducing time spent commuting, improve quality of life, reduce environmental pollution and, importantly, increase time available for economic and social activities.

Key sector Ministries, Departments and Agencies (MDAs), particularly Ministry of Transport (MOT), Ministry of Works and Infrastructure (MOWI) and, Ministry of Physical Planning and Urban Development (MPPUD) will need to work together more intensively and with better coordination than at present to transform Lagos to a polycentric metropolis.

Model City Plans: *MPPUD will undertake review of the "Model City Plans in collaboration with other allied Ministries, Departments and Agencies (MDAs) such as MoT, the Ministry of the Environment and Water Resources (MEWR), LAMATA, LASWA, LASURA, and local government entities to achieve the planned transformation of Lagos metropolis into a polycentric metropolis.*

In line with the above objective, the Government will assure that:

- a review is conducted of the existing Model City Plans already developed for some areas of the metropolis to assure their

alignment with the objective of creating a polycentric metropolis. These reviews will be carried out by multi-disciplinary teams of relevant experts led by the MPPUD.

- given the size of the metropolis, the review will include proactively promoting development of a few urban centres, around which multi-use development densities will increase.
- such centers will include transit hubs to boost public transport connectivity and thus usage and sustainability.
- land use development intensification away from such designated development centers will be discouraged.
- there will be proactive and timely enforcement of land use restrictions.
- all new development proposals, just as they are now subject to Environmental and Social Impact Assessment (ESIA) will be required to undergo Traffic Impact Assessments (TIA), with large development proposals subject to multi-modal Transportation Impact Studies (TIS). Relevant guidance manuals for the conduct of TIA and TIS will be developed for this purpose jointly by the MOT and MPPUD in consultation with other relevant stakeholders.

3.4 Governance Arrangements

a. The Role of Local Governments

Review of Local Government's Role in Transport Matters: *The Government will initiate a review of the existing roles of Local Governments regarding transport and traffic and land use with a view to improving current divisions of functions between them and State Ministries and their agencies. Upon conclusion of the review, a capacity building program will be put in place to help the local authorities discharge their agreed functions.*

The above Policy element recognizes the reality that most trips begin and end at the Local Government level and that many of the recommendations in this Policy document are best undertaken at the local level or, at least require significant inputs from Local Governments to ensure their success. Such policy elements include those relating to NMTs, transport services presently being provided by motorcycles ("okadas") and tricycles, arrangements for FLM bus operations, location of auto-repair workshops, not to mention the location and operation of markets. The recommended reorientation of urban development towards a polycentric arrangement will also require involvement of Local Governments in their role as planning

authorities. Augmentation of the ability of the Local Governments to discharge these roles is seen as a key success factor in implementing the Policy.

b. Improved Coordination between State Agencies

Multi-agency Review of Major Projects: *The Government will establish a Multi-agency Transport Projects Implementation Committee (TPIC) for the purpose of reviewing and making recommendations on major proposed transport projects in the State, assuring their cost-effective delivery and operation Including eeded actions to assure the project (infrastructure of service) is used for its intended purpose.*

This Committee will act as a clearing house for the review of such projects to assure that they have been developed consistent with relevant polices using good design and economic, social and environmental practices. This Committee will help address existing weaknesses in practice, cooperation and communication, both between different sector Ministries and between their agencies and remove impediments that often delay their realization.

The importance of considering land use together with transport has already been stated and requires improved coordination and collaboration between MOT and MUPPD. This will help to avoid a situation in which large physical developments are approved without consideration of traffic that they will generate and how this demand would be provided for. This inevitably leads to traffic congestion on the immediate road network and transport services. Without conducting a TIA or TIS for these projects, it would not be feasible to optimally integrate land use and transport planning. Similarly, whilst MOT (either directly or through its agencies such as LAMATA) might specify works to be undertaken, coordination with MOWI and other relevant MDAs is required to assure their good planning and adequate allocation of funds and project execution.

Further weaknesses exist in the interaction between various agencies under MOT and with Lagos Bureau of Statistics (LBS). For example, whilst LBS publish data on new vehicle registrations, data on the number of vehicles operating within Lagos (held by the Motor Vehicle Administration Agency, MVAA) are not disseminated to LBS or to other agencies under MOT. This stymies the State's efforts to undertake scientific, data-driven policy formulation, transport planning, scheme evaluation, and monitoring of the impact of policies and projects.

c. Interaction with Federal Government Agencies

Delegation of Responsibilities: *The Government will intensify its discussions with Federal authorities for the delegation of some powers to the State in order to promote a more productive use of the transport infrastructure existing in the State. Such transfer of responsibilities is expected to be documented in a respective Memorandum of Understanding (MOU) along the lines of that achieved in the inland water sector between LASWA and NIWA.*

Areas for particular focus in these discussions will include:

- Assuming responsibility for the management of Federal highways within Lagos State.
- Establishing legally binding agreements with Nigerian Railway Corporation (NRC) over track-sharing arrangements between the Lagos Red Line and NRC services.
- Enabling Lagos State to enforce vehicle maintenance standards for vehicles operating within Lagos (e.g., trucks and buses operating inter-state routes, registered outside of Lagos).
- Developing networks of charging stations for electric vehicles to enable their effective use within the State.
- Assuring appropriate and timely clearance of shipwrecks on the inland waterways.

Through the above Policy elements, opportunities will be provided to address issues relating to the joint jurisdiction of Federal and State authorities in some policy areas and or where powers and responsibilities pertaining either directly or indirectly to transport are vested within Federal Ministries, rather than the State. Important areas in this regard include:

- Limits to the formal authority of Lagos State over questions relating to transport, such as fuel prices, vehicle administration and maintenance standards, etc.
- Instances of overlapping or blurred responsibilities, such as the track sharing arrangement between NRC and Lagos Red Line.

3.5 Gender Equality and Social Inclusion

Overarching: *The Government shall give priority attention to addressing difficulties faced by women, children and the physically challenged in using the Lagos transport system.*

This reflects the fact that these group of users are those that presently find it most difficult to meet their mobility needs using the existing transport system. The Government's concern for equality of opportunities to economic and social activities requires that urgent actions be taken to address the mobility challenges of these groups of travelers.

This Policy direction will be particularly manifested in the implementation of elements of the Policy pertaining to infrastructure designs, operation of public transport services particularly in relation to vehicle design, interchanges and related facilities which will more importantly address the access problems of these group of users. The NMT Policy elements also include requirements for the mobility challenges of these users to be specifically addressed particularly in relation to safety and security. As other Policy elements are implemented, opportunities to provide gainful employment to these group of users will also be actively explored. How the Policy impacts this group of people will be an important part of the performance indicators for the Policy.

3.6 Financing and Cost Recovery

***Overarching:** The Policy outlined in this document will be financed from budgetary resources, revenue from user charges and funds from the private sector and external donors.*

The proportion of funding from budgetary expenditure on the transport sector has in recent years shown a significant upward trend as the Government has sought to demonstrate that problems of the sector are not insurmountable. As a result, Government has significantly increased the ability of the transport sector to meet expectations through improvements to the road network and public transport services (particularly bus and rail). The resultant level of public expenditure in recent years may not be sustainable given the needs of other sectors. Yet, the comprehensive and far-reaching nature of this Policy requires increased expenditure on transport infrastructure and services. A key challenge therefore is how to finance its implementation without it having an adverse impact on other sectors of the economy. This requires the Government to have a good idea of the scale and nature of expenses and revenue in the transport sector, who pays and benefits, linked to suitable cost recovery strategies (consistent with the policy of equitable provision and access to public transport services).

Financing and Cost Recovery Study: *The Government will as a high priority commission a Financing and Cost Recovery Study to clearly identify the nature of existing and future financing needs of the transport sector implied by this Policy and make recommendations on how to generate these resources. To be included in this study will be analysis of potential emerging contingent liability arising from the loans and operating contracts (concessions) that the Government has so far entered within the sector.*

The Government is of the firm view that the historically ad hoc nature to financing the sector can no longer continue. A robust and sustainable approach to financing the sector in an accountable and equitable way needs to be elaborated for public discussion that, once accepted, will provide a firm foundation for transport sector investment decisions.

3.7 Private Sector Participation and Multilateral Agencies

Private Sector: *The Government will actively seek the involvement of the private sector in the provision, operation and maintenance of transport infrastructure and services.*

This Policy position reflects the simple reality that Government alone cannot carry the burden of financing the realization of its vision for the transport sector. Applied, this Policy element will: (i) generate additional funding which should contribute to speedier project implementation; (ii) bring additional expertise into the sector to complement those of the public sector; and, importantly, (iii) create business and employment opportunities.

In support of this Policy element, the Government will ensure: (i) that its PPP Unit operates effectively, backed by an appropriate legal framework and staffed by suitably-qualified, results oriented professionals; (ii) operation of a procurement system that creates a level playing field for those interested in assisting the Government in the provision, financing, operation and maintenance of transport infrastructure and services; and, (iii) development of a bankable pipeline of projects and services, implementation of which would be beneficial to Lagosians and be of interest to private sector partners in their implementation.

External Donors: *The Government will reach out to external donors for their assistance in financing of this Policy. This is in recognition of their historic role in helping the Government address problems in the transport sector.*

External donors of particular importance in this regard are the World Bank, African Development Bank, French Development Agency and several arms of the United Nations such as UN Habitat and the UN Environment Programme (UNEP). Their historic and on-going assistance are much appreciated, and their deepening is greatly desired.

3.8 Planning and Budgeting Process

Improving Planning and Budgeting: *A review shall be conducted by MOT together with the Budget and Planning Office of the State of the existing planning and budgetary process for large transport projects with a view to better aligning the process with the objective of optimizing value for money in their implementation. This review shall also look at how to improve MOT's discharging of its strategic planning function together with identifying the related capacity building needs.*

This review is expected to lead to a planning and budgeting process better aligned with international good practice for the preparation of high-cost capital projects requiring long term planning that must be clearly justified, using good practice appraisal methods, to assure their economic, financial, and social efficiency and effectiveness. This will help the Government assure good value for money from executing these project types.

3.9 Monitoring and Evaluation Framework

Sector Database: *The MOT shall establish, as soon as possible, a database system for the sector, benchmarked on international good practice, for the routine collection, analysis, and use to assist in strategic project planning, investment decisions and sector performance monitoring and evaluation.*

Implementation of the Policy needs to be effectively monitored and evaluated to ensure that desired outcomes are achieved. This requires that needed data and information, particularly on vehicle ownership and use, are readily available, being analyzed and used to measure progress against set performance indicators. The planned increased involvement of the private sector in the implementation of the Policy requires good data on the sector to be readily available. The database will be available to allied agencies within the public sector, the general public (who

would have paid for such data through taxes) and other interested parties, to promote informed comments on sector activities and trends.

3.10 Institutional Arrangement and Capacity Building

Review Sector Institutional Arrangement: *The Government will undertake an Institutional Study of the sector to review the mandate of existing and proposed new institutions, their organizational arrangements, manpower requirements and skills needs.*

Apart from addressing issues relating to duplication of functions, the study is also expected to make recommendations on appropriate methods and procedures that the institutions should use in line with international good practice.

New institutions have been recommended in this Policy as instruments to discharge new areas of responsibilities while some existing ones have been assigned new roles. In addition, the role of some existing institutions lacks sufficient clarity. The proposed study will serve as the instrument for the in-depth review of the effectiveness of the sector's institutional arrangements, specific organizational arrangements, existing working tools and practices to position them to effectively implement this Policy.

Capacity Building: *The Government, recognizing the need to enhance the skills, expertise, methods, and procedures currently available within the transport sector shall, through the MOT, undertake a Capacity Assessment Study to match existing skills and expertise within the sector against those required for the good implementation of this Policy. As an immediate first step, the Government will take steps to establish a Transport Cadre in its Civil Service to promote the attractiveness of such important specialized professional career paths to graduates of relevant disciplines and encourage their upward mobility.*

The study shall make recommendations on strengthening the ability of the MOT in discharging its key functions of policy making and coordination, sector performance monitoring, resource mobilization, and regulatory oversight. It will identify gaps in skills and expertise and make recommendations on how to fill them. The exercise will be holistic in nature involving the Ministry, its agencies and also public transport operators and service providers in order to help them upgrade their service standards. The study is also expected to make detailed

recommendations for assuring the good administration of the Transport Cadre system in the context of the existing personnel administration system of the State.

3.11 Managing Expectation: Stakeholder Consultation and Advocacy

Stakeholder Engagement: *The Government will ensure that the MOT establishes a consultative framework for stakeholder engagement and advocacy incorporating methods and practices aligned with international good practices. Appropriate communication tools (online and otherwise) will be developed to maximize awareness and transparency in the stakeholder engagement process.*

The involvement of key stakeholders in the development of this present Policy has clearly demonstrated the usefulness of such engagement. Implementation of the Policy will equally be well served by involving a wide range of stakeholders within the public and private sectors, formal and informal service providers, and external donors to mention but a few.

Internal Communications: *Internal communication within MOT and its agencies will be strengthened to encourage closer working relationships. A Committee will be set up by the Governor to investigate ways of improving working relationships to improve decision making on land use and transport matters.*

The above Policy position is essential in assuring close interaction between MOT, its agencies, and others such as the Ministries for Physical Planning and Urban Development, Environment and Drainage Services, Lands Bureau, to assure the realization of synergies that should exist in the discharge of their respective mandates.

Advocacy Plan: *MOT will develop an Advocacy Plan (including a Communication Strategy) to support implementation of the various Policy elements particularly in relation to actions to improve public transport services and non-motorized travel.*

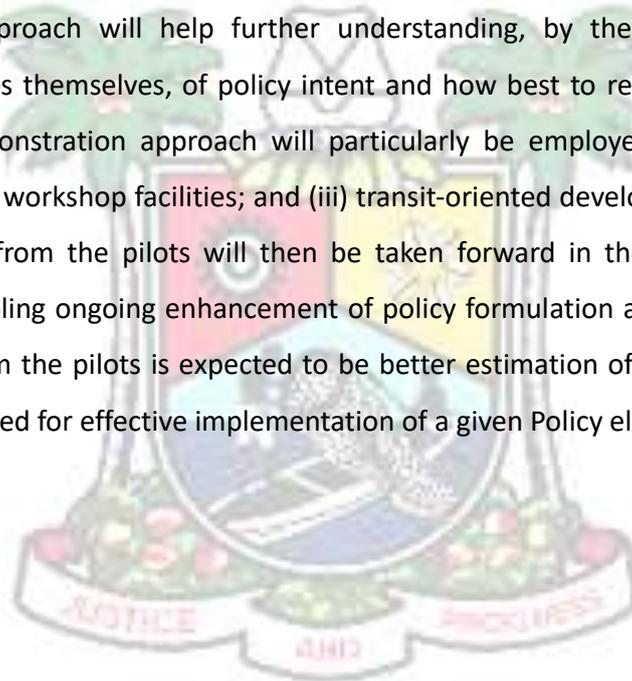
These advocacy activities will help to promote understanding of the Policy, its intent and expected changes in behavior (users and providers) and provide opportunities to fine-tune policy elements and implementation practices based on feedbacks received.

3.12 Use of Pilot Projects

Overarching: *The Government will actively promote the use of Pilot Projects to develop and demonstrate appropriate approaches in the execution of some elements of this Policy.*

This is because many elements of this Policy have far-reaching implications for existing practices. Their implementation will also be challenging, requiring innovative approaches requiring the development of new working practices. In many cases they require development of new tools, skills and capabilities within agencies responsible for their implementation; and some require the adoption of new methods and practices which may require development of Manuals of Procedures.

The Pilot Project approach will help further understanding, by the stakeholders and the implementing agencies themselves, of policy intent and how best to realize them. Policy areas where this pilot/demonstration approach will particularly be employed include: (i) NMT; (ii) improving auto-repair workshop facilities; and (iii) transit-oriented developments; to name but a few. Lessons learnt from the pilots will then be taken forward in the roll out of Statewide implementation, enabling ongoing enhancement of policy formulation and implementation. An important output from the pilots is expected to be better estimation of the time, financial and other resources required for effective implementation of a given Policy element.



4. POLICY ELEMENTS: THE TRANSPORTATION SYSTEM

4.1 Introduction

This Chapter outlines the Policy of the Government as it relates to the different elements of the State's transportation system (infrastructure and services).

4.2 Road Infrastructure

Overarching: *The priority of Government under this Policy is to improve the serviceability of the road network through its timely maintenance, judicious upgrading of critical elements and addition of new links to improve connectivity, all aimed at relieving traffic congestion and more clearly creating a functional road hierarchy. This is a major task and for this purpose the Government will introduce new institutional and financing arrangements for road management and financing in the State based on international best practice anchored on commercial principles.*

Achieving the above Policy objective is important given that the road network is the backbone of the transport system of the State, responsible for carrying private and public transport vehicles that presently cater for over 95% of all motorised trips (people and goods) that take place daily in the State. It is acknowledged that the existing conditions of most of these roads are not as good as desired with maintenance often not carried out in a timely manner or to the desired standard, due to inadequate planning systems and funding constraints. It is also unfortunate that there have been few new upgrades of and/ or additions to the network over the last two decades on the Mainland of Lagos, despite this being where traffic growth has been greatest. "Missing links' need to be identified and added to create a better functional road hierarchy.

Declared Roads: *The Government shall ensure that adequate resources are available to LAMATA to keep in good condition those sections of the road network for which it has maintenance responsibilities as per its enabling Act.*

These are those road sections that are mainly used by public transport services: their conditions directly affect the operational and financial viability of these services. It is for this reason that LAMATA, the principal State agency responsible for improving public transport services, has been given responsibility for ensuring their serviceability under its enabling Act. The adequacy of

existing financing arrangements for ensuring the serviceability of these roads will be reviewed as part of the Financing and Cost Recovery Study earlier mentioned.

Fourth Mainland Bridge: *The most important new road project during this Policy period is the Fourth Mainland Bridge Project. Government will intensify its efforts in the processing of arrangements for its financing and cost recovery, construction, maintenance, and operational management.*

Once completed, this bridge will greatly reduce journey time for those traveling between Lekki Peninsula/Victoria Island and Ikorodu and further afield. It will also help reduce traffic on the Third Mainland and Eko Bridges thus reducing travel time and cost for their users. It will also lead to much job creation given both the involvement of the private sector in its realization and the scheme's enabling of development along its corridor which will promote polycentric development in the State.

Improved Road Network Utilization: *The Government will also make better use of the State's Road network through employment of modern traffic management techniques including Intelligent Transport Systems; and, importantly, implementation of the physical elements of the Policy relating to Non-Motorized Transport to assure equality in access to the use of the road space by different road users.*

Specific actions for achieving this Policy element are outlined later in the section on Traffic Management.

Road Classification: *The Government will commission a Road Classification Study to better define: (i) the length of roads, and their conditions, that are the responsibility of State and Local Governments leading to the development of a State Road Development Plan by MOWI in collaboration with the MOT and a Local Road Development Plan by each of the Local Government Areas; and (ii) promote a clearer functional definition of the road network.*

The emerging road development plans will then be used to assess the management and financing arrangements for the sustainable maintenance of their serviceability.

Management and Financing of Roads: *The Government will adopt a more commercial approach to the management and financing of the State's Road network in line with international good practice.*

A key aspect of this approach is to create an autonomous Road Agency for the management of the main traffic carrying roads in the State with financing generated from road user charges, including tolls. The Government considers it worthwhile to explore this and other options for financing and management of its main roads given the proven efficiency gains from practice elsewhere using this approach. In the proposed Financing and Cost Recovery and Institutional Studies for the transport sector, this issue will be examined in detail including the impact of any proposed arrangements on the existing mandate of the Public Works Corporation (PWC).

Road Signage: *The Government shall adopt a uniform road signing standard for use in Lagos State based on the outcome of a review by the MOT of the draft Traffic Operational Manual which has been developed by LAMATA.*

This will address the problem faced in navigating the road network of the State which can sometimes be a nightmare and result in increased travel time, particularly for those not familiar with Lagos or a given part of it. This will help reduce travel time and cost in using the road network.

Rural Transport: *A special study shall be carried out (Rural Transport and Development Study) to better understand the travel needs of those parts of the State still rural in nature and how best to address them.*

Lagos State has areas which are still rural in nature, whose travel problems are significantly different from the rest of the State. Such areas will be found in Ibeju-Lekki, Epe and Badagry. These areas are generally poorly served by public transport and action is needed to improve the situation: such transport poverty is a constraint on their economic and social development. Noting however that parts of these areas have physical development proposals that could within a short time transform them from rural to urban in character, the aim of the study will be to identify their travel problems and possible solutions together with the internal development

potentials of the areas which, if implemented, will reduce their need to travel long distances to access economic and social opportunities.

4.3 Road Safety

Overarching: *The Government is fully committed to discharging its obligations under the United Nation Second Decade of Action on Road Safety and the country' National Road Safety Strategy which have the overarching vision for no death resulting from road crashes.*

Road Safety Unit: *Demonstrating this commitment, a Road Safety Unit shall be established within the MoT to assure due attention is given to this important aspect of the performance of the sector. The Unit shall ensure that in the transport database to be established by MOT, particular attention is paid to the definition, collection, analysis, and reporting on road safety to clearly determine achievements in fulfilling these obligations.*

Road crashes have been found worldwide to be the result of speed violation (by far the most important factor), loss of control of vehicle, dangerous driving, tyre burst, wrongful overtaking, brake failure and route violation (particularly travelling the wrong way). International best practice in addressing road safety matters comprises five pillars: (i) road safety management; (ii) safer roads and mobility; (iii) safer vehicles; (iv) safer road users; and (v) post-crash responses. These areas are inter-connected and require the existence of appropriate regulations, their enforcement and use of appropriate technology. Many of the outlined policy measures under road infrastructure, traffic management, vehicle maintenance, security, and safety, etc. are driven by this commitment as they all contribute to reducing road crashes. User education is also important. The Government will intensify its existing efforts in all these areas to achieve an improved road safety environment for road users in the State.

4.4 Transport Safety and Security of Users and Operators

Overarching: *The Government will establish, under the Ministry of Transportation, a Surface Transportation Safety Agency (STSA) for the overall safety regulation of transport operations within the State.*

Lagos Transport Police: *The Government shall, in collaboration with the Nigeria Police, establish a Lagos Transport Police (LTP) with responsibility for the policing of the safety of users, operators, and service providers within the transport system of the State. The LTP shall also be responsible*

for facilitating the safeguarding of the facilities, equipment, and infrastructure (including those under construction) used in providing transport services within the State. The LTP shall be under the STSA.

With the increasing complexity of the transport system of the State, safe and secure operation of its different elements is paramount. This cannot be achieved through *ad hoc* actions. It requires a permanent institutional arrangement manned by experts in transport safety and security. Responsibility for sector wide safety and security matters by a single agency is an important prerequisite for good transport integration as it assures consistency in operational practices regarding the design and provision of the different infrastructure, vehicles, equipment, etc used to provide services within the sector. STSA will also be responsible for the investigation of major accidents and the making of recommendations to avoid future occurrence.

One of the first actions of the Agency will be to conduct safety and security audits of existing and new major transport facilities and infrastructure to verify that they are compliant in their operation with international good practices. The STSA shall commission from internationally recognised experts the preparation of suitable manuals to codify appropriate statutory methods and procedures for undertaking these audits. The STSA shall also review existing arrangements for the transportation of hazardous materials within and through the State to assure that they are compliant with international good practices. It shall also ensure the existence of needed capabilities (equipment, staff, etc. for the implementation of good practices).

It is proposed that the formative staff of the STSA, including those of the LTP, be initially located within LAMATA with a view to them being hived off as independent entities in accordance with recommendations emerging from the planned Study on the sector' institutional arrangements. The initial location of the STSA in LAMATA is because of its leadership role in birthing urban rail operations in Lagos metropolis, an event with significant safety and security implications. It is known that LAMATA has been preparing itself to be able to discharge this responsibility. However, the medium-term objective is for the STSA to be an independent agency so as to be able to discharge its functions with utmost independence.

Safety and security are paramount to all users of transport services, covering all modes for passengers, drivers, pedestrians, and cargoes alike. Moreover, infrastructure providers and

service operators should be able to carry out their work safely. By applying these methods and practices, it is expected that facility designs will appropriately incorporate safety aspects. Such design and operating philosophies will also extend beyond the traditional realm of public transport, to cover “first and last mile” aspects of trips: to ensure that footpaths are designed with safety and security key concerns: for example, provided with streetlights such that users feel safe. Similarly, security of freight yards will be stepped-up, including the installation of CCTV and other methods to prevent pilferage. Moreover, such audits will also consider the needs and concerns of vulnerable users, including women, the elderly, those with young children, the visually impaired and the otherwise mobility challenged.

Safety and Security Training: *The Government will cause its agencies and transport service providers to undergo training to improve their safety and security awareness (aboard vehicles or in stations or their surroundings).*

The aim is to equip them with the ability to timely identify a risk factor and make appropriate required intervention. This is especially so with respect to vulnerable travellers such as women, children and the physically challenged *and the movement of hazardous goods.*

4.5 Traffic Management

Overarching: *The overall Policy thrust for traffic management in Lagos is to ensure that it leads to the actualization of the expected benefits from the large investments in transport infrastructures and services made by the State viz. efficient and effective movement of people and goods through the transport system. It is an important component for assuring the serviceability of and deriving value for money from the integrated transport system that is being developed for Lagos State.*

Traffic management instruments comprise: (i) laws and regulations to guide the use of the infrastructure and for the provision of services; (ii) equipment, signs and road markings used to physically guide traffic to assure optimal utilization of available infrastructures and provided services; (iii) parking control and management, to assure that vehicles do not obstruct the road way and to support specific transport objectives such as travel demand management, park and ride, and intermodal schemes; and, (iv) Intelligent Transport Systems (ITS) increasingly used to gain knowledge on the use of the transport system, make real time adjustments to traffic

movement in response to an ‘incident’ and or congestion along a particular corridor, and to assess the overall performance of the transport system.

Assuring the good application of these instruments to create an effective traffic management architecture for the State is a major task ahead for the Government. The Government will vigorously pursue achievement of this Policy element given its importance in realizing the benefits of the major investments it has made, and continues to make, in providing transport infrastructures and services befitting the State’s status as a modern mega city.

Effective employment of the above elements of traffic management requires the involvement of Federal, State and Local Governments, the principal owners of the transport infrastructures existing in the State. The Government recognises that these agencies have not always effectively worked together, often due to lack of clarity as to their roles and responsibilities. An important first step in implementing this Policy therefore is to promote their improved partnership through clearer definition of their roles and responsibilities and agreement on collaborative working arrangements. The State MOT will lead this effort by clearly demarcating agreed roles and responsibilities for the relevant tiers of government and their agencies and establishing a framework for information sharing on their respective activities. The MOT shall conduct this exercise in line with the principles outlined below.

Firstly, MOT and its agencies to be responsible for strategic traffic management planning and implementation including introduction of Intelligent Transport Systems such as automatic incident detection (AID), increased deployment of CCTV cameras where appropriate, Area Traffic Control (ATC) methods involving management, expansion, and integration of traffic signals, on State and Federal roads and bridges. The role of LASTMA will be reviewed considering the emerging nature and scope of traffic management activities specified in this Policy, the aim being to see its adoption of more technology driven approaches in discharging its functions.

Secondly, the Local Governments to be principally responsible for traffic management on their road network in collaboration, where needed, with relevant State agencies.

A review of existing laws and regulations will be conducted to bring them in line, as necessary, with the orientation of this Policy.

Improving Capacity of Junctions: Government recognises that a major contributor to traffic congestion is the inadequate traffic capacity of many of the junctions and interchanges on the

road network. Not only are some of these poorly designed, they also are used as bus stops/terminals by danfos and other vehicles for pick up and discharge of passengers, a use that significantly reduces the junctions traffic carrying capacity. To address these issues, the Government, through MOWI and in collaboration with MOT, will undertake a review of key junctions to identify those that require to be redesigned to improve their traffic carrying capacity. This could require: (i) introducing measures to discourage their use for pick-up and discharge of passengers especially by public transport vehicles; and or (ii) change in their design from simple junction/flyover to full grade separated interchanges.

Control and Management of Parking: *The Government shall, through the State's Parking Authority, ensure adequate and appropriate control and management of street and on-street parking in a manner consistent with the achievement of free movement of traffic along the primary and secondary road network of the State and in central business districts. It shall also enact and or clarify necessary regulations, in collaboration with the Ministry of Physical Planning and Urban Development, to curb existing abuses of land use rights with local roads being used for parking thereby creating frontage interference and impeding traffic flow.*

Parking control and management is an important traffic management tool as it can significantly influence the way a trip is conducted, for example whether by public and or private transport. Consistent with its overarching policy of promoting use of public transport, the Government in 2019 established a Lagos State Parking Authority (LSPA) with the mandate to: (i) regulate and manage all forms of parking, private and public; (ii) register all existing private and public parking spaces; (iii) implement policies and directives of the State for the provision of, maintenance and management of parking; (iv) issue parking permits; (v) charge fees on parking; (vi) sensitization of the public on parking arrangements; and, (vi) enforce parking rules and regulations. In discharging its mandate, it is important for this new agency to develop appropriate methods and procedures for their discharge in conjunction with allied public and private sector agencies and parking providers. The Government recognizes that parking control is primarily a tool for travel demand management and not revenue generation. The Authority will therefore discharge its mandates so as to support the overall travel demand management guidelines of the MOT and to facilitate the effective implementation of policy elements relating to NMT, interchange development, and the review of Modal City Plans.

Emergency Response Capability: *The Government shall establish an 'Emergency Response Plan' for dealing with major disruptions to traffic arising from such events as major flooding, traffic accidents or civil disturbances which can have adverse impact on the traveling public and businesses. Establishment of this capability will be led by the MoT in conjunction with LASEMA, LASTMA, the Police (Nigeria Police and the LSTP,), Public Safety Commission and related agencies and Local Governments.*

Activities under this Policy element shall include, but not be limited to the following:

- (i) Identifying suitable alternative routes with sufficient capacity to handle traffic diverted from an affected traffic route other.
- (ii) Developing contingency plans to enable designated emergency route to discharge this function e.g., route signing to denote this function and maintenance arrangements to assure they can discharge this assigned function.
- (iii) Provision of appropriate signage (e.g., Variable Message Signs) and other methods to communicate information to the general public as necessary when diversions are in force, both for vehicles already in the proximity of incidents and those upstream (which could be diverted more widely/ discouraged from making initially planned trips), such as via apps or traffic radio.
- (iv) Adequate contingency plans for the rapid deployment of necessary equipment and personnel for the resolution of the incidence responsible for the traffic disruption.

4.6 Public Transport: Bus and Non-Bus Based

Overarching: *The Government shall reorganize, in line with the Bus Reform Policy now incorporated as part of this Policy, public transport networks into hub-and-spoke systems, with smaller buses used to feed passengers into mass transit corridors (BRT and light rail). These smaller vehicles include licensed minibuses, First and Last Mile (FLM) buses, and motorcycles and tricycles (where permitted to operate for the time being).*

This Policy element requires that:

- High quality interchanges are provided for public transport users, to minimize the inconvenience of necessary interchange. Such interchanges will need to be safe, secure and easy to use.
- Area Traffic Control and Automatic Incident Detection technologies are employed, operated from a Traffic Control Centre, to increase operational effectiveness of the highway network and priority use by designated buses.
- Through increasing usage of infrastructure, operators be able to enjoy better returns on their investments, hence attracting more private sector participation into the Lagos transport system.

With the above policy orientation, transport system performance will be more efficient on a per passenger basis, thereby reducing adverse environmental impacts and improving the overall productivity of transport infrastructures and services.

BRT Services: *In line with the Bus Reform Policy already under implementation, the Government will continue to expand the BRT network. The buses being used for operation will increasingly be converted to use cleaner fuels (e.g. gas and electric) to reduce their contribution to carbon emission and air pollution.*

Safety and security are major concerns for the Government in the operation of public transport services, particularly those for which it has direct responsibilities such as the BRT and LRMT services. Several measures outlined later in this document will be taken to address these concerns.

Bus Fleet Expansion: *The Government will encourage enhanced private sector participation in the purchase of buses to meet demand for public transport and to reduce its own direct expenditure in this area. To meet demand on non-BRT corridors, the Government will promote private sector participation in the provision of services along these corridors.*

This will be done via route franchising either for specified geographic locations e.g LGA/LCDA or along corridors. The detailed mechanism for implementing this approach, a priority task for the Government, are being established by LAMATA so that these operators can begin their operation in coordination with the opening of the Blue and Red Line Light Rail Transit.

First and Last Mile Services: *The Government will ensure the expansion of the First and Last Mile services, an important means for assuring improved access to the metropolis wide public transport network.*

This shall be done through action in the following important areas: (i) more detailed designation of the routes and their branding so that users will be better able to recognize the route of the vehicles; (ii) increased involvement of the private sector in meeting demand by franchising some of the routes; and, (iii) integrating these services and their fares more deliberately with the BRT and large bus operations. The new vehicles emerging from the vehicle scrapping scheme earlier mentioned will be deployed along these routes to complement existing Government efforts. The long-term objective is for these FLM services to be fully operated by the private sector.

Mini -Bus Services: *The policy of the Government regarding the use of danfos (minibuses) for public transport is to modernize their operation so that they can be an effective contributor to achieving the first and last mile component of the Bus Reform initiative.*

These vehicles play an important role in meeting the travel needs of Lagosians. Unfortunately, a large majority of them are old, poorly maintained and badly operated: the fleet needs renewal and their operating practices need to be more service oriented with greater emphasis on customer care. Government will seek to achieve the above modernization policy objective through: (i) in collaboration with the existing operators, implementing a Vehicle Scrapping Scheme in which incentives will be provided for operators to acquire a new vehicle in exchange for the scrapping of the existing dilapidated one. This will help reduce air pollution and carbon emission while at the same time improving their service delivery capabilities with less breakdown while in use; and, (ii) through the newly created Parks Management Committee, the organizational arrangements for the operation of these vehicle type will be modernized to increase their accountability, improve service delivery and customer care.

Okada and Tricycle Services: *Over the period of implementation of this Policy, Government shall: (i) actively discourage the use of motor-cycles as a public transport mode, the aim being to*

discontinue their general use for this purpose as early as possible; (ii) limit the use of tricycles to providing service within local government areas and in/ around specific locations such as markets; and (iii) with the implementation of the NMT element of this Policy, promote the greater use of NMTs by the public to meet their travel needs, especially those over short distances.

In an ideal transport system where formal public transport services on State roads and major local roads are adequate, tricycles would not be used by the traveling public as widely as they presently are: their use would be confined to meeting specific travel needs at a local level. Motorcycles in turn, given their poor safety record, would not feature as a public transport mode except perhaps in rural areas where passenger demand profiles make their use more cost-effective than other modes.

Taxi and e-Hailing Services: *The Government shall continue its effort to promote appropriate modern practices in this sector in order that travelers will see them as safe, convenient and affordable alternatives to other public transport services. It shall keep existing regulations under review for adjustments based on experience and emerging international good practices with the overall aim to assure that e-hailing services do not enjoy undue advantage over traditional taxi services.*

The traditional physically hailed “Yellow” taxis are now being complemented by e-hailed taxi services such as *Uber* and *Bolt* and the newly introduced *LAGRIDE* introduced by Lagos State. As the public become more familiar with their services, their use can be expected to increase. The operational practices of e-hailing services, being technology driven, are still evolving not only in Nigeria but internationally. New practices in e-hailing will impact on the operations of traditional taxi services. For this reason, it is important that it keeps its existing guidelines of 2020 under review in order to timely effect needed changes for the expanded use of these services.

4.7 Private Transport and Car Usage

Overarching: *The Government's policy on the use of private transport is to make their use more efficient while simultaneously promoting their reduced usage. The Government will also seek to reduce, consistent with relevant Federal regulation, the average age of private vehicles licensed in the State by introducing a vehicle scrapping scheme similar to that proposed for mini buses (danfos).*

The increase in car traffic on Lagos roads in recent years, which perpetuates historical pernicious traffic congestion, is largely the result of the inadequacy of public transport services (quality, safety, convenience and availability) which has led many people to purchase private vehicles to meet their travel needs. The purchase and operation of these vehicles have been helped by the historical availability of subsidised petrol. Combined, these factors have created a situation in which Nigeria may arguably have the largest proportion of marginal car owners in the world, i.e. people who, for lack of choice, purchase a car which they then struggle to keep on the road. Existing Government actions of promoting significant improvements in public transport is beginning to provide choice, perhaps for the first time, to Lagosians in meeting their travel needs. And the emerging market determined price of petrol is beginning to make car use more expensive and thus unattractive to marginal car owners.

To further promote availability of travel choice, the Government will: (i) improve its information on car ownership through improvements to its present database on vehicle information, type, age, etc. and to have better information on the number of vehicles actually in use in Lagos; (ii) introduce a Vehicle Scrapping Scheme for private vehicles to reduce the average age of vehicles on the roads of Lagos and reduce their present adverse environmental impact; and (iii) promote park and ride to reduce trip length, promote the use of public transport and reduce the need for parking in congested locations such as the CBD.

Reduce Average Age of Vehicle Fleet: *The Government shall implement a vehicle scrapping scheme with the objective of reducing the average age of vehicles using the State's Road network.*

A large proportion of existing stock of vehicles in Lagos used for private trips are imported pre-owned vehicles. Many are aged, often in poor condition, not well maintained and often the cause of traffic congestion due to breaking down on the road. Reducing the proportion of these vehicles on Lagos roads will contribute to reducing air pollution and carbon emission and improving traffic flow. The vehicle scrapping scheme is aimed at achieving a reduction in the average age of the private vehicle stock on Lagos roads, thereby achieve the above stated impacts. In its design, the scheme will need to set out criteria which are consistent with relevant Federal regulation, for the determination of affected vehicles. It will also need to have an incentive system such that people would volunteer to participate in the scheme.

4.8 Urban Road Freight

Overarching: *The Government will intensify its efforts to ensure: (i) good and timely maintenance of freight vehicles; (ii) their operation by appropriately qualified drivers; and (iii) their owners' compliance with applicable regulations. Forthwith, tankers and trailers are expected to use only routes designated for their use with those transporting oversize and or hazardous goods expected to fully comply with applicable regulations.*

Efficient urban freight movement is essential for the economic development of Lagos State. Unfortunately, movement of freight within Lagos is often far from efficient and often constrains Lagos's economic development. The maintenance and repair standards of freight vehicles are often poor. This creates not only issues with poor vehicle performance (increased operating costs, fuel consumption, higher carbon emissions and noise), but can result in road accidents which often lead to death of other road users. The larger the vehicle, the greater the impact of poor vehicle upkeep on operational performance, on the environment and on road safety.

Poor driver behaviour is another issue. Whilst not solely applying to truckers, the implications of poor driver behaviour are greater for larger vehicles. Poor lane discipline, aggressive driving and illegal on-street parking all detract from the safe, efficient and effective operation of Lagos's highways and adversely impact the quality of life for all. Upgraded driver training standards are required.

Whilst VIS is stepping up inspections of vehicles in general, this only applies to those registered within Lagos State. Tankers and trailers from out-of-state performing deliveries to and/or pick-ups from ports in Lagos effectively bypass these upgraded vehicle inspections. The State will intensify its coordinating efforts with federal authorities (via FRSC) to either upgrade standards nationwide or to permit Lagos State to inspect vehicles entering the State on Federal Highways.

The MOT has designated certain *lorry routes* for use by trailers and tankers entering the State destined for major destinations such as the port complex, and major markets and industrial areas. Such traffic is significant and creates congestion along their routes and around such facilities by indiscriminate parking. The MOT will undertake a study to review the nature and extent of the existing designated routes with the aim of assuring their appropriateness for such a designation, remove potential obstacles, improve their signage, promote public awareness of them and, ultimately, expand such routes.

The Government will continue to work with NPA and relevant agencies to increase availability of dedicated port back-up facilities, such as fit-for-purpose truck parking/waiting facilities. Importantly, compliance by these vehicles on their use of designated lorry routes will be properly enforced: trucks travelling on roads not built for their use damage such roads.

4.9 Non-Motorised Transport

***Overarching:** The Policy of Government in this area is to ensure: (i) equitable use of road space by all road users; (ii) improved safety and security for network users; (iii) reducing congestion, travel cost, time and effort needed to access services; and (iv) promoting the health and well-being of Lagosians. This Policy position had earlier been detailed in the specific policy document on this sub-sector published in 2021.*

The Policy is based on the vision that sees Lagos as a metropolis with “a general sense of well-being through the development of quality and dignified environment where people are free to walk and cycle, equitable allocation of public and private infrastructure and access to opportunities and mobility for all residents”.

Effective implementation of this Policy is a collective effort involving both State and Local Government agencies. As a result, a multi-stakeholder implementation framework is embodied in the specific NMT Policy document. The Government recognizes that implementing this policy element requires a shift in mindset as to the role of State and Local Government regarding physical and transport planning and traffic management. This shift in mind-set will be promoted through various actions articulated in this Policy, particularly under Governance and Institutional arrangement. The Government shall ensure development of the needed capacity building for the effective implementation of this policy element.

4.10 Rail Transport

***Overarching:** The Government is firmly committed to the implementation of the Light Rail Mass Transit (LRMT) system for Lagos with project delivery and regulatory responsibilities delegated to LAMATA and oversight (performance monitoring and evaluation of the system) the responsibility of MOT. LAMATA has taken actions to augment its regulatory capacity and the MOT shall engage*

appropriate technical assistance to assist it develop capabilities for the discharge of its oversight function in the immediate and long term.

The first lines of this LRMT system, the Blue and Red Lines, are expected to come into operation during 2023 with others such as the Purple and Green Lines expected to be implemented within the lifetime of this Policy. These major investments will bring great relief to commuters through faster and safer travel experiences.

To ensure expectations of the LRMT system are met, i.e., that it will be world class, the following are required: (i) protection of the infrastructure; (ii) safe and secure operation of services; (iii) integration with private and other modes of public transport services; (iv) assuring transparent and equitable fare levels in the context of full recovery of operational costs; (v) clear concerns for customer care; and, (vi) adequate consideration of environmental factors. The Government shall ensure that all these factors are well considered in the development of the LRMT.

4.11 Air Transport

Overarching: *The Government shall defend and seek expansion of Metropolitan Lagos's role as the primary aviation hub in West Africa and one of the key hubs in Africa. It shall also continue its efforts, with other stakeholders, to ensure that surface access to the international and domestic airports in Lagos are commensurate with expectations of their users.*

In this regard, it shall undertake necessary technical and financial studies for improving surface access (bus and rail) and helicopter services to the domestic and international terminals of the Murtala Mohammed Airport.

Lekki Airport: *The Government shall continue with the promotion of the building of the proposed international airport in the Lekki Peninsula in partnership with the private sector.*

This major investment is needed to serve the Lekki Peninsula growth area which includes major residential, industrial, and tourist investments along the Lekki, Ibeju-Lekki, Epe development corridor. Moreover, international travellers from and to hinterland areas such as in eastern parts of Ogun State, Ondo and Edo States may find it more convenient to use this airport than the existing international airport in Ikeja.

Aviation Unit in MoT: *There shall be established within the MOT an Aviation Unit.*

This is in response to the increasing involvement of the State in the aviation sector. The Unit shall have the principal purpose of carrying out: (i) the elements of this Policy relating to aviation; (ii) developing a capacity to better engage with the Federal government and the private sector on aviation matters; and (iii) monitor the impact of aviation activities on the State's economic, social and environmental development.

4.12 Inland Waterways Transport

Overarching: *The Government sees inland water transport as an essential element of the integrated transport system being developed for Lagos metropolis. It will therefore intensify its efforts to make the sub-sector carry more people and goods.*

For it to play this role, the Government will continue to address the following constraints that presently affect the enhanced use of the waterways: (i) safety and security concerns of passengers; (ii) poor navigational aids; (iii) inadequate and, to some extent, inappropriate supply of vessels and equipment; (iv) poor jetty facilities; (v) low draught along some routes which constrain the type of vessels that can be operated; (vi) presence of debris on the waterways which impede safe navigation; (vii) environmental issues arising from pollution of the waterways by human and other waste discharges including oil, presence of water hyacinth, etc.; and, (ix) inadequate private sector investment arising from the presence of some of the above issues.

These constraints are now better able to be addressed with the resolution of the jurisdictional conflict between State and Federal institutions.

As referenced above, increasing the use of the waterways for transportation requires a greater involvement of the private sector. To this end, the Government will ensure that: (i) the regulatory role of LASWA is discharged appropriately; (ii) encourage the local boat building industry; and (iii) create an enabling framework for capacity development in the safe and secure management and operation of the use of the inland waterways for the movement of people and goods.

Promote Local Boat Building Industry: *The Government will actively promote the sustainable development of the Nigerian boat building industry to assure that sufficient, cost effective and appropriate boats are available to meet market demands.*

The above Policy is needed to support Government' intent to see more people and goods moved on the inland waterways. Without a vibrant local boat building industry, this is unlikely to happen as imported boats are more expensive and continued reliance on them may result in unaffordable fares leading to calls for Government subsidy or inability of transport services to meet demand.

In pursuit of the above Policy element, the Government will require LAGFERRY to move away from involvement in the direct provision of water transport services and transform into an asset management company which provides boats that are leased by the private sector to provide water transport services. In working out the details of this transition, LAGFERRY management will be required to make effective provision for the maintenance of the vessels they own and, importantly, ensure that lease terms will allow for fleet replacement and expansion.

Freight Carriage: *The Government will actively promote the increased use of the waterways for the carriage of goods. It therefore will promote directly and indirectly: (i) the upgrading of existing physical infrastructures (jetties and terminals) and the construction of new ones; (ii), provision of modern operational equipment; and (iii) adoption of modern operational practices that will facilitate increased freight movement on the waterways.*

The Government will, through MoT, undertake a Regional Freight Demand Study on how to divert some of the freight currently carried on land (from the seaports and other locations) which could otherwise be carried by inland waterways. The study will also investigate how to enhance organizational arrangements within LASWA for facilitating increased carriage of goods by inland water.

4.13 Maritime Transport (Seaports)

Overarching: *The Policy direction of Government is to harness the economic potential of maritime transport and related industries whilst minimising their adverse impacts on non-related economic and social activities.*

Lagos State is blessed with the largest port system in the country which is a key contributor to its economic and social development. However, in recent years, inadequacies in the access arrangement to the ports for trucks and tankers have led to gridlock in the areas surrounding the ports. This has contributed to significant adverse economic and social impacts on ordinary Lagosians simply wanting to access their residences or conduct businesses unrelated to the

ports. Unfortunately, joint actions by State and Federal agencies are yet to have a sustainable and meaningful positive impact on the problem.

In pursuit of the above Policy objective, the Government will: (i) continue to work with the manager of the port complex (Nigerian Ports Authority - NPA) and other relevant Federal Agencies to seek solutions to the gridlock; (ii) undertake necessary and economically and socially justifiable expansion of the surface access network to provide relief to those living in the surrounding areas; (iii) advocate strongly for the implementation of rail connections to the ports for the carriage of their related freight traffic; and, (iv) undertake a study on inter-industry linkages between and within the port and its surrounding areas to identify those activities/businesses that could be assisted to relocate to other areas of the State, without damage to their business, the objective being to decongest land use and traffic within the ports and their surrounding areas. The study is planned to be conducted in collaboration with the NPA with its recommendations implemented jointly as appropriate with opportunities for private sector involvement fully explored.

Lekki and Badagry Seaports: *The principal Policy focus for these important investments is to create the necessary enabling environment for their operation and realisation particularly with regard to the existence of adequate and appropriate supportive transport infrastructure and services.*

These are two important strategic investment for the economic and social development of the State. Not only will they attract foreign direct investment, but they should also in time become significant sources of job creation within their local community and State-wide.

As the Lekki Port comes to operation, the aim of the Government is to assure that traffic gridlocks experienced at the Appa Port Complex are not allowed to happen. This requires the intensification of on-going discussions and collaborations with its owner to assure that generated and attracted traffic are catered for by not just roads but also by rail and pipelines. In the case of Badagry Port, the Government will continue to take necessary steps for its earliest realization.

4.14 Pipelines

Overarching: *The Government shall intensify its partnership with the NNPC and NNLG, the major owners of pipelines within the State, on the monitoring of the use of the pipeline corridors*

to ensure their safe operation. More directly, the Government shall actively discourage the use of the pipeline corridors for the provision of motor mechanical services, establishment of markets, etc. and will develop an appropriate implementation framework.

This Policy element responds to the need to improve security of the pipeline networks and associated rights-of-way within the State which are often subjected to abuse and vandalization, being used for various activities which are inimical to the safety and security of the product they carry. Incidences of illegal tapping of petroleum products have led to large fire outbreaks which have resulted in death and major damage to properties and other utilities. This cannot be allowed to continue.

Network expansion: *The Government will also promote the expansion of the pipeline network within the State to reduce the number of freight vehicles and tankers using the State's Road network.*

As an example, the Dangote refinery and fertilizer plants coming into operation in the Ibeju-Lekki area are expected to generate at least 3,000 vehicle trips per day. Without appropriate provision on how these vehicles will move, a repeat of the gridlock being experienced at the Apapa Port Complex is inevitable. Apart from attendant economic loss, the result will be major adverse environmental impacts not to mention the damage to the road network and the likely concomitant increase in road accidents. Notwithstanding existing efforts to provide for the movement of these vehicles, the Government will engage with the Federal Ministry of Transport and owners of the industrial complexes in the Ibeju-Lekki with a view to finding alternative ways of moving the concerned freight, for example, by pipelines and rail. This may require a specific study to be undertaken to arrive at a solution acceptable to all stakeholders, including the affected communities.

4.15 Environment, Climate Change and Infrastructure Resilience

Overarching: *The major thrust of Government's policy is to assure that the use and operation of the transport system of Lagos does the least damage to the environment with its infrastructure resilient to the adverse impacts of climate change, particularly given the low-lying, coastal nature of the State.*

This requires that existing commitments relating to the transport sector under the Climate Action Plan will be adhered to e.g.:

- (i) Car trips as a proportion of total trips to reduce from 11% in 2015 to 2% by 2050;
- (ii) 52% of buses used for BRT operations to be fueled by clean energy by 2050; and
- (iii) Increased use of bio diesels in freight vehicles.

These are ambitious targets reflecting the Government's commitment to making Lagos State a more environmentally friendly place to live. Beyond measures to achieve the above specific targets, Government's holistic approach is reflected by its intention to assure that, in the appraisal of transport projects for implementation, preference will be given to those with the most environmentally friendly outcomes, whilst ensuring there are no adverse social or economic outcomes. Implementation of the NMT elements of this Policy is of particular importance in this regard as its successful implementation will lead to a more livable metropolis.

Infrastructure Resilience: Existing and new road and other transport infrastructure will be subjected to a test of their resilience against flooding, soil erosion and other effects of climate change to avoid unnecessary flooding and damage: a review of existing design practices will be conducted to establish a standard approach for undertaking this exercise.

Several studies that have been carried out on the impact of Climate Change on the State have clearly demonstrated the significant threat posed to the State's transport infrastructure, particularly roads, by flooding and soil erosion. Concerted efforts are required now to safeguard these valuable investments.

Adoption of Clean Fuels: The Government will actively promote the adoption of clean energies (gas, electric, hydrogen, etc.) in the propulsion of private and public transport vehicles licensed in the State, including those used for freight movement.

It is important that necessary frameworks for significant reduction in the level of carbon emissions from the transport sector are in place within the first phase of the implementation of this Policy. While investment in public transport services leading to a reduced use of private vehicles in the longer term will contribute to this goal, it is also important to actively promote a move away from the use of fossil fuels in the propulsion of vehicles. Towards this, the Government has already commenced work on the conversion of some of the BRT buses to the use of gas fuel. This effort is expected to be intensified with new buses purchased by Lagos Bus Services Limited (LBSL) and the private sector operators expected to be gas propelled. Advantage will be taken of incentives within the National Gas Expansion Programme in this regard to the extent possible. It is to be noted that private sector proposals to the Government for the operation of electric vehicles are under active consideration.

The LRMT system will contribute to reducing carbon emission and the reduction of air pollution as its operation is cleaner and is expected to reduce the need for use of private vehicles. Potential for the electrification of BRT buses will also be explored, whilst the usage of electric cars will be promoted (subject to the development of appropriate infrastructure²), and in the longer-term goods vehicles also.

Auto repair workshops: *The Government will actively discourage use of roadside and pipelines locations for the repair of vehicles and encourage, as is already happening, purpose-built workshops for auto-repairs. To encourage establishment of this type of auto-repair workshops, a 'star' rating system will be established for these facilities based upon their equipment and quality of technical personnel.*

Inadequate maintenance of vehicles is often a source of adverse environmental impact due to the location of facilities used for this activity (often roadside and along pipelines) which are not meant for this purpose. Their use significantly contributes to inappropriate disposal of related waste materials e.g., oil, damaged spare parts, batteries, etc. which lead to environmental pollution. To expedite implementation of this policy element, possible incentives will be explored in partnership with the private sector.

Vehicle Emissions: *The Government will develop a plan for tightening vehicle emissions standards as a means of contributing to reduction of greenhouse gas.*

This is in line with recommendations in the State's Climate Action Plan (CAP). Many of the actions proposed under various Policy elements will contribute to the achievement of this policy objective. A specific plan however needs to be elaborated to allow capture of their various contributions towards achieving the policy objective.

² Such infrastructure includes but is not limited to the following: (i) vehicle charging stations; (ii) appropriate vehicle maintenance and repair facilities, with adequately trained staff; and, (iii) suitable systems for the recycling, reuse and disposal of batteries.

5. PROPOSED KEY ACTIONS TO GIVE EFFECT TO THE POLICY

The key actions proposed to give effect to the Policy are set out below in Table 5.1. These are the prerequisites to enable enactment, understanding, communication, implementation, enforcement, monitoring and review of the Policy. They are also required before other more prescriptive policy actions outlined in Volume One (the Policy Development Report) can be further developed for implementation.

As noted earlier, these actions represent the First Five Year Plan for implementing the Policy. They will be reviewed in the fifth year in order to:

- i. Establish the extent to which they have been implemented.
- ii. Determine the effectiveness of their implementation and impact.
- iii. Identify and review reasons for success/failure to make necessary adjustments.
- iv. Respond to new developments impacting upon the sector.
- v. Prepare implementation plans for those policies planned for execution in the following five-year period.

Table 5.1: Recommended Implementation Timeline for Key Actions

Table 5.1.1 Policy Area: Vision and Objective

S/N	Timeline and Key Actions	
1	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
	<ol style="list-style-type: none"> i. Approve policy ii. Approve legal instruments iii. Disseminate iv. Benchmark existing situation in key areas against new policy directions. 	<ol style="list-style-type: none"> i. Undertake periodic review of achievements.

Table 5.1.2. Policy Area: Contextual Framework

S/N	Timeline and Key Actions	
	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
2.1	Accessibility for All	
	<ul style="list-style-type: none"> i. Develop Dissemination Strategy ii. Develop Advocacy Plan 	Undertake periodic review of achievements and update as necessary.
2.2	Land Use and Transport	
	<ul style="list-style-type: none"> i. Convene committee for review of Model City Plans towards creation of polycentric metropolis ii. Develop TOD approach document iii. Identify locations for TOD application 	<ul style="list-style-type: none"> 1. Evaluate progress and carry out necessary modifications. 2. Implement approved TOD schemes
2.3	Role of Local Governments	
	<ul style="list-style-type: none"> i. Review existing situation ii. Agree MOU on new arrangements iii. Develop capacity building plan for LGs. iv. Assure adequate funding of agreed measures. 	<ul style="list-style-type: none"> i. Review progress in implementation of agreed measures. ii. Undertake necessary adjustments.
2.4	Improved Coordination between State Agencies	
	<ul style="list-style-type: none"> i. Review existing arrangements ii. Agree MOU on new arrangements iii. Agree implementation plan 	<ul style="list-style-type: none"> 1. Review progress with implementation. 2. Make any needed adjustments.
2.5	Interaction with Federal Agencies	
	<ul style="list-style-type: none"> i. Initiate discussion on State takeover of responsibilities for management of Federal roads and clearing of wrecks on inland 	<ul style="list-style-type: none"> i. Implement and monitor progress.

S/N	Timeline and Key Actions	
	<ul style="list-style-type: none"> waterways. ii. Draft MOUs reflecting agreements reached. iii. MOUs approved by Federal and State authorities as needed. iv. Prepare implementation plan. 	
2.6	Assuring Inclusiveness	
	<ul style="list-style-type: none"> i. Undertake diagnostic of existing situation ii. Identify key action areas iii. Agree main intervention areas e.g access, employment, participation in stakeholder engagement. iv. Develop intervention approaches 	<ul style="list-style-type: none"> i. Implement intervention approaches ii. Monitor and evaluate achievements and impact iii. Adjust as needed
2.7	Financing and Cost Recovery Study	
	<ul style="list-style-type: none"> i. Prepare Study Terms of Reference (TOR) ii. Launch procurement iii. Commence study 	<ul style="list-style-type: none"> i. Complete study ii. Review and approve recommendations iii. Implement recommendations
2.8	Private Sector Participation	
	<ul style="list-style-type: none"> i. Review operation of Office of Public-Private Partnerships (OPPP) as necessary to assure existence of ability to effectively respond to needs of transport sector private investors. ii. Implement needed improvements iii. Review procurement system iv. Implement needed improvements 	<ul style="list-style-type: none"> i. Monitor progress and review activities as necessary.

S/N	Timeline and Key Actions	
	<ul style="list-style-type: none"> v. Identify and prepare key priority projects and services for private sector involvement vi. Achieve high level approval of list of priority projects & disseminate to private sector through road show, etc. vii. Develop strategy and plan for involving private sector in implementation. viii. Develop Monitoring & Evaluation (M&E) framework for measuring progress and success. ix. Solicit donor participation in Policy implementation. 	
2.9	Planning and Budgeting Process	
	<ul style="list-style-type: none"> i. Review existing approach as part of Financing and Cost Recovery Study ii. Implement agreed study recommendations iii. Strengthen capacity for strategic transport planning through adoption of new methods and procedures and improvements to staff capabilities. 	<ul style="list-style-type: none"> i. Monitor implementation of agreed measures and establish their impacts. ii. Make necessary adjustments for improved performance.
2.10	Monitoring and Evaluation Framework	
	<ul style="list-style-type: none"> i. Design digital database for sector-wide M&E available to public ii. Set up data collection, analysis and dissemination system. iii. Ensure adequate capacity for operation 	<ul style="list-style-type: none"> i. Review operation of database system to improve its effectiveness

S/N	Timeline and Key Actions	
	<ul style="list-style-type: none"> iv. Define key sector performance indicators v. Publish first annual report on performance of sector 	
2.11	Capacity Building	
	<ul style="list-style-type: none"> i. Prepare ToR for Capacity Assessment Study ii. Launch procurement iii. Commence study. iv. Establish Transport Cadre in Civil Service personnel administration system v. Arrange training program for key staff involved in policy implementation 	<ul style="list-style-type: none"> i. Study completed ii. Recommendations reviewed and approved as appropriate iii. Implementation of approved recommendations. iv. Review implementation of Transport Cadre system and make necessary adjustments.
2.12	Stakeholder Engagement and Advocacy	
	<ul style="list-style-type: none"> i. Set up high level inter-ministerial committee to investigate how to improve working arrangements and methods of MOT, MWI, MPPUD, MEWR to improve decision making on the built environment. ii. Develop framework for stakeholder engagement and advocacy (online, physical, etc.) including feedback mechanism iii. Develop communication strategy and advocacy plan to create awareness and understanding of Policy 	<ul style="list-style-type: none"> i. Review progress in implementation of the planned activities and agreements reached. ii. Develop revised plan, including performance indicators, for assuring achievement of agreed objectives.

S/N	Timeline and Key Actions	
	<p>elements</p> <p>iv. Improve internal communication within MoT and its agencies and key allied agencies, including data sharing.</p>	
2.13	Institutional Arrangements	
	<p>i. Prepare study ToR</p> <p>ii. Procure study</p> <p>iii. Undertake study</p> <p>iv. Complete study</p>	<p>i. Review and approve as appropriate study recommendations</p> <p>ii. Start implementation of recommendations.</p>
2.14	Use of Pilot Projects	
	<p>i. Identify list of pilot projects</p> <p>ii. Plan and design projects including M&E</p> <p>iii. Start incremental implementation</p> <p>iv. Prepare completion reports on completed pilots</p> <p>v. Update plans and design approaches to reflect lessons of experience</p>	<p>i. Continue implementation of other pilots</p>

Table 5.1.3 Policy Area: Road Infrastructure

S/N	Timeline and Key Actions	
3	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
3.1	Fourth Mainland Bridge	
	<ul style="list-style-type: none"> i. Complete construction arrangements ii. Award contract 	<ul style="list-style-type: none"> i. Plan for its operation and maintenance ii. Open to traffic
3.2	Network Improvements	
	<ul style="list-style-type: none"> i. Develop appraised plan for gradual decrease in routine maintenance deficit ii. Develop appraised plan for periodic maintenance iii. Develop appraised plan for link upgrading and or addition of new links. iv. Develop standard procedures for undertaking resilience audit of road and other transport infrastructure facilities. v. Review design standards and practices to comply with developed standard procedures. vi. Undertake audit of resilience of road and other transport facilities based on developed procedures. vii. Prepare appraised plan for improving serviceability of declared road network. 	<ul style="list-style-type: none"> i. Review outcomes with regards to road maintenance and road standards ii. Review effectiveness of planning for network upgrades. iii. Assure Road programme reflects appraised priority. iv. Assure approval of developed procedure and enact any necessary legal support. v. Assure formal approval of revised design standards and practices. vi. Publish and undertake public consultations on result of the audits. Take necessary implementation plan. vii. Implement plan with supported sustainable financing mechanism.
3.2	Road Classification	
	<ul style="list-style-type: none"> i. Undertake Road Classification exercise ii. Implement recommendations 	<ul style="list-style-type: none"> i. Monitor and evaluate impact from implementation of the outcome of the reclassification exercise.
3.3	Management and Financing	
	<ul style="list-style-type: none"> i. Review framework as earlier 	<ul style="list-style-type: none"> Implement newly agreed arrangements for

S/N	Timeline and Key Actions	
	mentioned above (e.g., 2.7, 2.9)	road management and financing
3.4	Signage	
	<ul style="list-style-type: none"> i. Review draft Traffic Operations Manual ii. Adopt for use draft Traffic Operations Manual as approved 	i. Monitor and evaluate implementation.
3.5	Rural Transport	
	<ul style="list-style-type: none"> i. Develop ToR for Rural Transport and Development study ii. Procure study iii. Start study iv. Review study findings 	i. Start implementation of decisions on study findings
3.6	Emergency Response Capability	
	<ul style="list-style-type: none"> i. Set-up inter-ministerial committee to diagnose issues and come up with recommendations ii. Implement recommendations 	
3.7	Road Safety	
	<ul style="list-style-type: none"> i. Create Road Safety Unit within MoT. ii. Articulate a road safety action plan for the State. iii. Implement training plan for Unit staff. 	<ul style="list-style-type: none"> i. Monitor implementation of road safety action plan. ii. Evaluate impact of training conducted.

Table 5.1.4 Policy Area: Public Transport

S/N	Timeline and Key Actions	
	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
4.1	Black spots for bus-based operation	
	<ul style="list-style-type: none"> i. Identify locations and develop prioritized and appraised remedial plan ii. Start incremental implementation 	<ul style="list-style-type: none"> i. Review progress and make needed adjustment.
4.2	Black spots for non-bus-based operation	
	<ul style="list-style-type: none"> i. Identify locations and develop prioritized and appraised remedial plan ii. Start incremental implementation 	
4.3	Interchange development in context of TOD	
	<ul style="list-style-type: none"> i. Identify locations categorized into typology based on scale and nature of potential development. ii. Develop prioritized plan and implementation modalities for (i) PPP; (ii) private; and, (iii) public 	
4.4	Expand Ticket Integration	
	<ul style="list-style-type: none"> i. Expand “cowry” ticketing to other public transport modes 	

Table 5.1.5 Policy Area: Urban Road Freight

S/N	Timeline and Key Actions	
5	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
5.1	Vehicle maintenance and repair	
	<ul style="list-style-type: none"> i. Improve service and rationalize location by implementing “star” rating system for workshops. ii. Enhance VIS to conduct annual testing of all vehicles registered in Lagos 	<ul style="list-style-type: none"> i. Establish means to ensure compliance of vehicles registered outside Lagos with Lagos vehicle maintenance standards
5.2	Driver Training	
	<ul style="list-style-type: none"> i. LASDRI to institute compulsory driver re-training classes for drivers guilty of serious traffic infractions 	<ul style="list-style-type: none"> i. Prepare report on success being achieved and make recommendations on needed adjustments.
5.3	Designate Lorry Routes	
	<ul style="list-style-type: none"> i. Define routes for use by lorries and tankers to ports, depots, lorry parks, etc. ii. Undertake necessary preparatory design works to develop routes and facilities 	<ul style="list-style-type: none"> i. Implement routes and facilities as required with proper signage.

Table 5.1.6 Policy Area: Traffic Management

S/N	Timeline and Key Actions	
6	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
6.1	Roles and Responsibilities of Tiers of Government	
	<ul style="list-style-type: none"> i. MOT to convene inter-governmental meeting to review existing arrangements and new approaches considering Policy direction. ii. Each tier agency to develop functional responsibility map in its areas of responsibilities to ease cooperation and communication. 	
6.2	Laws and Regulations	
	<ul style="list-style-type: none"> i. Review and update in line with Policy direction ii. Include dissemination in communication and advocacy activities. 	
6.3	Junctions and Interchange Improvements	
	<ul style="list-style-type: none"> i. Undertake performance audit of key junctions and interchanges to identify their problems and needed actions ii. Prepare prioritized improvement plans for the key junctions. 	
6.4	Parking	
	<ul style="list-style-type: none"> i. As part of the Institutional Study, undertake functional review of newly established Parking Agency and make recommendations on improving its capacity ii. Agency to develop, cost its priority activities and prepare 	<ul style="list-style-type: none"> i. Assure activities of Authority consistent with travel demand management objectives of the State, TOD activities, etc.

S/N	Timeline and Key Actions	
	<p>implementation plan</p> <p>iii. Develop and implement training program for senior and junior staff.</p>	
6.5	Development of Intelligent Transport Systems (ITS)	
	<p>i. Development of a modern Traffic Control Centre (TCC) will be prioritized, together with the implementation of Area Traffic Control (ATC) featuring inter-linked signals with dynamic cycle-times. Implementation of CCTV will complement this and enable Automatic Incident Detection (AID) to reduce incident response times and also enable traffic management plans to be enacted as required. These will also include Variable Message Signs (VMS) to inform motorists in real time of traffic issues, enabling them to reroute to avoid incidents.</p> <p>ii. Develop road map for achieving (i) above.</p> <p>iii. Technical assistance to be sought for training of enhanced LASTMA capabilities for the management of the TTC.</p>	<p>i. Monitor progress and update implementation plan.</p> <p>ii. Evaluate impact of implementation of TTC.</p> <p>iii. Evaluate impact of training program and make recommendations.</p>
6.6	Emergency Response Capability	
	<p>As earlier mentioned in (3.6 and 6.5):</p> <p>i. Set up inter-ministerial committee for coordination and diagnosis of issues</p>	<p>i. Develop emergency access routes and procure needed equipment</p> <p>ii. Prepare Manual of Procedure</p> <p>iii. Develop required human resources</p>

S/N	Timeline and Key Actions	
	<ul style="list-style-type: none"> ii. Establish TCC as control centre for <i>inter alia</i> ATC, CCTV, AID and VMS systems. iii. Seek technical assistance to upgrade skills as required. 	

Table 5.1.7 Policy Area: Non-Motorized Transport

S/N	Timeline and Key Actions	
7	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
7.1	Implementation of Vision	
	<ul style="list-style-type: none"> i. Develop multi-stakeholder inclusive framework for implementation ii. Identify pilot activities/ projects iii. Develop costed implementation plan for each pilot iv. Begin implementation of a few pilots in selected LGAs/ LCDAs 	<ul style="list-style-type: none"> i. Review success and issues with pilots ii. Adjust implementation practice as needed iii. Document adjusted approved approach for each pilot type iv. Initiate implementations of pilots in other locations

Table 5.1.8 Policy Area: Rail Transport

S/N	Timeline and Key Actions	
8	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
8.1	Meeting Expectations (Security)	
	<ul style="list-style-type: none"> i. Establish Lagos Transport Police (see 15.1 also) ii. Determine organizational arrangements and formation – immediate and future iii. Recruit based on interview/advertisement iv. Develop working methods and practices v. Develop training program 	<ul style="list-style-type: none"> i. Monitor performance and make necessary adjustments to organizational arrangements, operations, etc.
8.2	Rail Operation	
	<ul style="list-style-type: none"> i. Complete construction of Blue and Red Line ii. Secure agreement with NRC on track-sharing arrangements for the Red Line, including contingent liability arrangements. iii. Start and conclude discussion on operating arrangements (appoint concessionaires). iv. Include in operating agreement clear standards for operator/customer interface 	<ul style="list-style-type: none"> i. Undertake independent survey of stakeholders' views on rail operation and performance of rail operators ii. Benchmark operators' performance against agreed indicators ii. Review Concession Agreements and agree needed changes.
8.3	Building oversight capacity (Safety)	
	<ul style="list-style-type: none"> i. Establish Surface Transportation Safety Agency (STSA) to undertake safety regulation of transport operations within the State. ii. Appoint technical assistance to assist 	<ul style="list-style-type: none"> i. Review performance of TSA ii. Review of technical assistance and adjust ToR/contract as necessary.

S/N	Timeline and Key Actions	
	<p>with establishment of TSA including assisting with establishment of methods and procedures, their implementation for an initially agreed period and staff recruitment and capacity building.</p>	
8.4	Building oversight capacity (operational performance)	
	<ul style="list-style-type: none"> i. MOT to establish data analytics and performance monitoring capability, to monitor performance of Lagos Light Rail Mass Transit (LRMT) lines in terms of on-time performance, time taken to resolve system disruptions, monitor patronage levels and patterns. ii. Seek technical assistance to assist in training and development of necessary skills, as required. 	



Table 5.1. 9 Policy Area: Use of Cleaner Fuels

S/N	Timeline and Key Actions	
9	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
9.1	Institutional Preparation and Development of Roadmap	
	<ul style="list-style-type: none"> i. Review recommendations of on-going World Bank Study on strategy for use of cleaner fuels in transport sector of Nigeria ii. Arrive at State position on study recommendations and prepare roadmap for implementation iii. Approve enabling legislative and administrative framework iv. Monitor lessons of experience from ongoing conversion of some BRT diesel buses to gas operation v. Identify and begin implementation of priority public transport routes for introduction of cleaner buses vi. Commence procurement of and operation new cleaner vehicles for public transport operation (BRT and others). 	<ul style="list-style-type: none"> i. Begin implementation of agreed plan and strategy for use of cleaner vehicles for public transport operation ii. Start implementation of necessary enabling infrastructure and services for private owners' adoption of cleaner vehicles, including the Vehicle Scrapping Scheme. iii. Consider required steps to support adoption of electric vehicles.

Table 5.1.10 Policy Area: Air Transport

S/N	Timeline and Key Actions	
10	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
10.1	Establishment of Aviation Unit within MOT	
	<ul style="list-style-type: none"> i. Establish Aviation Unit within MOT ii. Promote private sector participation in financing, construction, and operation of airport in Lekki Peninsula 	<ul style="list-style-type: none"> i. Continue to investigate feasibility of Lekki Airport under PPP.

Table 5.1.11 Inland Waterways Transport

S/N	Timeline and Key Actions	
11	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
11.1	Improve Waterways Routes	
	<ul style="list-style-type: none"> i. Prepare TOR for survey of existing waterways, covering channel depths & widths, locations of obstacles (e.g., wrecks), needs for navigational aids ii. Procure survey iii. Conduct surveys iv. Review survey findings. v. Engage with NIWA re clearing of wrecks from inland waterways. 	<ul style="list-style-type: none"> i. Implement agreed recommendations from survey findings. ii. Implement agreement re wreck clearing.
11.2	Improve Waterways Infrastructure	
	<ul style="list-style-type: none"> i. Conduct review of facilities and shortcomings at existing jetties ii. Determine upgrading works (i) necessary; and, (ii) desirable 	<ul style="list-style-type: none"> i. Review study findings ii. Assess modalities for financing necessary and desirable upgrading works iii. Upgrade jetties as appropriate
11.3	Improve Safety and Navigability	
	<ul style="list-style-type: none"> i. LASWA to create an Inspectorate Unit via upgrading its Water Transport Safety Corps. Activities to include assuring 	<ul style="list-style-type: none"> i. Implement study recommendations.

S/N	Timeline and Key Actions	
	vessels comply with: (a) use of life vests; (b) enforcing passenger loading limits; (c) ensuring operational and structural integrity of ferries; etc.	
11.4	Promote Greater Private Sector Involvement in Provision of Infrastructure and Services	
11.5	Emergency Response and Rescue	
	<ul style="list-style-type: none"> i. LASWA to establish an Emergency and Rescue Unit ii. Develop operating manual to include roles of other agencies and private sector iii. Equip with sufficient resources (staff, vessels, other equipment), providing for involvement of other agencies as needed 	<ul style="list-style-type: none"> i. Review performance and make necessary adjustments to operating practices.
11.6	Review of Potential New IWT Passenger Routes and Jetties	
	<ul style="list-style-type: none"> i. Prepare TOR for study of new IWT passenger routes, including jetty locations ii. Procure study iii. Conduct study 	<ul style="list-style-type: none"> i. Review study findings ii. Assess modalities for franchising of IWT routes iii. Develop new jetties as appropriate, preferably under PPP modalities
11.7	Increase Use of IWT for Freight Transport	
	<ul style="list-style-type: none"> i. Prepare TOR for study on potential to shift freight onto IWT ii. Procure study iii. Conduct study 	<ul style="list-style-type: none"> i. Review study recommendations ii. Implement agreed recommendations

Table 5.1.12 Marine Transport (Seaports)

S/N	Timeline and Key Actions	
12	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
12.1	Improve Rail and Inland Water Transport Access to Ports	
	<ul style="list-style-type: none"> i. Promote completion of provision of rail infrastructure and services to existing ports ii. Ensure rail and inland water transport services included in planned new ports (Lekki and Badagry) iii. Promote use of coastal freight services for transfer of cargo from sea to inland locations (to be aspect of study mentioned in 11.5 above). 	<ul style="list-style-type: none"> i. Monitor progress in the achievement of planned improvements to the ports.
12.2	Decongest Land Use and Traffic in Port and Surrounding Areas	
	<ul style="list-style-type: none"> i. In parallel with 12.1, prepare TOR for a study on inter-industry linkages within the port and its surrounding areas to identify those activities/ businesses that could be assisted to relocate to other areas of the state, without damage to their business; the objective being to decongest land use and traffic within the ports and their surrounding area ii. Procure study iii. Conduct study 	<ul style="list-style-type: none"> i. Implement recommendations
12.3	Improve Network of Roads Serving Ports' Surrounding Areas	
	<ul style="list-style-type: none"> i. Undertake efficiency analysis of major and local in areas surrounding the ports to improve their condition and identify any needed expansion and enhanced traffic management schemes. 	

Table 5.1.13 Policy Area: Pipelines

S/N	Timeline and Key Actions	
13	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
13.1	Ensure Integrity of Rights-of-Way (ROW) and Security of Pipelines	
	<ul style="list-style-type: none"> i. Establish multi-agency institutional arrangement for enforcing appropriate use of the ROW. ii. Evict unauthorized activities along the ROW. iii. Promote provision of improved arrangements for safeguarding the ROW. iv. Establish and publicize punitive measures for unauthorized use of ROW 	<ul style="list-style-type: none"> i. Continue enforcement of integrity of rights-of-way and security of pipelines.
13.2	Consider Network Expansion	
	<ul style="list-style-type: none"> i. Prepare TOR for study of potential network expansion, particular to Lekki industrial complex. ii. Procure study iii. Conduct study iv. Review study findings and develop implementation plan 	<ul style="list-style-type: none"> i. Identify priority pipeline projects for implementation ii. Conduct planning and detailed design including assessment of potential for private sector role(s) iii. Commence implementation

Table 5.1.14 Policy Area: Environment and Climate Change

S/N	Timeline and Key Actions	
14	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
14.1	Resilience Testing of Transport Network and Infrastructure	
	<ul style="list-style-type: none"> i. Undertake a review of design practices to 	<ul style="list-style-type: none"> i. Continue review of infrastructure resilience

S/N	Timeline and Key Actions	
	<p>determine standardized methods to assess existing and planned transport infrastructure's resilience to flooding, soil erosion and other effects of climate change.</p> <p>ii. Implement new design codes.</p> <p>Commence review of existing infrastructure against these updated standards (commencing with the most critical, low-lying or exposed/ coastal sections of infrastructure)</p>	<p>as required.</p> <p>ii. Upgrade infrastructure as required to increase resilience</p>
14.2	Reduce Carbon Emissions from Transport Activities	
	<p>i. Promotion of Cleaner Engine Vehicles (see 9)</p> <p>ii. Continue conversion of diesel BRT buses to gas in the meantime</p>	<p>i. VIS to gradually and progressively tighten emission standards on other road vehicles</p>
14.3	Rationalize Vehicle Maintenance Workshops	
	<p>i. Review existing Mechanic Villages (MVs) and roadside repair facilities to identify those for immediate closure and timeline for closing others</p> <p>ii. Conduct survey of existing non-Mechanic Village or roadside based repair workshops re capacity improvement needs.</p> <p>iii. Establish a "star" rating system for vehicle maintenance workshops based on facilities, equipment, staff capabilities and infrastructure quality.</p>	<p>i. Continue eviction of unauthorized use pipeline ROW as mechanics workshop</p> <p>ii. Continue encouragement of upgrading with star rating system of workshop facilities.</p> <p>iii. Monitor compliance and enforce applicable penalties</p>

Table 5.1.15 Policy Area: Safety and Security of Users and Operators of Transport Services

S/N	Timeline and Key Actions	
15	Immediate: Within 2 Years	Near-Term: 2 to 5 Years
15.1	Establish Lagos Transport Police	
	<ul style="list-style-type: none"> i. Establish Lagos Transport Police (see 8.1 also) ii. Determine organizational arrangements and formation – immediate and future iii. Recruit based on interview/advertisement iv. Develop working methods and practices v. Develop training program 	
15.2	Increased Use of CCTV	
	<ul style="list-style-type: none"> i. Install CCTV at all transport interchanges, stations/ bus stops/ taxi ranks, at freight yards and aboard vehicles; and in the vicinity of interchanges also ii. Lagos Transport Police to establish a control centre for monitoring CCTV feeds, in addition to local control centres within major interchanges 	
15.3	Training of Field Transport Staff	
	<ul style="list-style-type: none"> i. Provision of training to transport staff (aboard vehicles, at stations) to be able to identify potential risks to the travelling public, transport infrastructure and equipment and intervene proactively 	
15.4	Emergency Response Plans	
	<ul style="list-style-type: none"> i. Develop emergency response plans for transport interchanges, river 	<ul style="list-style-type: none"> i. Undertake regular review of application and update as necessary

	<p>crossings and along major transport corridors. These to be prepared in conjunction with appropriate highway authorities, transport operators, transit authorities, police and emergency services provider.</p>	
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