

“Vision 2030/ 2050/ 2070”: Succession of the Lagos State Development Plan 2012-2025 (Discussion Paper)

A. Current key aspects and assessment of the LSDP 2012-2015 (300 pages strong):

- Vision of the Lagos State Development Plan 2012-2025¹: By 2025, Lagos will be Africa's model mega city and global, economic and financial hub that is safe, secure, functional and productive.
- Mission of the Lagos State Development Plan 2012-2025: The vision will be achieved by poverty eradication and sustainable economic growth through infrastructural renewal and development
- Strategies of the Lagos State Development Plan 2012-2025:
 1. People and poverty alleviation;
 2. Functionality and productivity;
 3. Managing the growth and spread of Lagos metropolitan area;
 4. Democracy and governance;
 5. Safety and security;
 6. Transformation;
 7. National growth and global influence

Brief assessment:

- Drafted by the Ministry of Economic and Budget Planning:
 1. Pros: Considered to be powerful ministry as it is high in hierarchy due its responsibilities of the assignment of budget positions for all the other ministries and hence its cross-cutting function.
 2. Cons: There are doubts that the Ministry of Economic and Budget Planning is in possession of all the necessary knowledge as the LSDP is supposed to be more than just an economic plan. Consequently, the LSDP 2012-2025 is not very well balanced in terms of topics, and its perspective on the city is relatively “top-down” and not inclusive, both in terms of the perspective and the process.

B. The present position paper covers the following three components:

- The design/ drafting of the plan (stakeholders and leadership = responsibility, plausibility, and legitimacy)
- The implementation/ application of the plan (stakeholders, skills, and financing = efficiency of the implementation)
- The evaluation of the plan (accountability of the political leadership and effectiveness of the implementation)

C. Detailed proposal:

1. Evaluation process of the current LSDP 2012-2015:
 - a. The process should **include the private sector forum, civil society forum, and the state government/ the house/ the local governments;**
 - b. It should be announced/launched by His Excellency in the **second half of 2019, within the first 100 days of the new administration;**
 - c. For the evaluation, we suggest a time frame of **three months**, as we consider this as a **signal for the “New Lagos”** and in the that sense the **first “major policy statement”**, which everything will come from (**central core**).
2. Suggested operational structure to design/ draft the new plan:
 - a. **Steering committee:** Its chair has a **key position** and needs to have an excellent and trustful relationship with the governor (and needs to be appointed by the governor). The committee members represent again the three sectors (civil society, civil servants, and private sector) as well as the key relevant fields that shape the physical form of the city: Housing, social infrastructure (education, health, transportation, etc.), economy, culture etc.;
 - b. **Secretariat:** Its head, the **secretary of the steering committee**, holds the other key position. S/he leads the “working group” of approximately 10 people that are a good mix of human-centered people, from economic background, from physical planning background, with excellent IT expertise such as GIS, as well as up to 50 percent of civilservant staff members);
 - c. **Independent expert panel made up of internationally recognized experts:** It is composed of **respected, financially and ideologically independent persons**, both from academic and professional background **to observe and validate the process and advise the governor**. This will ensure that the output meets the highest international standards and aligns Lagos with international best practices.
3. Processing time to design/ draft the new plan:
 - a. The process’ **total duration** is **one year maximum**, and it is **inclusive and open at all times**.
4. Nature of the new plan:
 - a. **Summary:** The **new document** should be **high-level, to the point, not too long** (= not longer than the current one, hence max. 300 pages), include a **solid executive summary**, and the **milestones and benchmarking intervals** should be targeting **Lagos 2030** (in alignment with the **SDGs**), **Lagos 2050**, and **Lagos 2070**.
 - b. Further aspects to be considered in the new plan:
 - i. Lagos must conduct a **household and living standard** (“census”), **every 8 years;**
 - ii. The new plan is a **city plan** that explains **how the physical city is shaped** through a **range of fields** such as housing, social activities and infrastructure (health, education,

transportation), climate change mitigation measures, economy, etc.;

- iii. The new plan should be a **law** and **possibly be institutionalized, updated and reviewed every four years**, and be used to make the argument for policies;
- iv. The new plan prepares the ground for objective accountability;
- v. The new plan is based on a **good/ better data collection** to avoid **unverified and/or ideological assumptions** (the current LSDP 2012-2025 contains lots of projections, unverified numbers and data), the **evidence** needs to be stronger;
- vi. The new plan provides a good/ better understanding of **what the city is, how the city actually works**;
- vii. The new plan does not aim to achieve the “next Dubai” but the “**Next Lagos**”, hence it offers **an appealing narrative everybody can buy into**;
- viii. The new plan is an instrument of **city leadership** and **voice of the population** (popular voice) in one;
- ix. The new plan **reflects a new/ contemporary philosophy of leadership**: Wholesome and inclusive, and **it builds on every day’s existing capacity**;
- x. The new plan **reflects a rich vision of diversity** that leads **ultimately to resilience**;
- xi. The new plan looks at **things that work** replicates and evolves them instead of importing “solutions” that might **not even meet the problem**;
- xii. If the real problem is (extreme) poverty, **fighting the poor** (i.e. by evicting them) is not solving the problem at all (besides the fact that it’s inhuman). **Being poor is not a crime**;
- xiii. If the real problem is (extreme) poverty, **international capital is not the overall solution** as it has its own logic. It’s **spatially and socially very concentrated** and does mostly not trickle down to the masses;
- xiv. The new plan **acknowledges the informal economy** and **unleashes its potential**, which does not (only) equal declaring people as taxable;
- xv. The new plan reflects hence a **more diverse understanding of capital** that does not only include financial capital but also social capital etc.;
- xvi. The new plan reflects a **good/ better appreciation of the quality of life** that does not automatically equal quantity and sheer numbers (of growth, housing shortage, migrants, etc.).


5. Funding of the process:

- a. Lagos State government would pay the main working bodies and infrastructure of the design/ drafting process mentioned under 2) and 3), but the other two sectors would pay as well their share, hence their internal decision-finding and participation processes in order to guarantee the independence of their contributions.

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6. Alignment with the political terms:

- a. It is suggested that the **beginning of each governmental term** (be it the 1st term of the newly elected governor, or the 2nd term of the re-elected governor), **the first thing as governor within the first 100 days** is the review of the plan, as a political tradition)

 HEINRICH BÖLL STIFTUNG
NIGERIA

FABULOUS
URBAN

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