

Lagos State Development Plan 2052



**AFRICA'S
MODEL
MEGA CITY**
FULL VERSION

Ministry of Economic Planning and Budget

Lagos State Development Plan 2022–2052

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DEFINING ACTIONS TODAY FOR A PROSPEROUS TOMORROW. THE LSDP 2052 IS A STRATEGY DEVELOPED TO ENSURE THAT LAGOS STATE BECOMES AFRICA'S MODEL MEGA CITY, A GLOBAL, ECONOMIC, AND FINANCIAL HUB THAT IS SAFE, SECURE, FUNCTIONAL AND PRODUCTIVE BY 2052.

Learn more about LSDP 2052:



LSDP 2052: Quick Read

Covers the LSDP 2052 vision, anchor objective, focus areas and action plan to drive implementation



LSDP 2052: The Strategy

Summary report on the Strategy for Lagos to become Africa's model mega city



LSDP 2052: Full Report

Detailed report on the opportunity, strategy and implementation roadmap for the vision



LSDP2052.com

Download the various LSDP 2052 versions and also join the conversation

Preface

Foreword



GOVERNOR OF LAGOS' STATEMENT

The future of Lagos: Turning challenges into opportunities

As the race to the future intensifies, global cities increasingly play a critical role in defining their nation's progress and prosperity. Through innovation and technology, global cities are undergoing transformations that not only have a lasting impact on national economic and financial priorities but also transform the lives of its people – and our city of Lagos is among those.

For decades, Lagos State has been known as an economic powerhouse and a leading hub not just in Nigeria, but the whole of Africa. However, several emerging challenges have impeded our city's path

to achieving world-class status economically, financially, and socially. From climate change to technology, infrastructure and social services, the hurdles have increased significantly. While these challenges pose a serious threat to our city's growth, I see them as opportunities to unlock our potential for a bright future. As we are nearing the end of the Lagos State Development Plan (LSDP) 2012–2025 and confront a rise in global challenges, there is a need to articulate a new long-term development plan which builds on this success by providing actionable goals.

With that in mind, I am thrilled to present the Lagos State Development Plan (LSDP 2052). This long-term development plan has been meticulously devised imbibing the best of all existing and prior high-level policy documents, transformation plans and development policies. Founded in strong research and on-ground realities, the LSDP 2052 is the framework our State needs to continue on the path of becoming Africa's Model Mega City, a global, economic, and financial hub that is safe, secure, functional and productive. I firmly believe that the future of our great State is in our own hands, and I assure you that this development plan sets us in the right direction in our continued march towards global prominence and excellence. It all begins with implementing the clearly articulated action plans and strategic goals and having dedicated leadership to drive it forward.

As we look forward, Lagos State will continue to achieve its potential which will be built on our resilience, our rich heritage and most importantly, our people. I am not only positive, but I am excited by what the LSDP 2052 has to offer our great city and I cannot wait to see Lagos claim its true position as Africa's Model Mega City and the world's leading economic hub.



DEPUTY GOVERNOR OF LAGOS' STATEMENT

Chairman of the Lagos State Development Plan 2052 Committee

Lagos has been the premier hub for economic and business activities not just in Nigeria, but Western Africa as well. Yet with a growing population and immense potential to be fulfilled, there is still a long way to go for the State.

In 2012, the Lagos State Development Plan 2012–2025 was launched to provide a long-term, holistic, strategic framework and vision for the State's development. As 2025 draws nearer with the promise

of new challenges and opportunities, the plan has been reassessed and developed further. The Lagos State Development Plan 2052 has been crafted to nurture and accelerate the development of Lagos State into Africa's Model Mega City by 2052. The plan envisions the Lagos of the future as a global economic hub that is citizen-focused; providing a working and living environment that is safe, secure, functional, and productive.

The purpose of the LSDP 2052 is to provide overall direction for the growth and development of the state in this regard. It provides a unique framework with clear initiatives and robust strategies through which all sectors of the economy – public, private, and civil society – can take ownership in contributing to the improvement of the quality of life of people in the State.

The plan encompasses insights gleaned from international best practices, relevant strategy and development plans, and rigorous global benchmarking. Exhaustive inputs from diverse sources such as the private sector, current and former Lagos residents, youth, executive and legislative branches of government, as well as pertinent stakeholder groups, have also inspired the tenets of the LSDP 2052.

It is my firm belief that Lagos is poised to be Africa's Model Mega City. The LSDP 2052 provides the blueprint for the next 30 years to guide the evolution of all sectors of the economy, as well as public, private, and civil society. We must act now to continue to achieve the full potential of Lagos State – a task we are more than equal to if our efforts are concerted.



HONOURABLE COMMISSIONER MEPB'S STATEMENT

As one of the key drivers of the national economy, Lagos State is responsible for generating about 15% of Nigeria's gross domestic product. Ranked as one of the largest economies in Africa, Lagos is a burgeoning innovation and business hub – attracting millions of people seeking better opportunities from other states and West African nations. With the oncoming implementation of the Africa Continental Free Trade Agreement (AfCFTA), Lagos has the potential to continue serving as Africa's economic powerhouse for decades to come.

However, Lagos State has the smallest landmass amongst Nigeria's 36 states. With over 22 million residents at present, the population of Lagos is projected to exceed 32 million by 2052. This may limit resources and further strain our infrastructure unless we take bold actions to pave the way for a prosperous and sustainable future.

We therefore developed the LSDP 2052 by harmonizing insights from various strategy and development plans, benchmarking Lagos against 70 global comparable cities and synthesizing success factors and best practices from global peers. It incorporates the outcomes of consultations with a wide range of residents and stakeholders including industry leaders, development partners, young people, women, traditional leaders, religious leaders, legislators, Ministries, Departments, and Agencies (MDAs) of government as well as political leaders. The LSDP 2052 has also been developed from working with leading development consultants from across the world. We have taken into consideration the groundwork and key findings from previous reports, re-prioritizing sectors and targets with the right ambition setting and enablers to unlock our objectives, highlighting the best success stories and key best practices. This is a well-rounded plan that takes into consideration realistic ambitions and current realities to deliver a roadmap that is ambitious, bold and yet, achievable.

This plan sits at the apex of the Planning and Budgetary system of our State, providing a clear linkage between other planning processes for seamless and effective implementation and the optimal allocation of resources. As a planning and strategy document, the LSDP 2052 acts as a guide for all MDAs as they develop their policies, strategies, and initiatives (both on the expenditure and revenue side) that align with the State's vision. Most importantly, it clearly lays out measurable indicators and a clear roadmap for all Lagosians – individuals, private and public sector players – to work towards.

Our city has immense potential and as we continue with the right direction and guidance, I am certain that the LSDP 2052 will serve as the lighthouse to get us there. This plan belongs to you, the people of Lagos, and we will continue to engage with you through various platforms to ensure that you can demand accountability and support the objectives of the plan.

Developing the LSDP 2052

Lagos State is an economic powerhouse in Nigeria, and more importantly, a rapidly-growing powerhouse – growth in terms of business, opportunities and aspiration. But this growth has also been accompanied by a rise in multiple challenges. Home to the largest urban metropolis in the country, Lagos has had to navigate the hurdles of extreme poverty levels, inadequate infrastructure, poor safety and security, weak social services and a polluted and vulnerable environment. Lagos attained mega-city status in 1995 – but has much to do to live up to that status even decades later.

During this period, successive governments have made concerted efforts to transform Lagos, which have yielded considerable improvements. These efforts have been guided by high-level documents which focused on implementing detailed sector strategies, as well as by internationally and locally agreed development efforts including the Millennium Development Goals and the Sustainable Development Goals. However, the lack of a unified, long-term strategic plan to harmonize these efforts resulted in inconsistent improvements in key areas and many of Lagos' historical ills have remained.

The Lagos State Development Plan (2012–2025) began to take shape in 2012, following rigorous baselining exercises and stakeholder consultations at Ehingbeti and other platforms. The maiden Lagos State Development Plan (2012–2025) was launched with the intention of harmonizing all existing high-level policy documents, articulated the State's Vision 2025 to become Africa's Model Mega-City, and provided an overall strategic framework and direction for the State's development efforts.

As 2025 nears and the period for the first plan ends, His Excellency, Mr. Babajide Olusola Sanwo-Olu, The Executive Governor of Lagos, recognized the growing intensity of the challenges and has commissioned this effort to refresh the vision and set the strategic framework and overall direction for the next 30 years, through 2052.

Looking ahead, it is clear that the future of Lagos will be greatly shaped by how it overcomes the number of challenges it faces today. However, its immense potential and vast economic opportunities make this a future of hope and prosperity. The LSDP 2052

has been formulated to address these challenges while also articulating bold actions that will propel Lagos into the future it promises its residents, the country and the world, becoming a Model Mega City.

The Approach

Our approach has been based on insights and findings derived after thoroughly understanding the complex frameworks and systems with action plans that are designed to not just promise, but deliver to great effect.

The LSDP 2052 has been developed over four phases: Baseline assessment of Lagos' starting position and ambition setting, prioritization of key sectors and enablers to achieve the set targets, development of strategic initiatives based on the highest impact levers to achieve the set goals and articulation of the implementation roadmap to ensure the successful implementation of the plan. The 30-year plan was developed by harmonizing insights from various strategy and development plans, benchmarking Lagos against 70 global comparable cities and synthesizing success factors and best practices from global peers. The plan was also informed with inputs from a wide range of sources: Engagement across the executive and legislative branches of government, survey of current and former Lagos residents, stakeholder groups across the five administrative districts of the State i.e., IBILE, and the Federal Government Medium-term development plan.

The LSDP 2052 is an all-encompassing master plan that is ambitious and bold, with clear action points and overarching initiatives, strategies and targets that have been defined with a singular vision in mind – to transform Lagos State from an economic powerhouse into a prosperous, developed and bustling Model Mega City of Africa.

Executive Summary

Finding the right key to unlock potential

It is no secret that Lagos State has vast potential economically and financially. But as already highlighted, the city faces significant bottlenecks that may stifle its development if not quickly and effectively addressed. High potential and high growth meant that there was a need to define a long-term vision for Lagos to become Africa's Model Mega City – a global, economic and financial hub that is safe, secure, functional and productive.

Thriving, not surviving

The anchor objective for LSDP 2052 is to accelerate economic development by creating highly productive jobs at scale. As a result, Lagos will have a **Thriving Economy**, an economy that is robust, healthy and accelerating with adequate employment and strategic investments to sustain the growth. Lagos will become the national and regional economic powerhouse for food and beverage manufacturing and wholesale and retail trade. The mega city will be a top global destination and hub for shipping and logistics services, financial services and fintech, media and entertainment and an incubator for developing SMEs and tech-based ecosystems.

Focussing on being human

It is the people that make a city. With a growing population, it is essential that Lagos becomes a **human-centric city** where every Lagosian will have access to affordable, world-class education, healthcare, housing and social services. The LSDP articulates clear targets and strategic initiatives that will establish Lagos as a city that attracts and develops key talent. This key talent will fulfil the anchor objective by delivering quality living conditions across education, health, housing, safety and security.

Historic moves to deliver modern infrastructure

The LSDP also ensures that Lagos delivers world-class **modern physical and digital infrastructure** to support the economic and living activities of a 21st-century city. Clear goals and initiatives

have been defined to optimize land use and distribution of activities by reducing density in the centre and creating new districts supported by critical infrastructure across power, transportation, power and energy, internet connectivity, water and sanitation and waste management.

Effectiveness taking effect

Turning plan into action is key to any transformation. And the foundation for achieving the vision for 2052 is **Effective Governance**. Lagos will have a supportive and enabling environment that improves and creates opportunities for Lagosians. The LSDP has highlighted clear objectives to strengthen Lagos State Government's ability to respond efficiently to citizens' requests, increase and diversify Internally Generated Revenues (IGR) to 5% of the GDP and attract Foreign Direct Investment (FDI) flows to critical sectors of the economy.

The vision for tomorrow is already taking shape today

The LSDP 2052 defines 400+ initiatives, of which the Lagos State Government has commenced implementing the quick-win initiatives required to institutionalize the LSDP. The LSDP 2052's success depends on adequate financing of these sub-sectors, the active support of Lagosians and the long-term integration of the plan into the medium-term and annual planning cycles of the State.

Chapter

1



Lagos Today

TODAY, LAGOS IS A MELTING POT OF VARIOUS CULTURES, RELIGIONS AND IDENTITIES. IT IS ALSO A GATEWAY INTO NIGERIA AND WEST AFRICA.

Lagos generates 15% of Nigeria's GDP, combining a rich heritage and a vibrant economy for an exciting future.

Nigeria is at the forefront of Africa's economic prowess, boasting the highest Gross Domestic Product (GDP) in the continent. What is remarkable is that Lagos is responsible for 15% of that GDP with over ₦20 trillion¹. To highlight its economic potential further, Lagos ranks as the 8th largest economy in Africa, illustrating its position as a hive of economic activity.

Lagos State ranks as the 8th Largest Economy in Africa

GDP of the largest African countries (by size of economy) in 2019, including Lagos State

Real GDP (constant US\$ 2015, B)

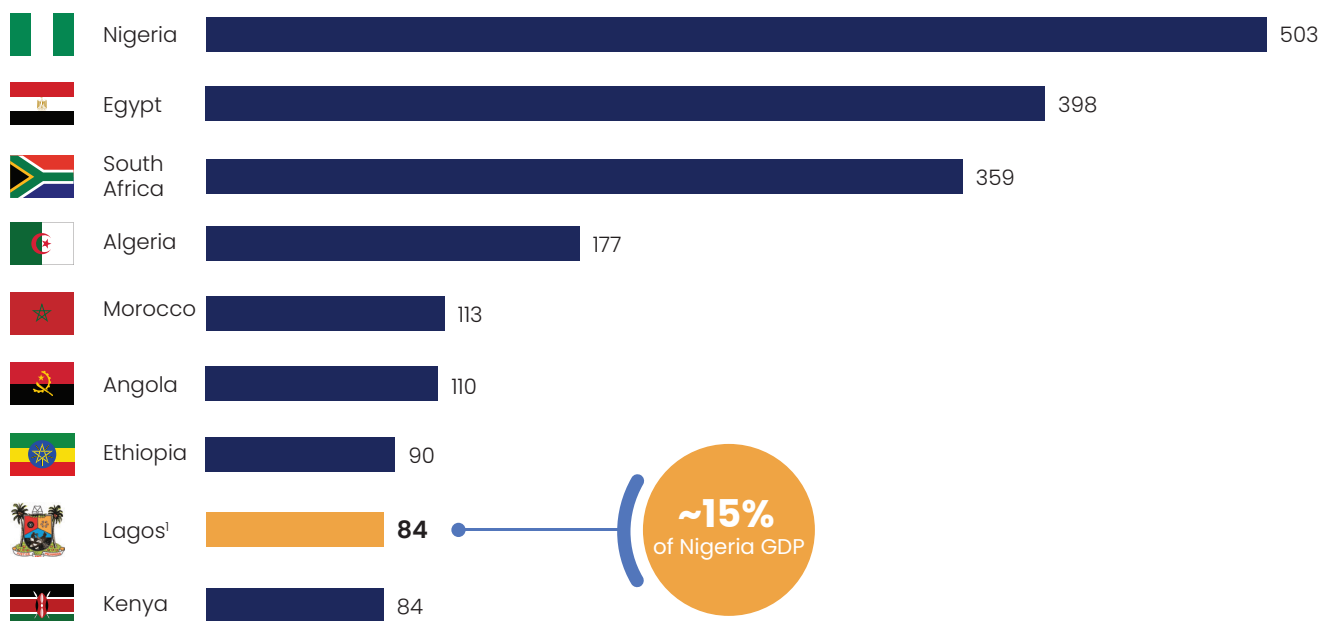


Figure 1: Lagos state GDP Benchmark with other African Countries

Source: Lagos State National Bureau of Statistics; Lagos Bureau of Statistics; World Bank; External consultant analysis

¹ Oxford Economics - USD conversion to naira at 2015 rate

From administration to trade, from powerful financial hub to economic powerhouse, Lagos has come a long way.

Lagos has evolved over the decades, with a rich heritage imbibed from different eras and political

environment, as it was the former administrative capital of Nigeria until 1991. Ever since then, our State has transformed from its illustrious past to becoming a contemporary trade and financial capital of Nigeria today. Lagos leads the nation in innovation, attracting millions of people seeking opportunities for a more prosperous future.

Lagos has evolved over time to become the trade and financial capital of Nigeria

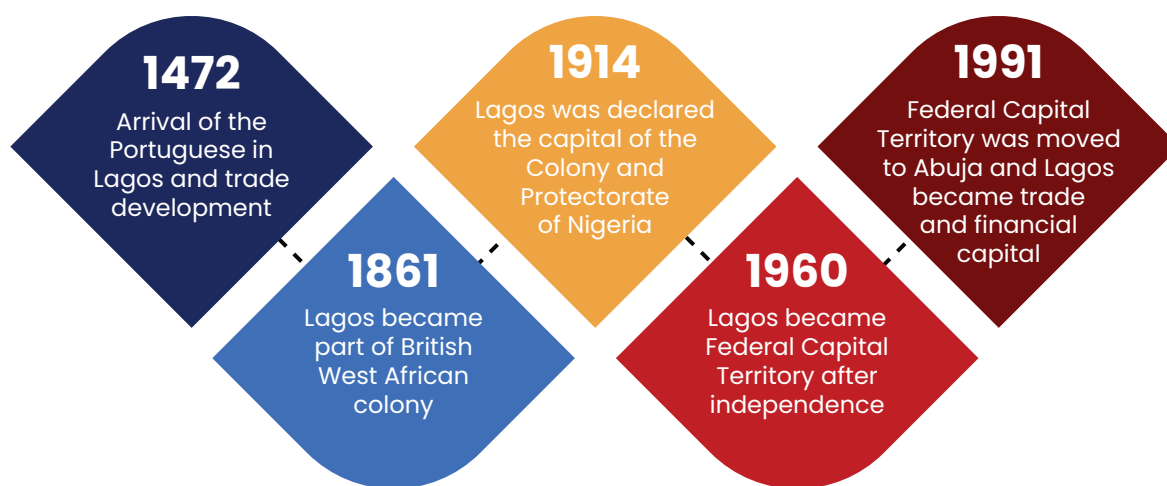


Figure 2: Evolution of Lagos

Source: Press releases; External consultant analysis

Lagos: A Gateway Into Nigeria And West Africa

Today, Lagos is home to the strategically located Apapa port, one of Africa's largest ports and the fourth busiest port in the continent.

- **Maritime traffic:** Our coastal location strategically positions us to lead international trade by serving as a gateway to Nigeria and the West African region. 75% of Nigeria's imports pass through Lagos ports. In addition, 50% of cargo movements in the North and Central African subregion pass our borders.
- **Air traffic:** Lagos boasts the Murtala Mohammad International Airport, the busiest airport in Nigeria. Over 80% of international traffic routes through Lagos and more than 30% of domestic flights pass through Lagos' Murtala Muhammad Airport.

Lagos has a dynamic and growing population.

In 2052, Lagos will have 32 million residents.

Lagos is projected to surpass 32 million by 2052 from its current 22 million. This will primarily be due to the continuous migration from other states and African countries as Lagos emerges as the land of possibilities. In contrast though, Lagos accounts for the smallest landmass area amongst all 36 states in Nigeria.

- **Limited landmass:** At 3,500 km², we have the smallest landmass amongst all 36 states in Nigeria, which makes up about 0.4% of the total landmass area
- **Population density:** We are the most densely populated state with 22 million¹ residents and a population density of approximately 8000 persons/km², which is 40 times Nigeria's average of 200 persons/km²

¹ Estimated population of Lagos State 2019

Lagos has the smallest landmass and is the most densely populated state in Nigeria

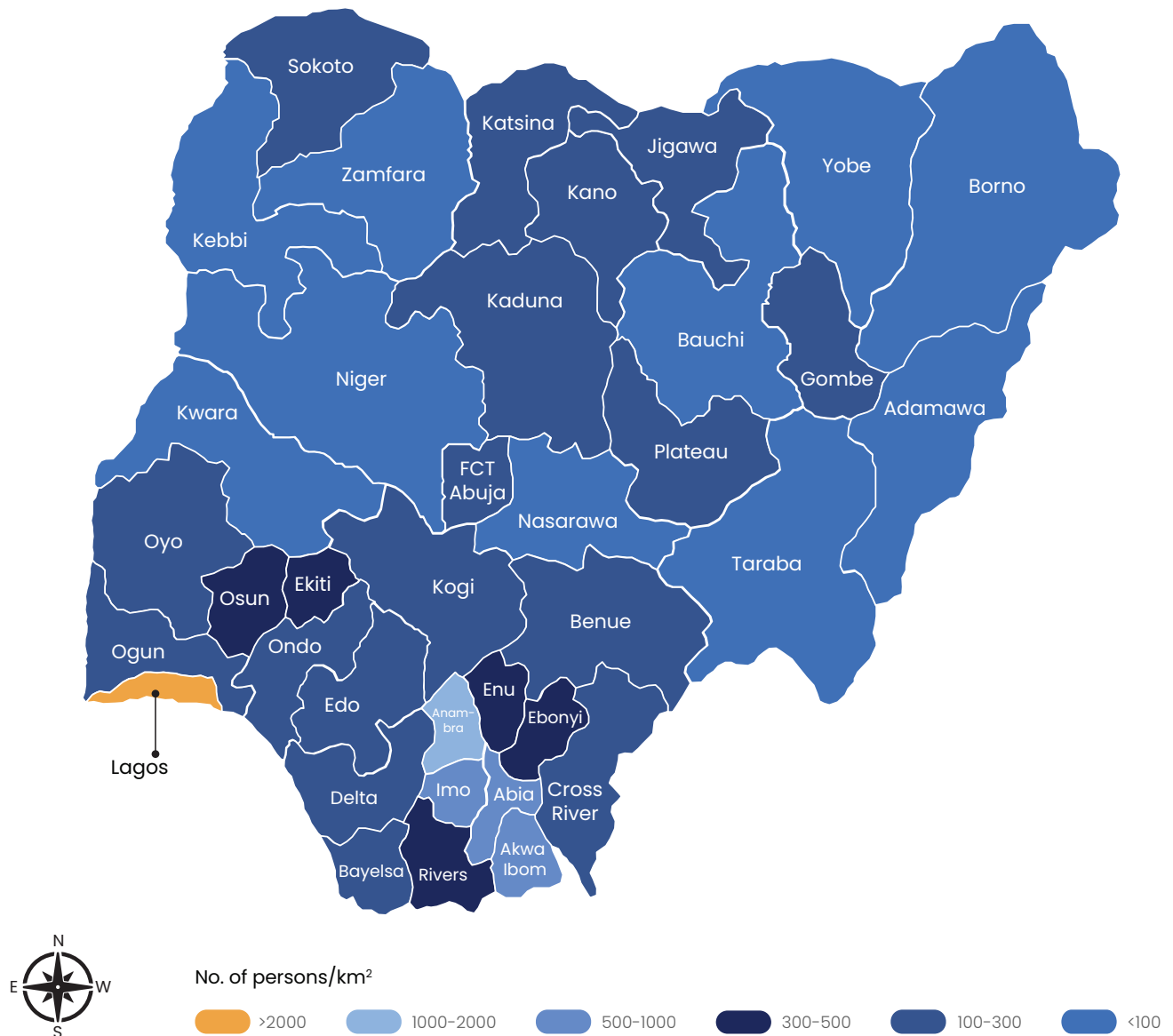


Figure 3: Lagos State Population Density
Source: National Bureau of Statistics; Lagos Bureau of Statistics; United Nations



Our dynamic and growing population coupled with a limited landmass is a double-edged sword that increases our labour resource potential, but it could result in a rise in insecurity and widening infrastructure gaps. These strengths and challenges will provide opportunities to improve the well-being of all Lagosians and it sets the context for the planning of the LSDP 2052.

A comprehensive framework that includes the UN SDGs and all MDAs

An exhaustive framework was used to establish Lagos State's current context. The framework comprises five

main pillars: Vision, Economy, Social infrastructure, Physical infrastructure, and Governance. It encompasses both the UN Sustainable Development Goals (SDGs) and all the Lagos State government's Ministries, Departments, and Agencies (MDAs).

An exhaustive framework was used to establish Lagos State's starting position



Figure 4: The Framework

Note: The dimensions of the framework covers all the MDAs as well as the SDG goals

chapter 2



Confronting our Reality: Strengths and Opportunities

LAGOS HAS HUGE POTENTIAL, HOWEVER, SIGNIFICANT BOTTLENECKS NEED TO BE RESOLVED TO UNLOCK THIS POTENTIAL.

Strengths that make us believe in the future of Lagos

Lagos has a thriving economy that is known for its rapid growth. In fact, not only is Lagos the biggest

contributor to Nigeria's GDP, but its own growth is greater than that of the country! Over the past 15 years, Lagos has outpaced African and emerging market peers¹ with a Compound Annual Growth Rate (CAGR) of 6% – fast, thriving and expanding.

Economic resilience

Economy 

Lagos's economy is fast growing and outpacing its African and Emerging Market peers

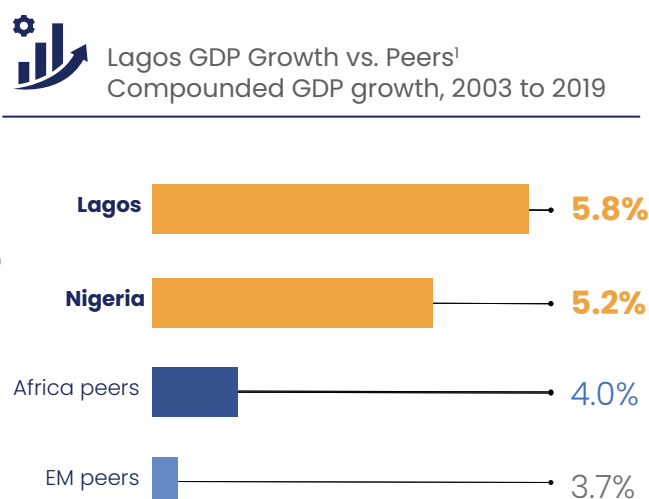


Figure 5: GDP performance of Lagos State

Source: Central Bank of Nigeria; National Bureau of Statistics; Oxford Economics; External consultant analysis

¹ African peers: Johannesburg, Nairobi, Cairo; EM peers Mumbai, Sao Paulo, Mexico City, Jakarta

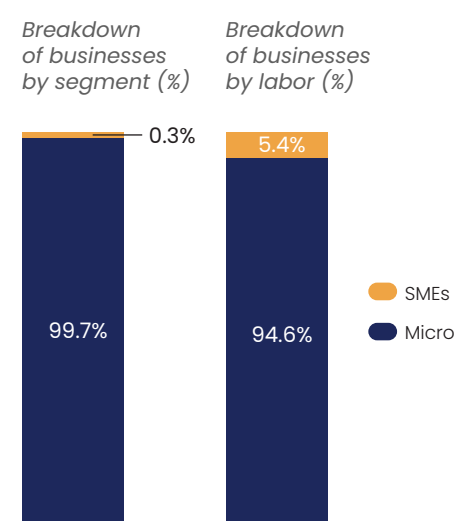
- **Entrepreneurship is booming**, and 85% of Lagos residents identify as entrepreneurs,

although most are employed in micro-sized enterprises.

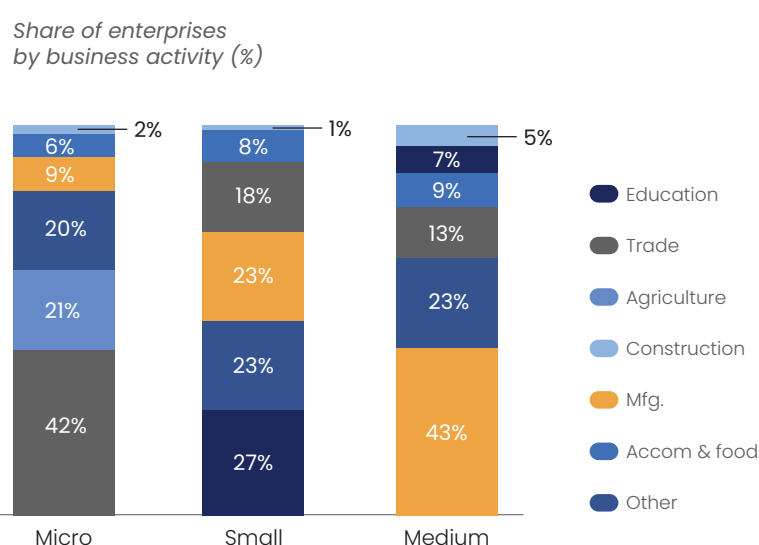
Grow SMEs for prioritized sectors 

Lagos State MSME entrepreneurship is categorized by micro enterprises in low-value/low-productive activity however a significant socio-economic contribution

Lagos business and labour landscape is dominated by micro-enterprises¹



MSME activity is mostly concentrated in trade and manufacturing activities²



MSMEs are key for employment and economic drivers²

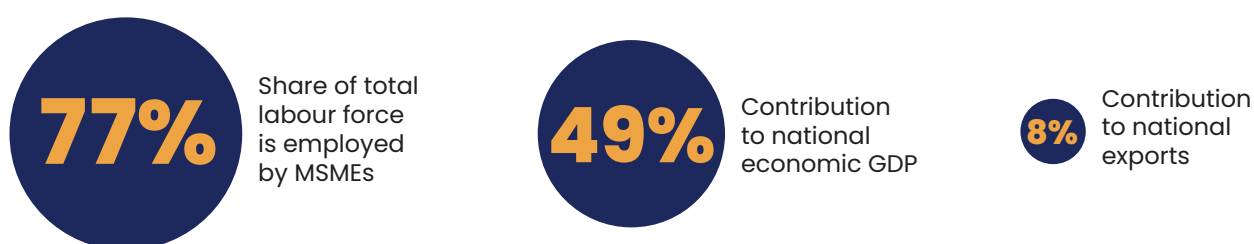


Figure 6: Lagos State has a booming entrepreneurship landscape driven by MSME activities

Note: Micro enterprise – <10 employees, <5 million total assets, <20 million annual turnover; Small enterprise – >11<50 employees, >5<100 million in assets, <100 million annual turnover; Medium enterprise – >51<200 employees, >100<500 million total assets, <500 million annual turnover

Source: 2017 NBS/SMEDAN National Survey; External consultant analysis

- **Lagos is a top destination for tech and digital investment** in Africa with over 30% CAGR, i.e., \$1.5 billion in equity funding in the past five years. This is even more relevant in the business and labour

landscape that is dominated by micro enterprises that is mostly concentrated in trade and other manufacturing activities. These MSMEs are also crucial as they enable economic prosperity and

¹ Based on 2017 NBS/SMEDAN National Survey

² Country data as a proxy for State

boost employment. This has had a direct effect on establishing the start-up culture in the state. Today, the Lagos State start-up ecosystem is

valued at \$2 billion, with about 550 start-ups that attract more funding than African peers.

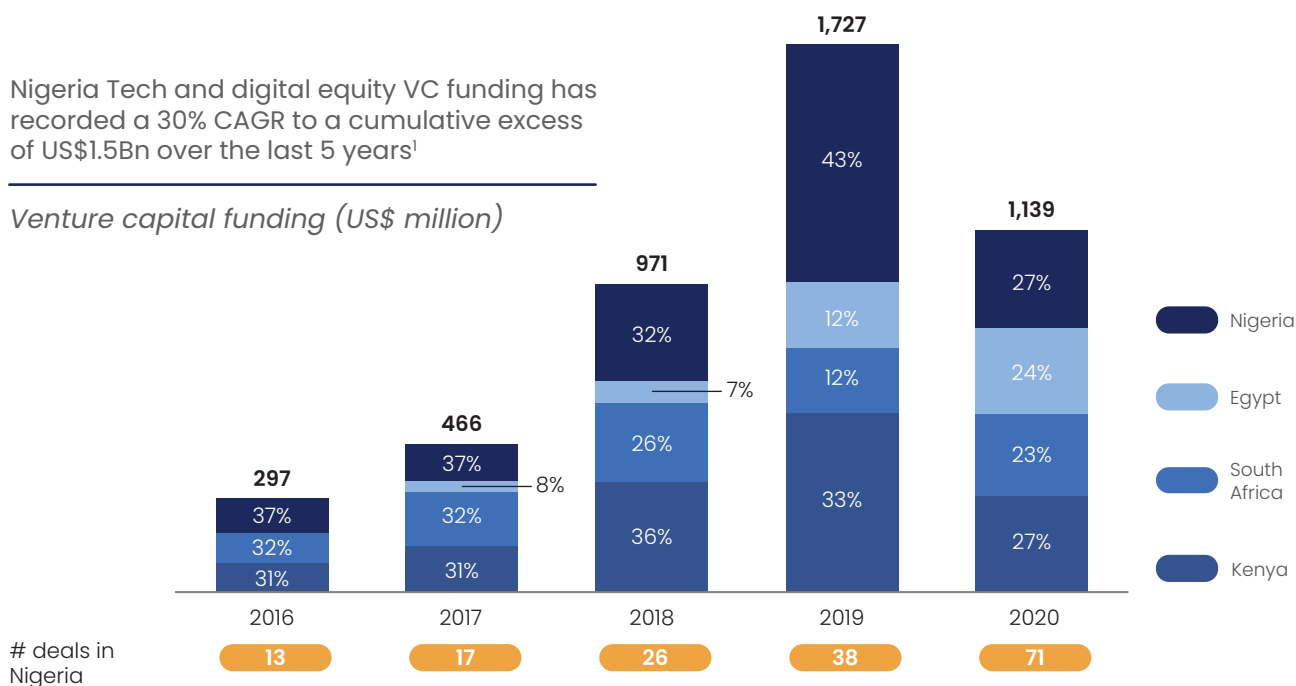
Funding and sectors

Develop tech-based ecosystems

Nigeria is a top destination for venture capital investment in Africa, with the majority concentrated in the FinTech vertical sector

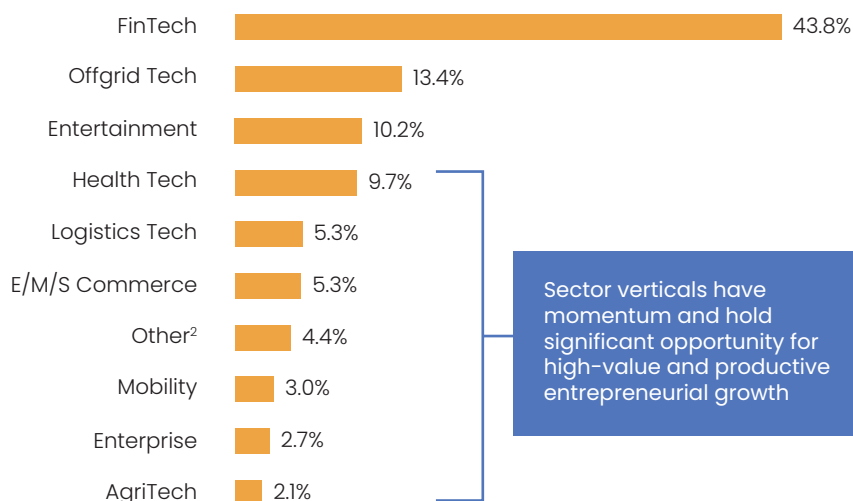
Nigeria Tech and digital equity VC funding has recorded a 30% CAGR to a cumulative excess of US\$1.5Bn over the last 5 years¹

Venture capital funding (US\$ million)



Top 3 sector verticals account for +65% of current equity-funding with others demonstrating traction

Equity-funding by vertical 2020 (% of total funding)



Sector verticals have momentum and hold significant opportunity for high-value and productive entrepreneurial growth

Figure 7: Lagos is a top destination for technology and digital investment in Africa
Source: Partech Africa Tech VC Report 2020; External consultant analysis

¹ Funding focused on equity deals higher than US\$ 200k within the tech & digital spaces;

² Others include: InsurTech, EdTech, etc.

- **Consumer, financial and business services** continue to propel our GDP growth. It is not a surprise that an economic hub like Lagos is fuelled largely by its consumer and financial

services sectors. These sectors have been outperforming others to become the key drivers of the GDP growth.

Economic resilience

Economy 

Consumer, financial and business services continue to propel our GDP growth.

Lagos GDP 2019 breakdown by sector performance

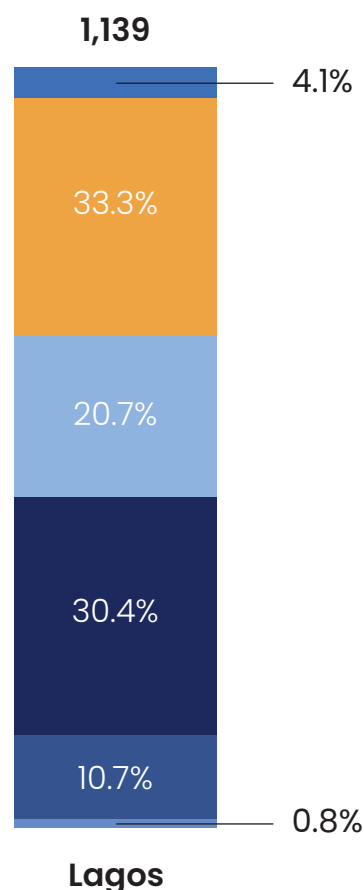


Figure 8: Consumer, financial and business services are key GDP drivers of Lagos State
Source: Oxford Economics; External consultant analysis

Lagos is a representation of its people – committed, ambitious and socially connected.

It is the people that make a city. Lagosians have always been known to be kind and respectful people, supporting each other through every period. This can be depicted through the increased social interactions and high intensity of celebrations across the state throughout the year. There is a great sense of pride when it comes to the history and culture of the state, with a lot of room for diversity. It is this very nature of this State's culture that has made it a melting pot of diversity with over 250 Nigerian ethnic groups and international settlers.

As people make cities, they also make music, art and so much more. Lagos is the epitome of creative industries in Africa, encompassing Nollywood, music production and visual arts.

- **Centre of Nollywood.** The industry has grown 12% CAGR in the 2016–2021, positioning us as second to Bollywood
- **Theatres, museums and art galleries.** Lagos has 14 theatres, 54 cinema screens, 51 art galleries and 12 museums¹
- **Lagos boasts a dynamic music scene** and is the primary export of afrobeat globally

¹ Lagos (worldcitiescultureforum.com)

Opportunities

Lagos State has made significant strides over the years in development. However, the state continues to face increasing challenges, which Lagos must address to become a model mega city.

Rapid Urbanization

Even though the State's economy has been fast-growing over the last 15 years at ~6% CAGR, the growth has not been strong enough to offset the impact of rapid urbanization, resulting in increasing unemployment rates and declining wealth (GDP per capita).

As we look ahead, economic growth needs to outpace urbanization to ensure sustained development gains in wealth (GDP per capita) and employment significantly.

Macroeconomic Shocks

A shock-proof economy: The need of the hour

Despite changing global and domestic macroeconomic context, the Lagos State economy has not been resilient enough to withstand economic shocks. For example, the COVID 19 pandemic and oil price slump in 15-19 led to massive unemployment (24%) and contracted wealth. This results from the economic structure, which is characterized by a high share of financial and business services that are driven by internal demand and subject to changes in export revenues, e.g., declining oil revenue.

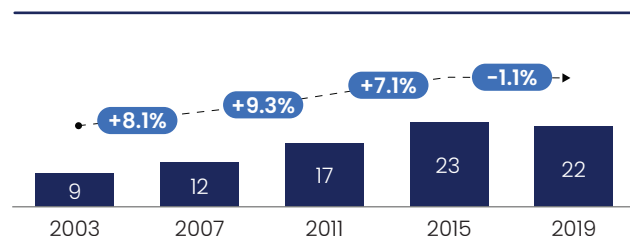
Economic growth

Economy 

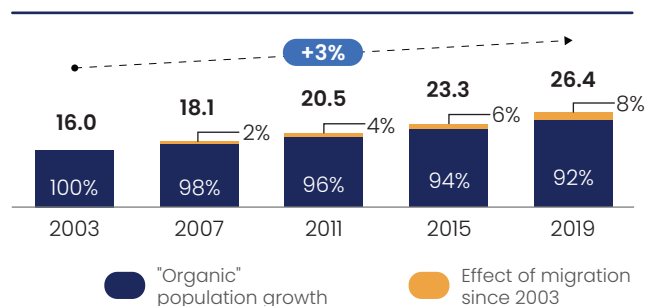
Rapid urbanization and recent economic shocks have led to massive unemployment and declining wealth

Lagos GDP performance

₦ trillion, 2015 prices



Lagos population (M)



GDP per capita

Thousand Naira, 2015 prices



Unemployment rate (%)

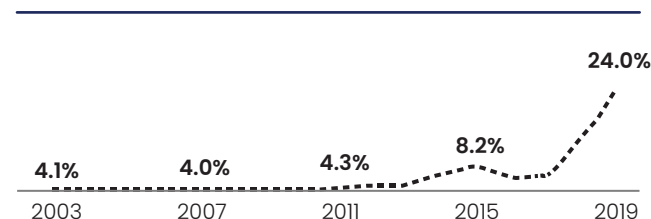


Figure 9: Unemployment, GDP and population growth trends in Lagos State

Source: Lagos State Government; Oxford Economics; External consultant analysis

The best way out of such scenarios is to structurally transform the economy by building a significant share of industry and increasing orientation of sectors. Looking ahead, we must develop economic

sectors that also drive import substitution with local production and increase the state's export potential – this will help build resilience and ensure uninhibited growth of the economy.

Economic resilience

Economy 

Volatility on back of the crisis was as a result of the economic structure, characterized by high share of financial & business services that's internal demand driven

Financial and business services were the key contributors to Lagos GDP decline in 2015–17

Change in Lagos GDP 2015–17, ₦ trillion, 2015 prices

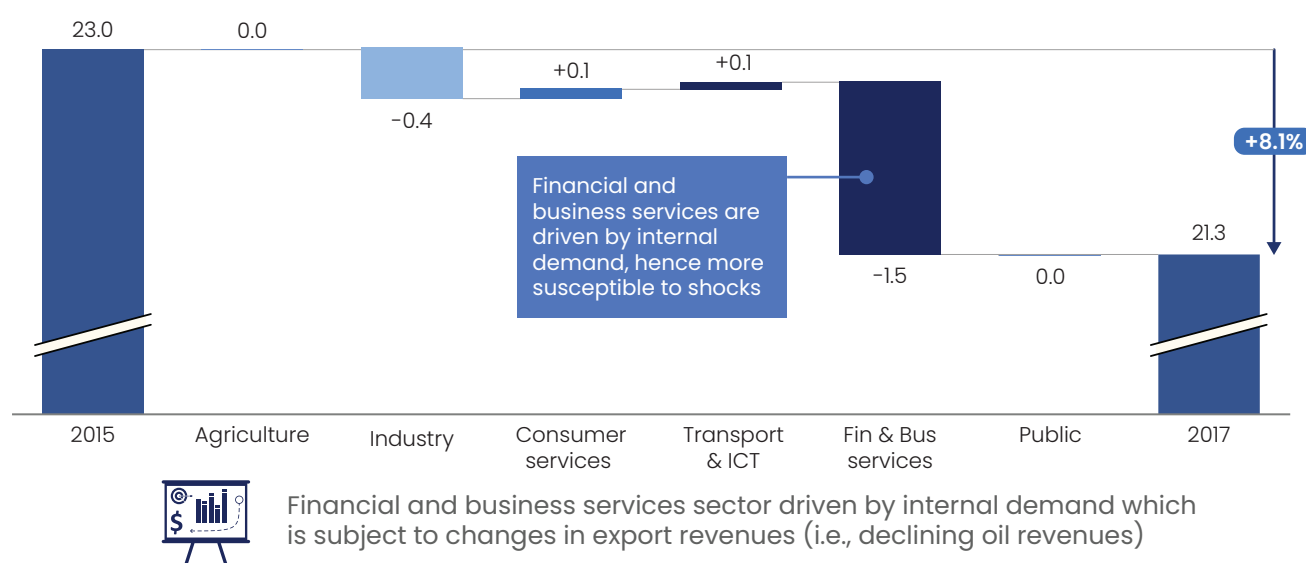


Figure 10: Financial and business services were the key contributors to Lagos GDP decline in 2015–17

Source: Central Bank of Nigeria; Nigeria Bureau of Statistics; Oxford Economics; working team analysis

KEY CONSIDERATIONS FOR LSDP 2052:

- Economic growth needs to significantly outpace urbanization to ensure sustained development gains, i.e., wealth and employment
- Structural transformation of the economy, e.g., building a significant share of industry
- Increasing export orientation of sectors is essential to improve resilience

Quality of Life

Closing infrastructure gaps to open a new lease of life

Good infrastructure means a good life for a city's residents. A critical area to be addressed is the growing gaps in the development of social infrastructure that is critical to improving the quality of life for residents in the state. To highlight

the gravity of the situation, based on benchmarks with regional and emerging market peers, Lagos ranked the lowest among 16 peer cities, which means significant ground is to be covered to score high on dimensions that indicate the quality of life, especially housing, education, medical care and mobility. It must be noted that Lagos scored the highest in the ecology and climate conditions, indicating a conducive living environment.

Quality of life: Lagos significantly lags peers across most dimensions considered in the benchmarking

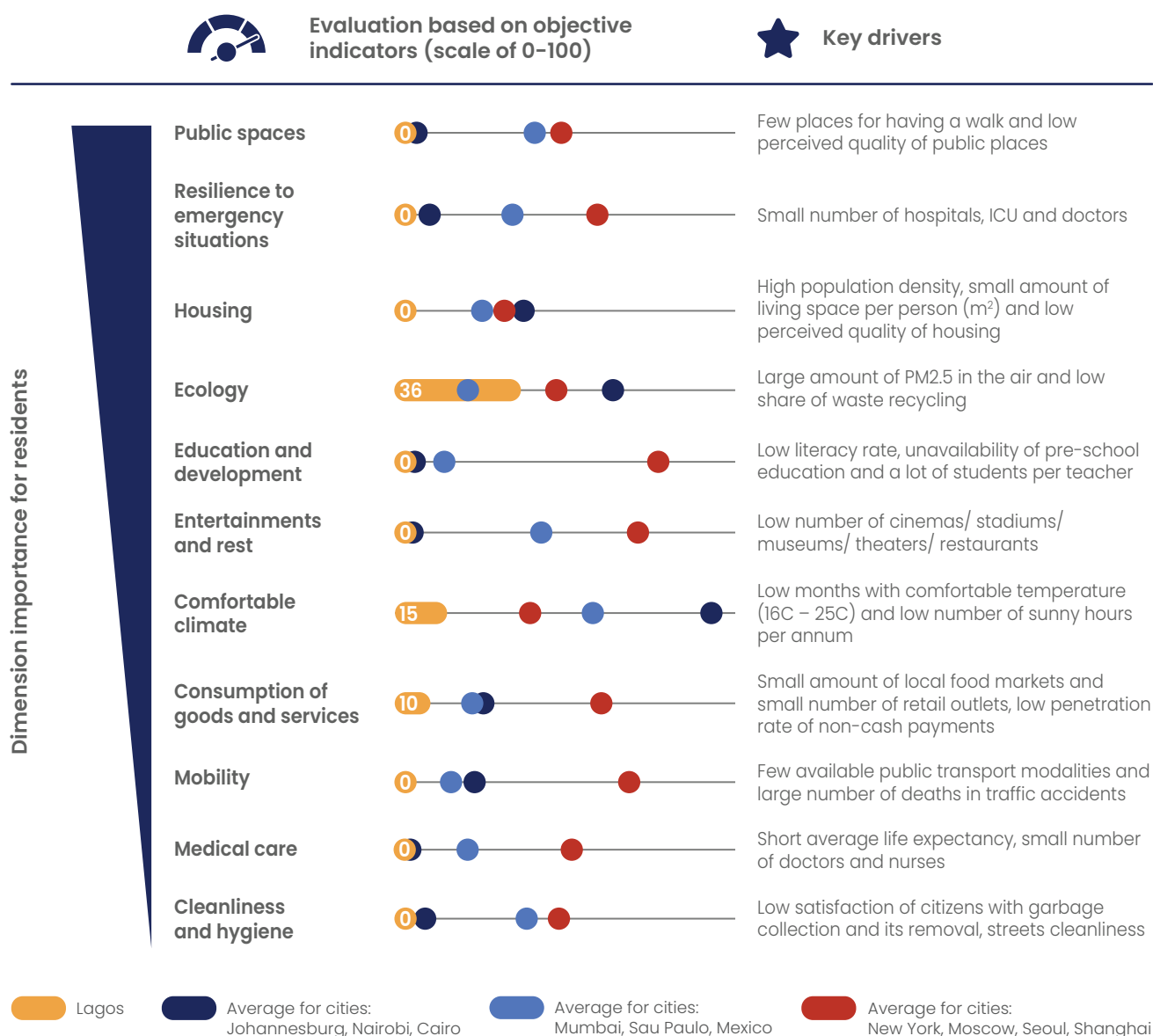


Figure 11: Quality of Life in Lagos benchmarked against peer's economies, revealed significant gaps

Source: "Cities for everyone" survey assessment

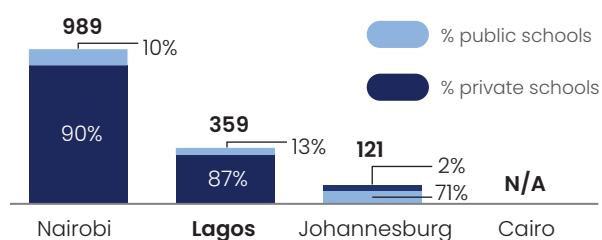
There are multiple factors that influence Lagos State's low score along these dimensions that directly affect quality of life. Limited availability of many basic and social needs is the root cause of this performance. The education system has much to be improved, with low literacy rates a result of improper planning. Supply and quality of housing is low with 66% of the population living in informal settlements – a

huge difference in comparison to peers. High rental costs also make Lagos expensive to live in. Limited options in terms of public transport make mobility not only expensive, but dangerous as well with high accident rates recorded. Another factor is the limited availability of land and a large population that leads to dense overcrowding and congestion.

Low availability of critical social infrastructure (education, medical services, housing, security and safety) relative to African Peers

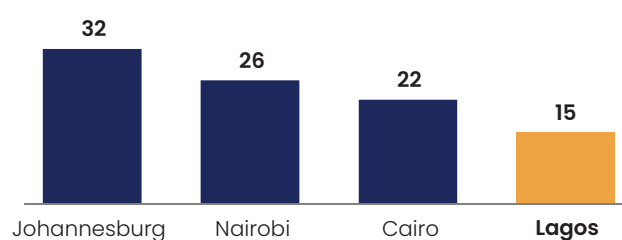
Public and private school availability is relatively low compared to peer average

Number of total private and public schools per 100,000



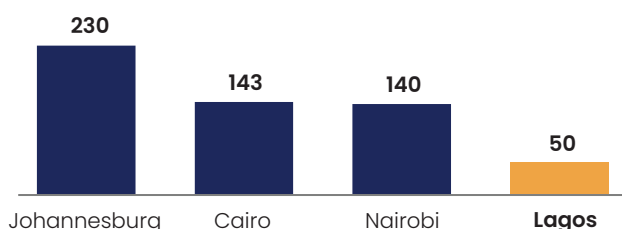
Limited land availability and large population leads to dense overcrowding

Living space (sq. m/person)



Hospital/ medical supply is low and significantly below peers given the large population size

Number of hospital beds per 100,000



Safety is impacted by the relatively low security services available in the State

Number of total police stations per 100,000

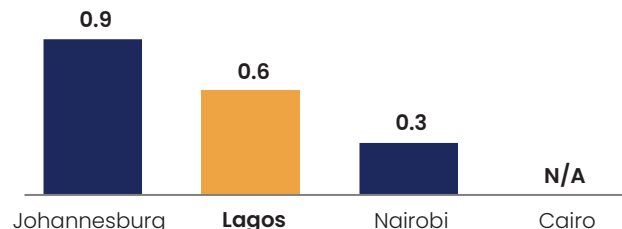


Figure 12: Limited availability of critical social infrastructure in Lagos against peer's economies

Source: Cities for Everyone survey; Press search; Desk research studies; World Bank; External consultant analysis

The availability of public and private schools in Lagos State is relatively low compared to peer cities like Nairobi, while 87% of available schools are privately owned. The healthcare sector is in great need of an overhaul, as hospital and medical supply is low, and ranks significantly below Johannesburg, Cairo and Nairobi considering the population size. Further, there is limited land availability, and a large population leads to dense overcrowding in already

populated areas. Safety in Lagos State is impacted by the relatively low security services that are available in the State. As we look to become a global mega city, Lagos must increasingly focus on its residents' satisfaction, well-being and safety – to ensure that the state continues to attract and retain the talent required to be economically competitive.

KEY CONSIDERATIONS FOR LSDP 2052:

- Increase availability of social infrastructure (education, medical services, housing, security and safety) to improve citizens' quality of life.

Sub-optimal Land Use

As of today, land-use and economic activities are unevenly distributed across the state. Large underutilized available or open land can be seen in the Eastern (Epe and Ibeju Lekki) and Western (Badagry). This greatly impacts accessibility and equality:

Population density: Lagos State's population density is primarily concentrated at the centre, while the Eastern (Epe and Ibeju Lekki) and Western (Badagry) are sparsely populated.

- Alimosho, Ajeromi-ifelodun, and Mushin LGAs account for 27% of the total population while occupying only 5% of the total land area
- Epe, Ibeju Lekki, and Badagry have the lowest density with 5% of the population despite accounting for 58% of the total land area

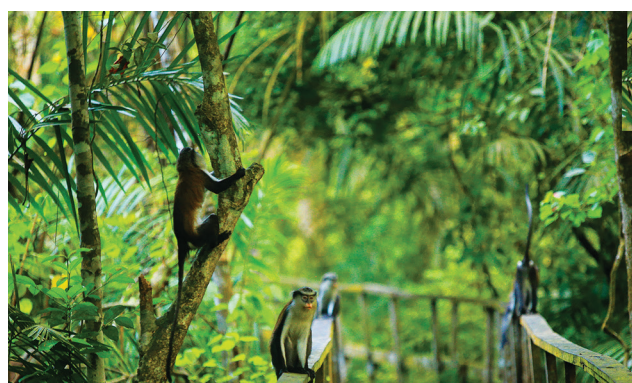
Residential clusters: Residential clusters account for 27% of the total land use. However, there is a shortage of formal housing, with ~75% of the population living in informal or slum settlements. Housing shortages drive the development of informal settlements with over 100 slums identified, including Agege, Ajegunle, Badia, and Mushin

Commercial activities: Commercial centres account for 12% of the total land use. However, commercial activity is highly concentrated along the main transportation routes, and there is limited commercial activity outside the retail centres

- The majority of commercial activity/hubs are concentrated along the Mainland-Island corridor within select LGAs. Ikeja accounts for 15%, and Eti-Osa accounts for 14%, which also covers the most transportation infrastructure
- About 42% of all commercial activity is conducted through the informal sector, which is also highly concentrated on the Mainland-Island corridor

Industrial zones: There are high amounts and high concentrations of informal industrial activities with few large-scale industrial zones located in highly populated areas.

- There are over 7000 small to large scale industrial facilities in Lagos State, with most concentrated in highly populated regions, including Ikeja and Ikorodu divisions.
- The industrial zones are near infrastructure supply (power, transportation, etc.) and improved access to markets make populated regions increasingly attractive.



Green spaces: Limited availability and accessibility of green spaces present an opportunity for potential multifunctional green infrastructure, which would improve overall well-being and environmental quality.

- Eti-Osa and Alimosho hold the highest share of green spaces in comparison with other population-dense LGAs
- The low availability of green spaces is highly correlated with low population density

Infrastructure: The deficit in power sub-stations demonstrate a supply-gap in key infrastructure required for economic and living activities

- The Mainland-Island corridor accounts for the majority of electricity sub-stations with adequate distribution
- There is a large power infrastructure deficit in peripheral regions

Transportation: Major transportation infrastructure and routes are concentrated within the Mainland-Island corridor with large network gaps in connecting LGAs

- Ikeja – Lagos Mainland corridor accounts for majority of the transportation networks, including the planned red and blue metro lines
- Low availability of transportation infrastructure in the eastern and western region with significant gaps

As we look ahead, we must de-densify the Mainland-Island corridor by redistributing the population to low-density LGAs. This can be achieved through the development of new urban clusters. Considering the economic transformation ambition, socio-spatial equality and ecological sustainability, this is a necessity. Achieving an ambitious plan of this nature will require several activities across all major land-use categories:

- Increase housing supply across Lagos State by developing new formal housing clusters in low-density LGAs and prioritize reduction of

slum settlements through public and private construction projects

- Decentralize core commercial activities by developing mixed-used urban economic centres with specific landmark activity (e.g., industrial, commercial, education) thus balancing commercial activity, driving population relocation and increasing infrastructure development.
- Grow a large-scale industrial manufacturing sector by developing new industrial zones in Badagry, Epe, Ibeju Lekki, as well as organize and formalize small-scale industrial activities into high productive clusters
- Increase modes, access and mobility through new infrastructure investment for expansion, diversification and rehabilitation of various transport modes (water, rail, metro, etc.)

Spatial distribution | Available/open space

Spatial distribution assessment 

Large available or open land is currently un/underutilized with opportunity in the eastern and western region for urban development of housing and economic clusters

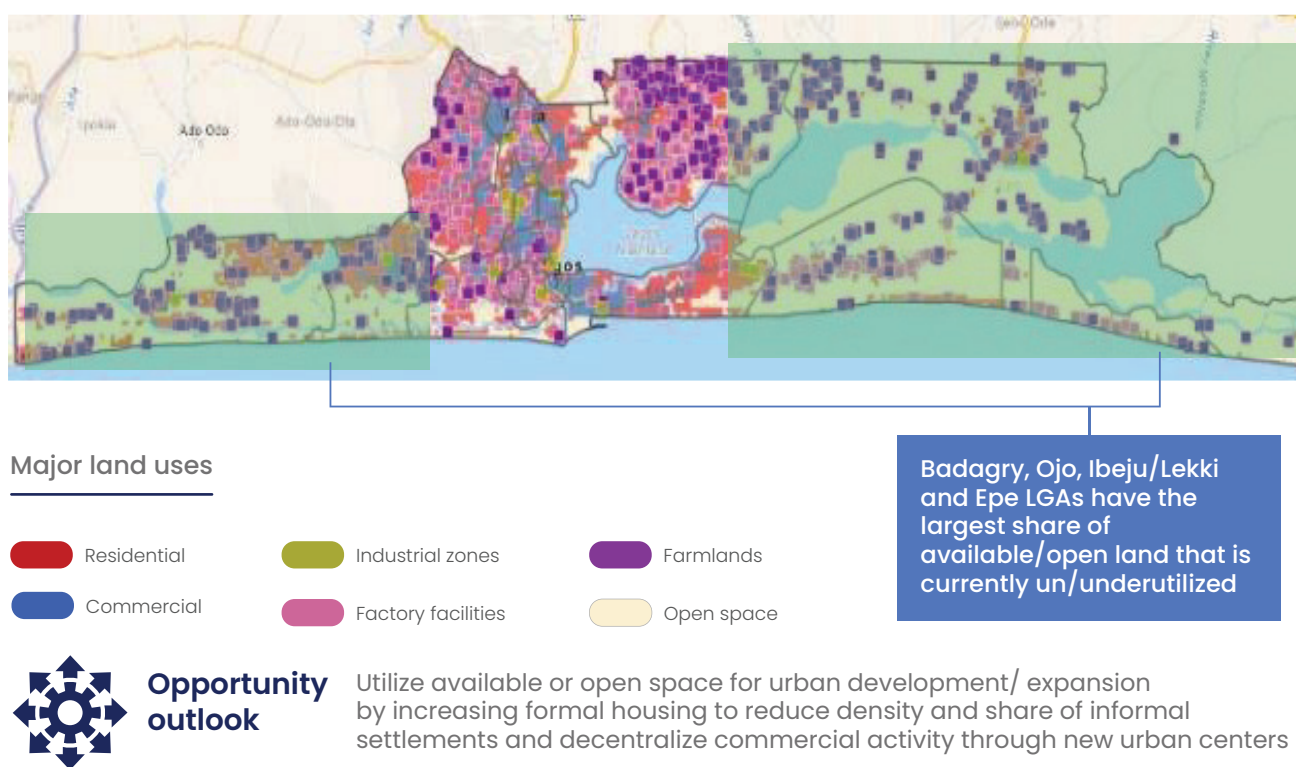


Figure 13: Opportunity for Urban Development of Housing in Eastern and Western Lagos

Source: ESRI Street Map Premium; GRID 3 Nigeria datasets; The Humanitarian Data Exchange; Geo-analytics analysis



CONSIDERATIONS FOR LSDP 2052:

- Prioritize urban development through a cluster-based approach with balanced economic opportunities, living space and services capacity to absorb future demand
- Optimize distribution of activities through policy and planning as well as expand the use of open/available land for re-urbanization and development of new urban centres (industrial/commercial/educational) in the Eastern (Epe and Ibeju Lekki) and Western (Badagry)

Physical Infrastructure Supply

Increasing growth attracts increasing demand

As a city characterized by rapid urbanization, Lagos faces increasing demand for limited infrastructure supply across power and transport. As a result, there is also a significant environmental and climate threat leading to air, land and water pollution:

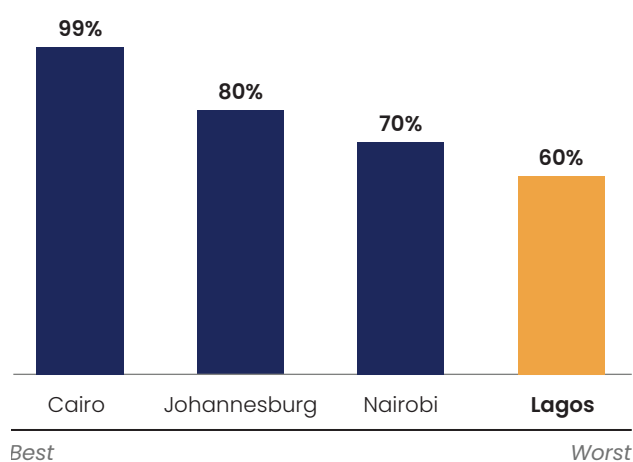
- **Power:** Infrastructure deficit in power supply limits consumption and access with significant annual power outage duration compared to peers.
 - » **Diversification and availability:** Lagos is mainly dependent on hydro and gas. Lagosians consume 45–50% of generated power in Nigeria yet only generate 20% of the supply.
- » **Electricity power efficiency:** 40% of the population have no access to grid electricity and about 80% rely heavily on diesel generators to manage outages. These monthly outages also drive self-generation activities which comes with a great cost – economically and environmentally.
- » **Economic impact:** Households spend about 50 ₦/kWh on diesel power generation and 13 ₦/kWh for grid power electricity. Approximately \$1.8 billion is spent on small-scale generators annually. Higher operating costs for generator usage and maintenance means higher cost of doing business. Additionally, the air and noise pollution from generators pose health and environmental risks.

Infrastructure deficit in power supply limits consumption and access with significant annual power outage duration compared to peers



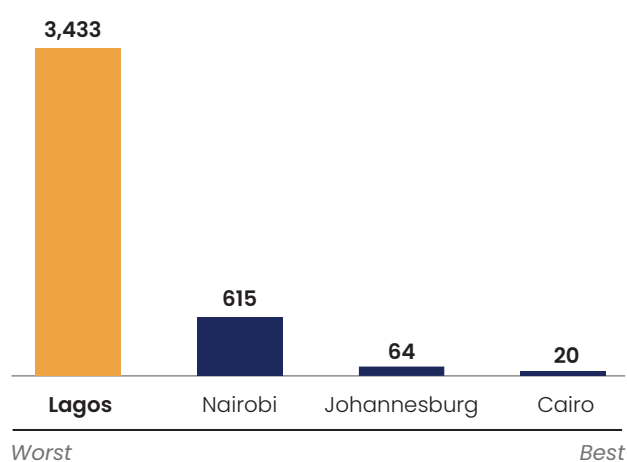
Access to the electric grid is below the peer 77% average...

Access to grid electricity
(% of total population with access)



... with huge annual power outages indicating lack of reliability of the grid

SAIDI (2013-15 average annual outage duration in hours)



... translating into significantly low consumption

Electricity consumption per capita (kWh/year)

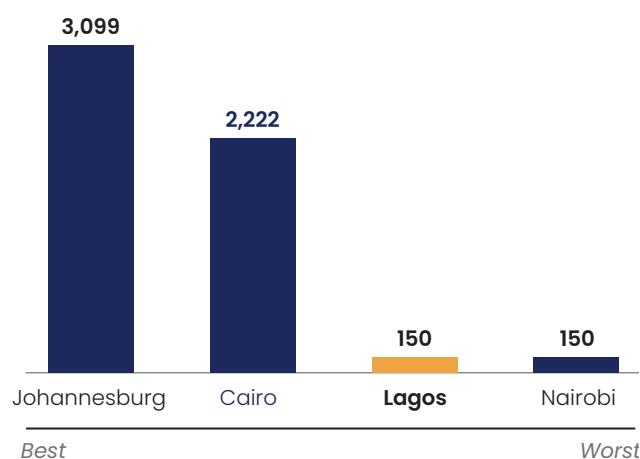


Figure 14: Lagos faces increasing challenges with power infrastructure

Source: World Bank; USAID; Desk research studies; Government websites; External consultant analysis

- **Transport:** The development of urban and modern mobility infrastructure such as water and rail have a long way to go as compared to peers, adding significant pressure on our already-constrained road system.
- » **Diversification and availability:** Roads account for about 93% of total passengers/goods traffic, with up to 2 million vehicles moving across 7598 km of state road daily (~264 vehicles/km).

- » Percentage of modes of transportation across different types:
- » 67% semi-formal minibuses and 3% Bus Rapid Transit
- » 20% of people use private vehicles and taxis
- » About 1% of rail and water

» **Transportation efficiency:** Lagos has a road network density of about 0.1km/1,000 inhabitants, which results in long commute times – sometimes at an average of 30 hours spent weekly!

» **Economic impact:** 30–40% of personal disposable income is spent on transportation by the average inhabitant. The traffic congestion costs the Federal Government US\$ 2.8 billion a year in lost productivity in Lagos.

Supply and demand | Infrastructure: Transportation

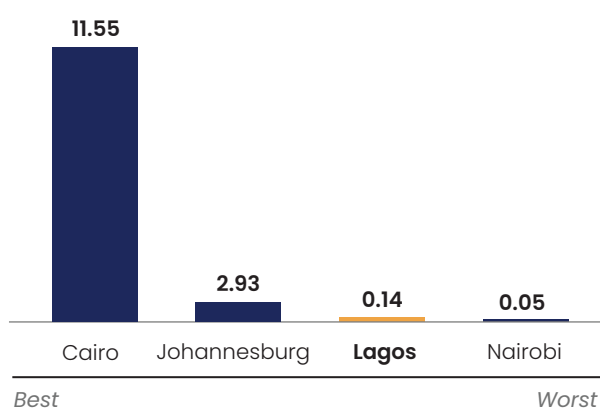
Supply & Demand assessment

Lack of diversification in transportation modes applies pressure on already constrained road infrastructure with alternative modes significantly lagging peers



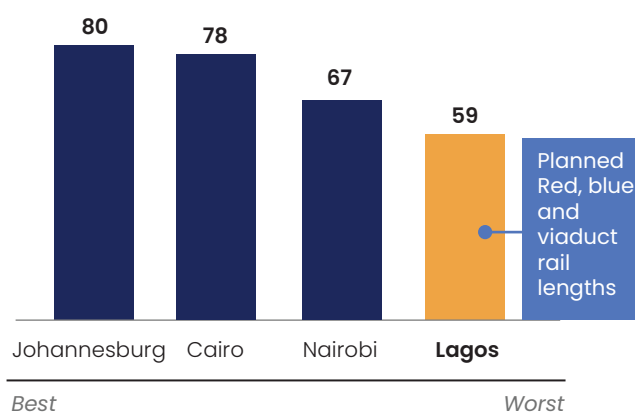
Significantly low average length of road network impacting mobility

Average length of the road network (km per 1,000 vehicles)



No operating rapid rail system compared to peers with extensive networks

Total length of rapid rail (km)



Water transportation underdeveloped compared to Cairo city

Water transportation share of modes (%)

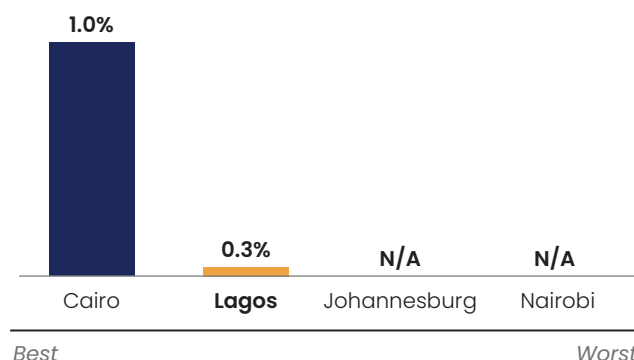


Figure 15: Lagos faces increasing challenges with transport infrastructure

Source: Desk research studies; Government websites; External consultant analysis;

- **Environment:** Every growing economy is accompanied by rapid urbanization. For Lagos, this also means dealing with significant environmental threats. Lagos is particularly exposed to these challenges due to high flooding exacerbated by the inadequate drainage system which is immediate need of complete network rehabilitation.

Lagos State has a significant share of low-lying coastal areas that are highly vulnerable to flood risks.

With increasing urbanization, population growth and environmental issues (accelerated by inadequate flood prevention and drainage systems), these risks are expected to intensify even further in the coming years.

We must increase the supply of infrastructure across power, transport and the environment to meet the demands of a growing population and mitigate the impacts of climate change on the environment.

18% OF LAGOS STATE'S LAND IS ON THE LOW-LYING COASTAL PLAIN, PRONE TO REGULAR FLOODING.

Supply and demand | Environment

Supply & Demand assessment 

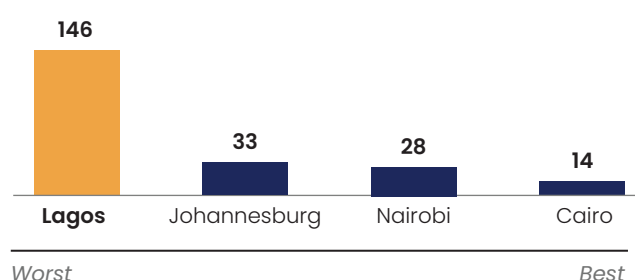
Lagos faces significant environmental threats connected to rapid urbanization leading to air, land and water pollution

Not exhaustive



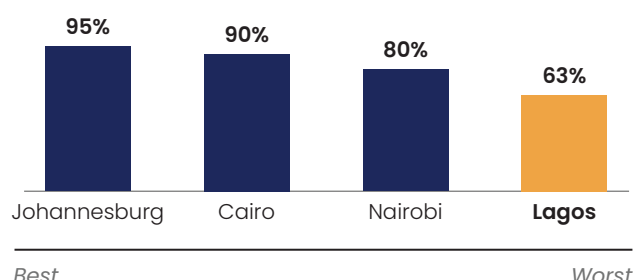
Air quality poses significant health and environmental concerns

PM2.5 content, average annual growth rate ($\mu\text{g}/\text{m}^3$)



Municipal waste collected by formal and informal channels is insufficient

Collection capacity (% of total municipal waste)



Low share of solid waste recycling significantly below peers

Recycling of total collected waste (%)

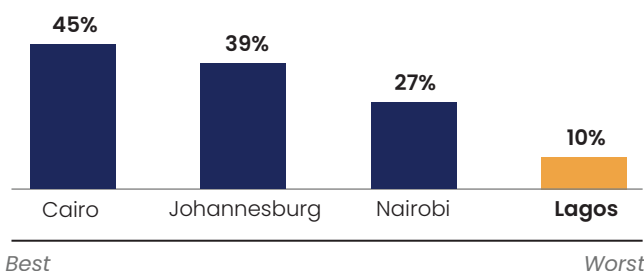


Figure 16: Lagos faces significant environmental threats connected to rapid urbanization leading to air, land, and water pollution
Source: World Bank; USAID; Desk research studies; Government websites; External consultant analysis;

KEY CONSIDERATIONS FOR LSDP 2052:

- Increase the supply of critical infrastructure (power, transportation, water, ICT) to support sustainable living and economic activities
- There is a need to define and implement a Lagos Climate Action Plan to reduce the state's vulnerability to climate and environmental challenges

Citizens' Trust

The perceived lack of transparency and accountability for operations limits citizens' trust in the government

The perceived opacity of government operations and accountability limit the citizens from trusting the government, as the people generally feel any act of goodwill from the government has ulterior motives.

Governance: Citizens' engagement

Governance, fiscal environment and investment

Lagos ranks low relative to peers in Citizens' trust in government

Index¹ of citizens' trust in government

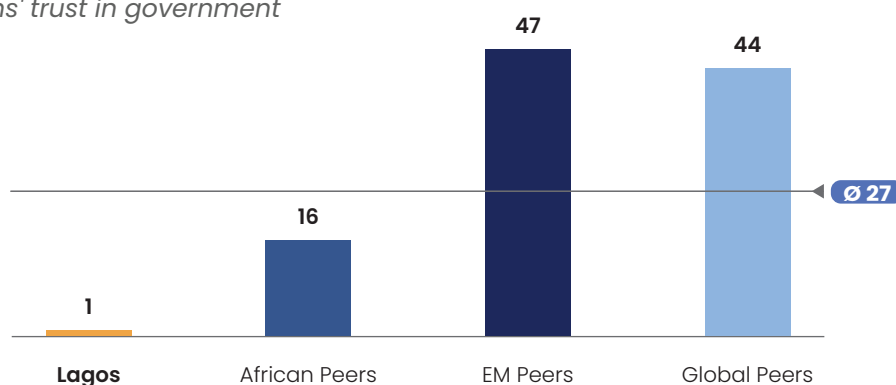


Figure 17: Lagos Scores low relative to peers in citizens' trust

Source: Belief audit interviews; Cities for Everyone survey; External consultant analysis

¹ Relative level of trust to police, courts and local administration. Maximum of 100

Voter participation in state elections has declined over the last 4 election cycles (i.e. voting reduced from 43% to 18%)

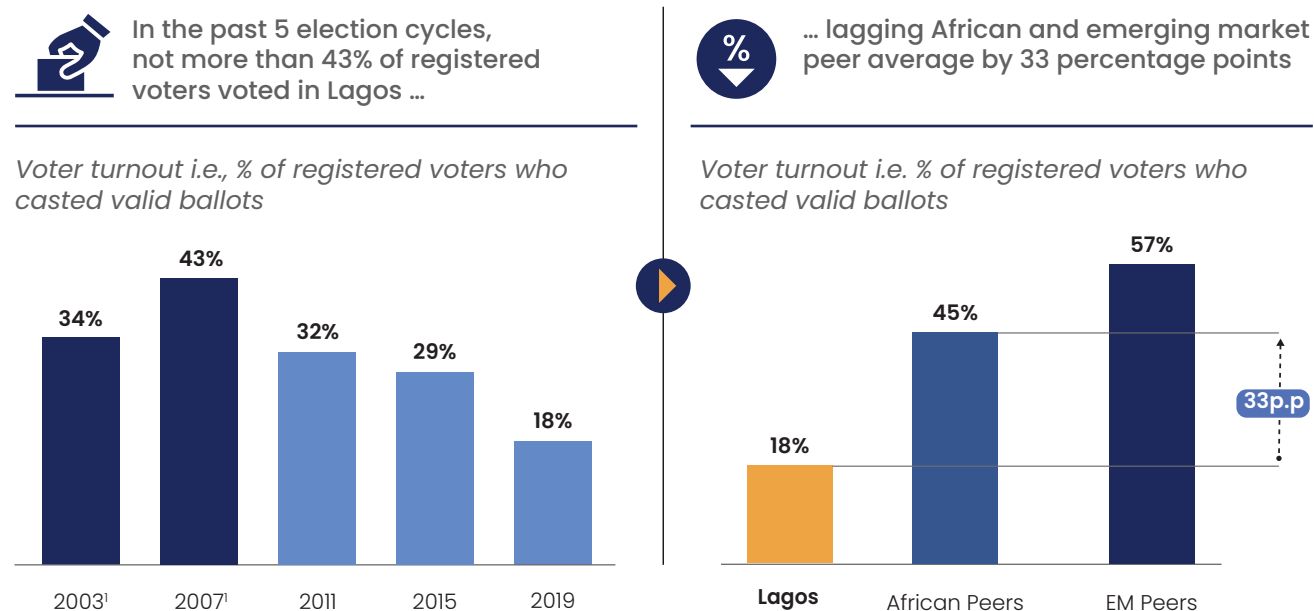


Figure 18: Voters' participation in state elections has seen a decline

Source: Independent National Electoral Commission; Press releases; External consultant analysis

To increase citizens' trust in the future, the government must learn from the past and quickly implement in the present. It is clear that transparency must be increased to improve the experience of citizens at every point of interaction with the government.

KEY CONSIDERATIONS FOR LSDP 2052:

- Rebuild citizens' trust through engagement and communication
- Strengthen the ability of the government to deliver, i.e., improved organisation and process efficiency

¹ 2003 and 2007 voter turnout figures were estimated from national turnout reports

Fiscal Environment

Although Lagos has made strides in increasing revenue by 12% CAGR over the past five years,

payment is 20–30% below our set targets. In real terms, income has declined approximately by 3%, with a 15% inflation rate during the same period.

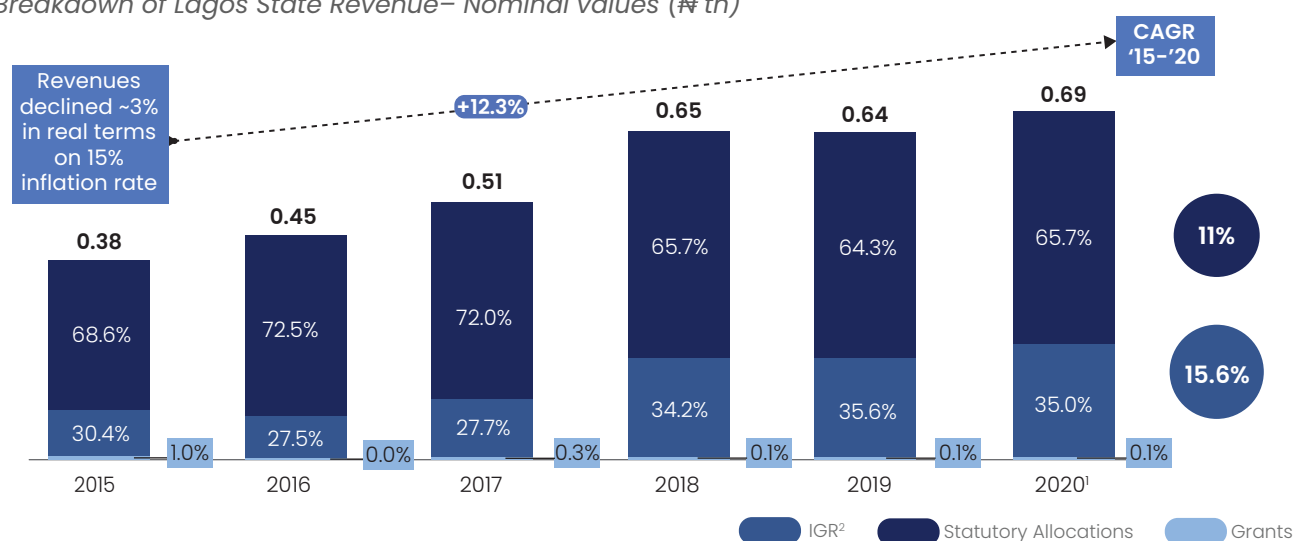
Fiscal environment

Governance, fiscal environment and investment

LASG revenue has grown nominally at ~12% CAGR over the past 5 years, however, performance has been ~20–30% below budget projections

LASG revenue performance – evolution

Breakdown of Lagos State Revenue– Nominal values (₦ tn)



Revenue performance vs. budgeted

Nominal values (₦ tn)

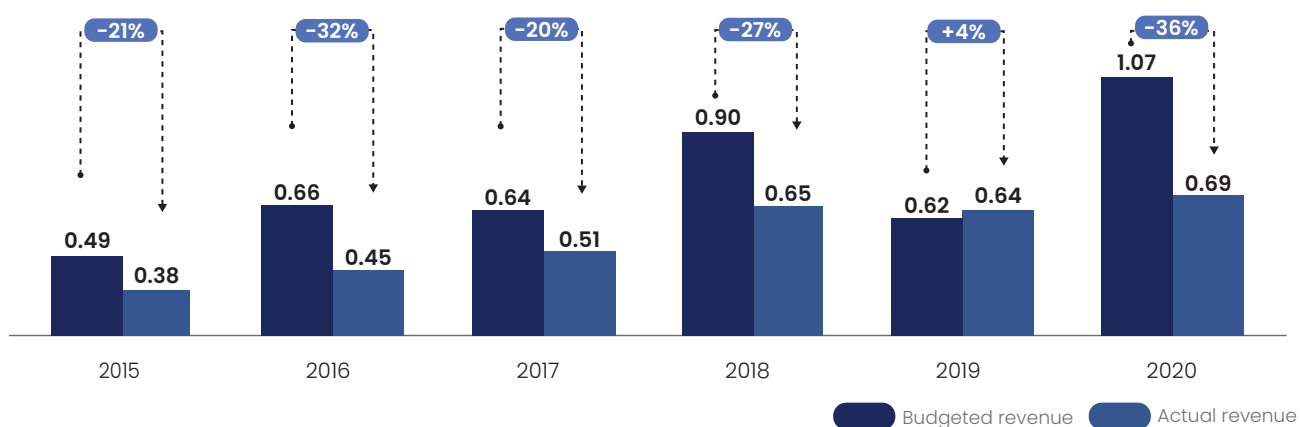


Figure 19: Evolution of Lagos State revenue performance

Source: Lagos State Financial Statements; External consultant analysis

¹ 2020 revenue based on external consultant analysis as projection of pessimistic revenue considering the effect of the COVID-19 pandemic

² Internally Generated Revenue

In 2019, about 90% of Lagos State's revenue was generated from two main streams: Taxation income (54%) and statutory allocation from the Federal Government (36%).

Lagos State's tax income makes up about 70% of the state's Internally Generated Revenue (IGR), which is primarily driven by Pay-As-You-Earn tax (PAYE).

Lagos is faced with two key challenges regarding revenues: 1) Revenue generation has increasingly been below targets, and 2) Revenue has mainly been dependent on taxes from the population (PAYE tax) to fund core sectors and services. In comparison, our peers are generating more revenue predominantly from service charges and property tax, which is contrary to Lagos, which is highly dependent on PAYE.

Fiscal environment

Governance, fiscal environment and investment

IGR: Peers generate revenues predominantly from service charges and property tax, contrary to Lagos which is highly dependent on personal income (PAYE) tax

Share of internally generated revenue (%)

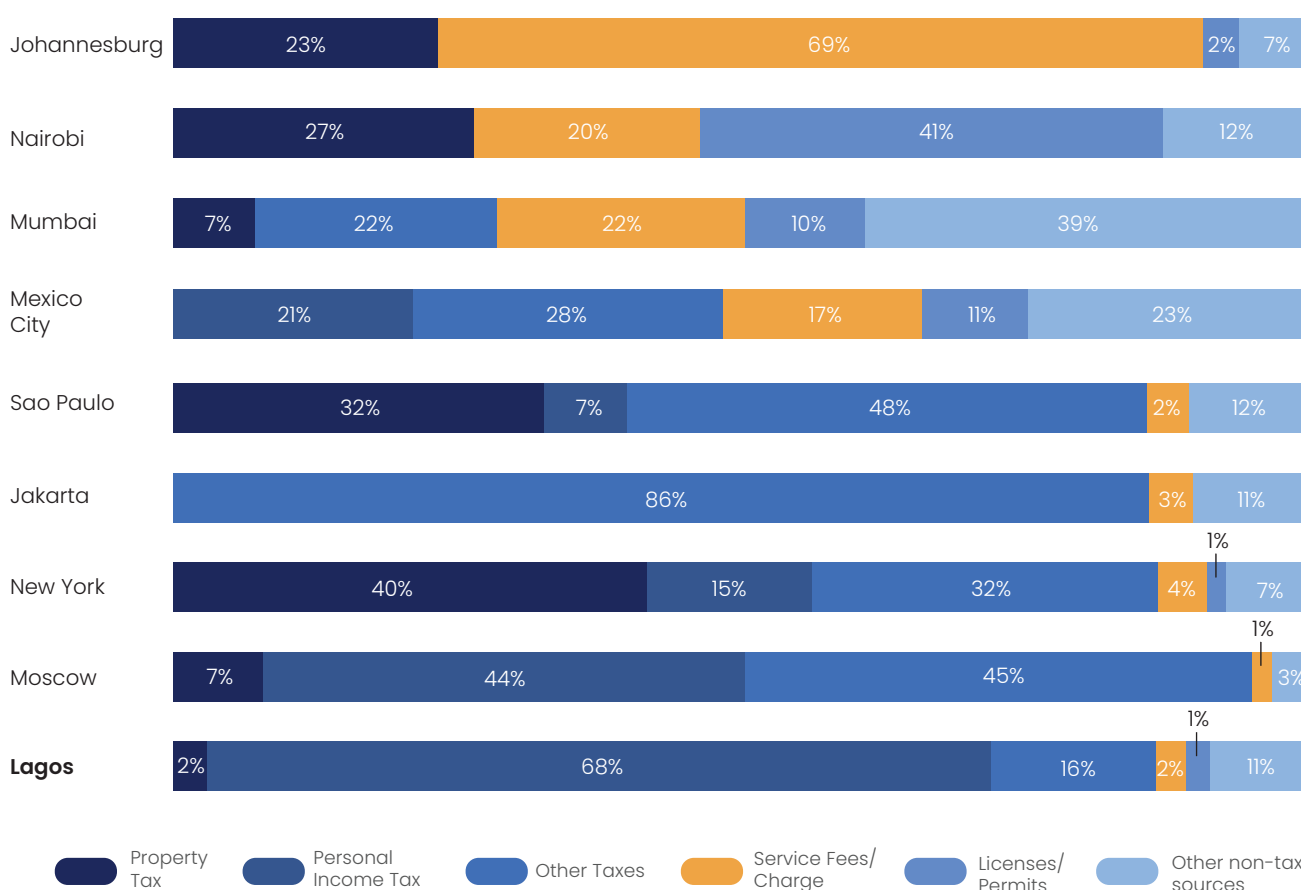


Figure 20: Lagos State's share of Internally Generated Revenue Relative to Peers

Source: City of Johannesburg, Nairobi City County, City of Mumbai, Jakarta City Government, New York City, City of Moscow public statements

So what does this mean for the state? Lagos State's relatively low revenue generation impacts our ability to spend on service delivery and infrastructure. This insufficient revenue collection drives a higher share of collective spending by households and citizens on delivery and access to essential services, such

as education and healthcare. It is imperative that Lagos diversifies its revenue and attracts more FDI by growing other revenue streams significantly. One possible way of doing that could be by increasing revenue from land-use charges and service charges from providing services to citizens.

Governance: Citizens' engagement

Governance, fiscal environment and investment 

Low revenue generation negatively impacting on Lagos's ability to spend on service delivery and infrastructure

2019 Expenditure to GDP ratio

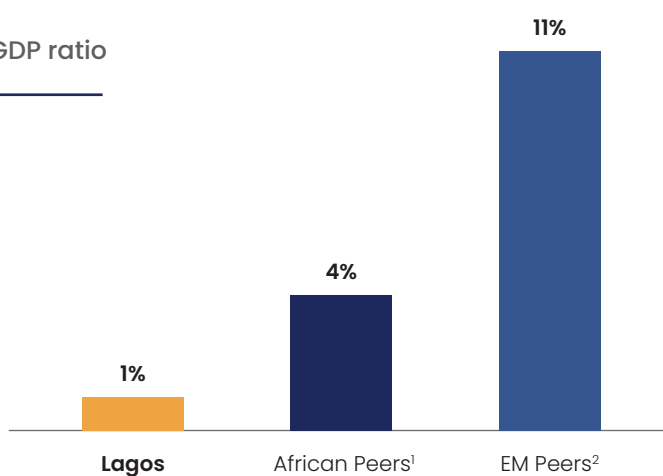


Figure 21: Lagos State expenditure to GDP ratio relative to peers

Source: Lagos State Government, Municipalities of South Africa website; External consultant analysis

KEY CONSIDERATIONS FOR LSDP 2052:

- We must significantly increase internally generated revenue to finance both operational and capital expenditures

- » Expanding the tax bracket to increase PAYE revenue base
- » Growing other revenue streams significantly e.g., service charges and property tax

Insufficient FDI Flows

Lagos receives insufficient FDI flows

While growing economies rely heavily on it, Lagos, however, has not received her sufficient share of Foreign Direct Investments (FDIs) flows. In fact, Lagos attracts 50% less in FDI inflows when compared to

other peer cities. Even though FDI flows have grown at approximated 17% over the past 15 years, the flows have been volatile without a targeted focus on sectors of the economy. A key factor for this pattern is the business environment, which has been volatile and unpredictable.

¹ African Peers – Johannesburg

² EM Peers – Mumbai

Lagos is not attracting sufficient FDI to the economy relative to peers

Cumulative Foreign Direct Investment (\$Bn) 2003 – 2019

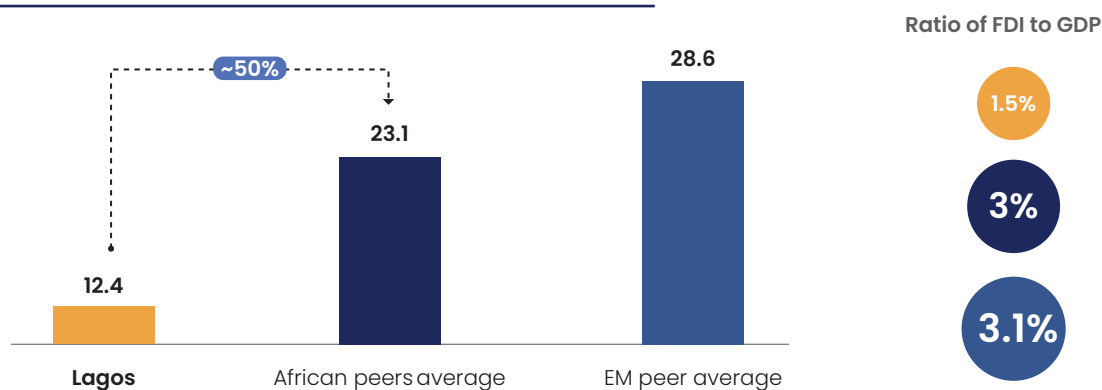


Figure 22: Relative to peers, Lagos State attracts 50% fewer FDIs

Source: FDI markets; External consultant analysis

Foreign Direct Investment inflows have had limited strategic focus on particular sectors of the economy

Foreign Direct Investment inflows into Lagos by sector 2003 – 2019

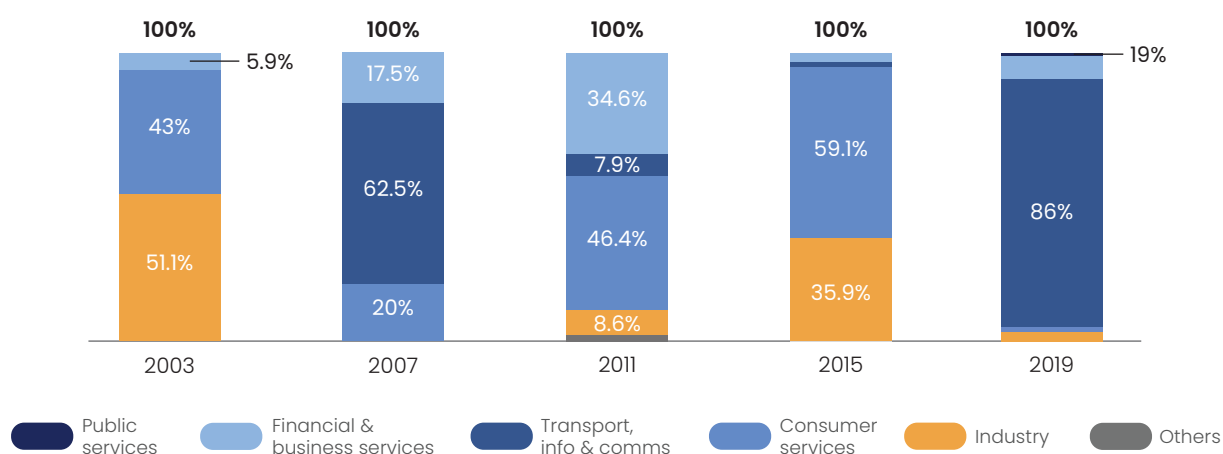


Figure 23: FDI flows have been volatile without targeted focus on sectors of the economy

Source: FDI markets; Press releases; External consultant analysis



A factor for low FDI inflow is the business environment; bottom 20% of 190 economies on 5 out of 10 Ease of Doing Business indicators if ranked

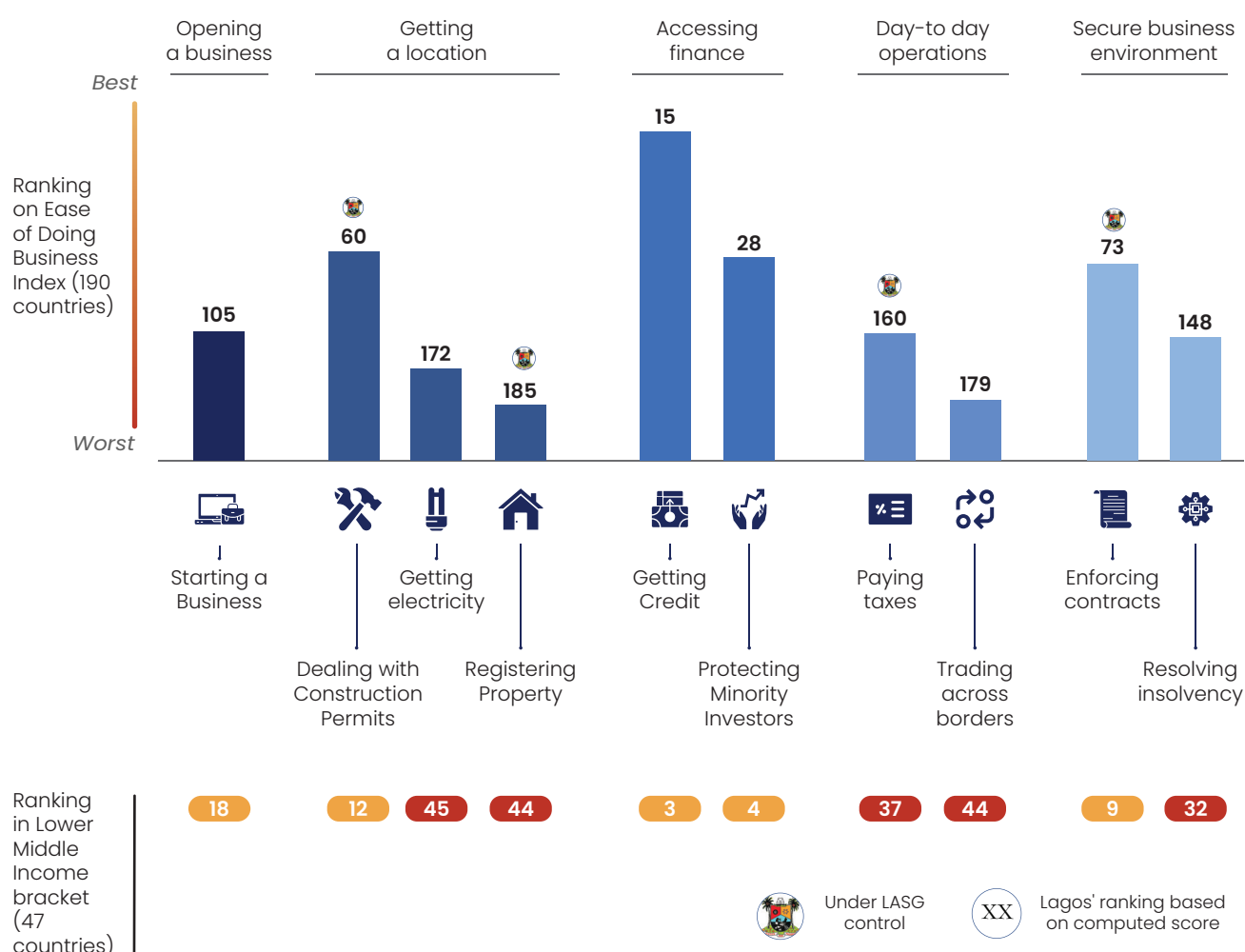


Figure 24: Lagos ranks in the bottom 20% of 190 economies on 5 out of 10 Ease of Doing Business indicators when ranked

Note: Lagos rankings computed by interpolating between the two countries with higher and worse scores than Lagos, if it were ranked as a country. Nigeria is classified as Lower Middle Income country in the Ease of Doing Business Index 2019

Source: The World Bank, Ease of Doing Business Index 2019

We can be more strategic about significantly attracting FDI inflow to targeted sectors of the economy to drive economic growth.

KEY CONSIDERATIONS FOR LSDP 2052:

- Lagos needs to accelerate FDI inflow and distribution to targeted sectors of the economy



Chapter 3



The Strategy

The strategy was informed by insights from a broad range of stakeholders:

- The Federal Government of Nigeria
- State leaders – executive and legislative provided inputs
- Lagos State Ministries, Departments, and Agencies (MDAs)
- Current and former residents of Lagos
- Global experts and local industry leaders with experience across sectors and topics
- Ehingbeti Summit, 2021 MEPB/UNICEF workshop, FG Medium-term development plan, and Budget Consultative Forums with the five administrative districts, i.e., IBILE
- Workshops and summits including Ehingbeti Summit, Federal Government Medium-term development planned teams, other state development planned teams
- Consultative Forums across the five administrative districts (IBILE), with the organized private sector and civil society groups, local government.
- Benchmarks and case studies from global cities, including crucial learnings, success factors, best practices, and development opportunities from global peers.
- Engagement with other states

We heard from Lagosians

Lagosians are clear on what they want to see improve. Approximately 52% of survey respondents identified investing in improving security and building new hospitals as areas they want to see the government fund.

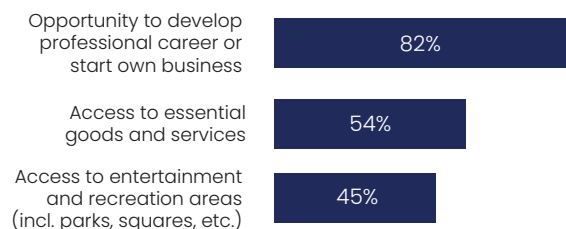
The future of Lagos will not be decided by experts. The people also have their say on what the State's future should look like, and we ensured that their voices are heard. Through our survey, it is evident that Lagosians are very clear on what they want to see improve. Around 52% of the respondents identified investing in security enhancements and new hospitals as key areas of improvement.

Citizens survey

Economic opportunities and ability to provide a better life amongst the top 3 identified strengths, while issues around livability rated biggest challenges facing Lagos...



% distribution of top strengths of Lagos



% distribution of top weaknesses of Lagos

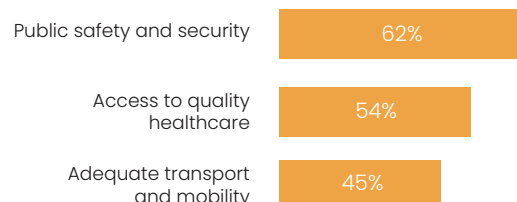


Figure 25: The top strengths and top weaknesses of Lagos from citizens' feedback

Note: Question text: "Please select between 3 and 5 areas that, in your view, are the strongest in Lagos" & "Please select between 3 and 5 areas, that in your view are most important to be improved in Lagos in the next 5 years"

Source: Lagos State National Bureau of Statistics; Lagos Bureau of Statistics; World Bank; External consultant analysis

60% OF LAGOS' RESIDENTS ARE SATISFIED LIVING IN THE STATE. HOWEVER, MILLENNIALS HAVE THE LOWEST SATISFACTION LEVELS.

Other vital things that citizens mentioned include:

Our top strengths:

- Economic opportunities and the ability to provide a better life
- The opportunity to develop a professional career or start a business
- Access to essential goods and services
- Access to entertainment and recreation parks

Areas for improvement:

- Need for public safety and security
- Need for access to quality health care
- The desire for adequate transport and mobility

The strategy was built on clear guiding principles.

Citizens survey

Citizens' desire for government funding to be allocated to areas that will improve quality of life

Areas to allocate funding from citizens' feedback

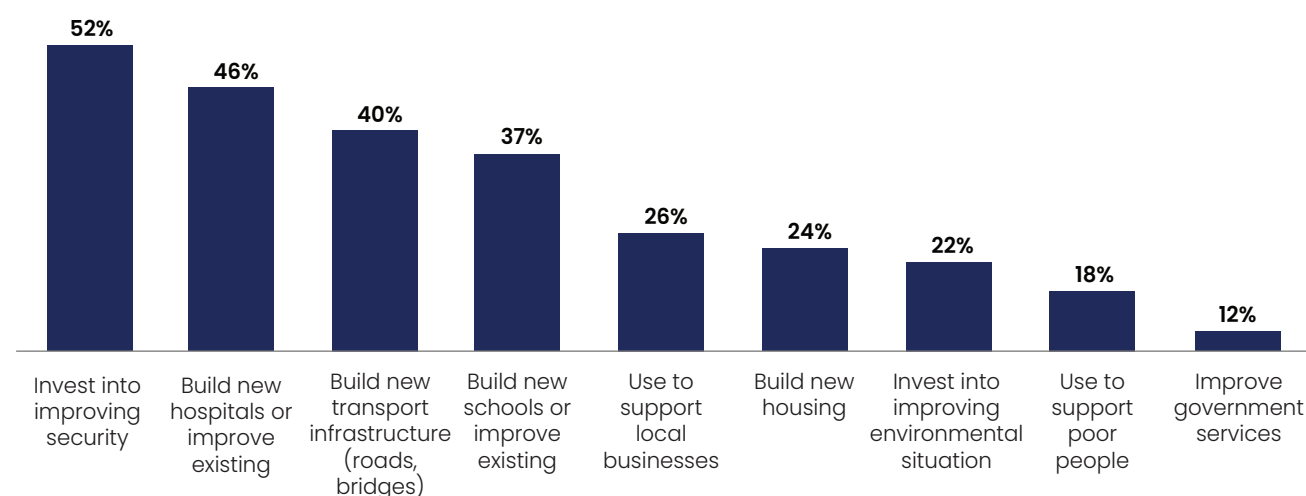


Figure 26: Areas to allocate government funding from citizens' feedback

Note: Question text: "Imagine local authorities have spare funds and you were to decide where they should invest it. Please select up to 3 options or provide your own"

Source: Lagos State Citizens' Feedback Survey March/April 2021 (N=1795)

Five key principles guided the development of the strategic initiatives:

1. Inclusive and Equitable:

- » We will ensure equitable access by all income groups, religious affiliations, people living with disabilities, etc., and promote gender equality
- » We can achieve this by providing equal opportunities to less-advantaged groups of individuals in the society such as women, children, youth, elderly, people living with disabilities, etc.
- » This will contribute to and cover Sustainable Development Goals (SDG): Goal 1 (no hunger), Goal 5 (gender equality), and Goal 10 (reduced inequality)

2. Environment and Sustainability:

- » Lagos will maintain a net positive impact on the environment, consider climate risk, natural resource management and pay attention to Lagos' low-lying topography
- » We will preserve and protect the environment against all forms of degradation through healthy practices and processes, e.g., adoption of the Paris Agreement (COP '26) or similar charters
- » This will be covered under several Sustainable Development Goals (SDG): Goal 7 (affordable and clean energy), Goal 11 (sustainable cities and communities), Goal 12 (responsible consumption and production), Goal 13 (climate action)

3. Additionality:

- » Lagos State will generate value-add through synergies and forward/backward integration
- » We will improve and grow other related activities, either complementary or along the value chain, through synergies derived from backward or forward integrations, e.g., the rise of packaging and can manufacturing companies as a result of food processing companies

4. Private Sector Participation:

- » Lagos will develop opportunities for private sector engagement through investments

- » We will identify and engage private sector players in the planning and implementation process using best practices learned from benchmark cities

- » This will align with Sustainable Development Goal 17 (partnership to achieve the goals)

5. Alignment to Global Trends:

- » Lagos will focus on future global trends, including the AfCFTA, that drive long-term value and increase resilience
- » We will incorporate global trends including mandatory dynamism, cooperation among countries, the liberation of cross-border movements, transfer of technology, growth in emerging markets by adopting internal charters such as African Continental Free Trade Area (AfCTA), Economic Community of West African States (ECOWAS) trade agreement, Trade Related Investment Measures (TRIM), Trade Related Aspect of Intellectual Property Rights (TRIPS), General Agreement on Trade in Services (GATS)

In addition, there were four key requirements we used to define the prioritized initiatives:

- 1. Regulation and policy:** Laws, policies and regulations directly or indirectly impacting sector or enabler
- 2. Investments:** Capital and resources investments into infrastructure and large-scale projects (i.e., either government-led, PPP, or private sector-led)
- 3. Financial incentives:** Fiscal and financial incentives, including tax holidays, loan guarantees, repatriation of profits, etc.
- 4. Partnerships and network support:** Initiatives and mechanisms to develop ecosystems, increase attractiveness, and increase contribution and level of engagement of the private sector

Africa's Model Mega City, a Global Economic and Financial Hub

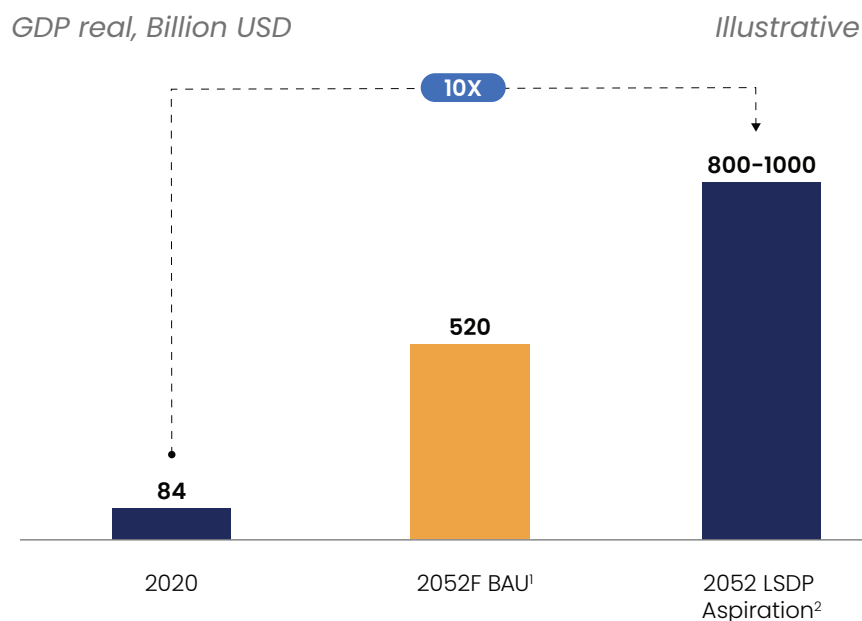


Figure 27: Lagos State 2052 economic growth aspiration

Source: EIU Intelligence Unit; World Bank; Oxford Economics; Lagos State Bureau of Statistics, External consultant's analysis

Becoming Africa's Model Mega City by 2052: A global, economic and financial hub that is safe, secure, functional and productive.

Becoming a model mega city and global economic hub is a bold vision and will require equally courageous efforts to get there. Firstly, we must accelerate economic growth by 10x the current pace. We need to create 9 million new highly productive jobs at scale by 2052³ with the objective of increasing the employed population in 2020 from 4 million to the estimated number of 13 million in 2052. To ensure this, Lagos must develop, retain and attract top talent through training, by improving the overall standard of living and enhanced professional fulfilment at the workforce.

The anchor objective to achieve this vision is to create highly productive jobs at scale to accelerate economic development.

As ambitious as it may sound, this is a realistic target which is evident by, assessing how other mega cities

have achieved similar goals by prioritizing key areas. Similarly, Lagos too must prioritize sectors that will make achieving this anchor objective achievable. The priority sectors are based on:

- Right to win, which is our starting position concerning the different focus areas of the economy and our competitive advantage.
- Potential impact on achieving GDP contribution, job creation potential and resilience to macroeconomic and global shocks.

The prioritized sectors will be proactively stimulated to deliver the highest contribution to the anchor objectives while other sectors of the economy are highly monitored and addressed opportunistically.

The principle is first, do no harm in all sectors: Remove obstacles i.e., eliminate regulatory hurdles, artificial barriers to entry, etc.

¹ Business as Usual, forecasted by Oxford Economics

² LSDP's aspiration is based on the vision to become Africa's leading mega model city, i.e., an upper-middle-class city like Johannesburg, Jakarta, Mexico, and São Paulo

Global megacities have prioritized five to six economic sectors to achieve their anchor objectives. Similarly, Lagos must also prioritize key sectors for economic development.

Dubai has an anchor objective to build a strong and fair city for all. To achieve this, they have prioritized six sectors:

- Financial services
- Tourism & entertainment
- Professional services
- Shipping & logistics
- Trade & storage
- Construction

Riyadh has an anchor objective to be a driver of the non-oil economy frontier of the Kingdom. To achieve this, they have prioritized six sectors:

- Financial services
- Public services
- Construction
- Food manufacturing
- Textile manufacturing
- Machinery equipment

New York City has an anchor objective to enhance people's happiness and quality of life. To achieve this, they have prioritized five sectors:

- Financial services
- Media & entertainment
- Tech & digital
- Fashion
- Tourism

Singapore has an anchor objective to build skills and a knowledge economy. To achieve this, they have prioritized five sectors:

- Financial services
- Electronics manufacturing
- Electronic machinery
- Tourism
- Export trade

Jakarta has an anchor objective to accelerate and expand economic development. To achieve this, they have prioritized five sectors:

- Financial services
- Chemicals manufacturing
- Electronics manufacturing
- Biomedical manufacturing
- Export trade

By 2052, Lagos will have:



Thriving Economy

Lagos will have a robust, healthy and growing economy with adequate jobs and strategic investments to sustain the growth



Human-centric City

Every Lagosian will have access to affordable and world-class education, healthcare and social services



Modern Infrastructure

Lagos will have reliable and sufficient infrastructure that meets the needs of a 21st century city



Effective Governance

Lagos will have a supportive and enabling environment that creates opportunities for all Lagosian

Thriving Economy

Lagos will be positioned as a major African and global competitor across 8 sectors

Specific goals

1 Wholesale & retail trade

Increase formal retail trade at par with leading African peer and establish the largest West Africa wholesale hub

1

2 Food & beverage manufacturing

Leverage Nigeria market demand as a base to become the export hub for FMCG manufacturers in West Africa

2

3

3 Shipping and logistics services

Become West Africa's main trade hub and regional gateway for transit and port services

4

4 Financial services

Establish a world-class international financial center ranked as a leading hub in Africa

5 Real estate services

Establish Lagos as the base for high quality, cutting-edge and sustainable real estate market in West Africa

5

6 Art & entertainment (incl. Nollywood)

Become Africa's international media city for audio-visual & interactive media with Lagos films generating box office receipts at par with leading global peers

6

7

7 Develop SMEs

Grow SMEs to ~10% of total share of enterprises in line with global peers

8

8 Build tech ecosystems (incl. Fintech)

Drive tech ecosystem value to ~10% of the State GDP by making Lagos a preferred destination for investors and innovators

Human-centric city

Lagos will deliver quality living conditions across four enablers to establish our State as a preferred home for current and future talent

Specific goals

Education

Prepare a world-class workforce by developing and attracting key talent through education, vocational & technical training programs for high-value and high-skill jobs

9

Healthcare

Guarantee high-quality, affordable, and accessible healthcare for all residents as well as to position Lagos as a top 5 medical tourism destination in Africa

10

Housing

Create a resilient and equitable housing market by increasing the share of formal housing to ~70% in line with leading peers

11

Safety & security

Ensure a secure environment and accurate perception of safety in Lagos by ranking in the top 5 of the safest cities to live in Africa

12

Modern Infrastructure

Lagos will deliver world-class modern physical and digital infrastructure to support economic and living activities

Specific goals

New urban centres

Develop new world-class urban centres to optimize land use and evenly distribute economic and living activity across Lagos State jobs

13

Transportation

Create a multi-modal transport network to serve existing and new urban centres and provide sustainable, efficient and flexible means of mobility

14

Power & energy

Facilitate the coming online of ~100TWH (~12GW) by unlocking Lagos' gas potential, leveraging IPPs to compliment grid supply and investing in renewable energy

15

Internet connectivity

Democratize access to high-speed internet connectivity across government facilities, public spaces and households Africa

16

Water & sanitation

Provide clean and safe water at WHO recommended level and comprehensive sanitation services to all residents equitably and reliably

17_A

Waste management

Develop best-in-class waste management system to consistently position Lagos state among the top 3 cleanest cities in Africa (currently not in top 10)

17_B

Effective Governance

Lagos State's ability will be strengthened to deliver the anchor objective

Specific goals

Digital transformation

Rank within the top 20 emerging market cities on the Local E-Governance index with an average response time to citizens' of <1 week

18

Revenue diversification

Increase internally generated revenues IGR to ~5% of GDP with PAYE tax contributing <40% of total IGR in line with peer cities destination in Africa

19

20

Investment attraction

Attract capital investment flows to the priority sectors in line with leading peer cities (i.e., ~5% of GDP)

We have defined about 400+ initiatives across the 4 strategic dimensions to be implemented over the next 30 years



Thriving Economy

Lagos will have a robust, healthy and growing economy with adequate jobs and strategic investments to sustain the growth

Initiatives

162



Human-centric City

Every Lagosian will have access to affordable and world-class education, healthcare and social services

Initiatives

76



Modern Infrastructure

Lagos will have reliable and sufficient infrastructure that meets the needs of a 21st century city

Initiatives

92



Effective Governance

Lagos will have a supportive and enabling environment that creates opportunities for all Lagosian

Initiatives

117

Figure 28: 400+ Initiatives across the 4 Strategic Dimensions to be Implemented

The process to getting there is equally important as getting there. This is why we must track the progress regularly with key interventions as needed. We will track our objective across six overarching goals. That's not all – each of the 20 focus areas has been

assigned a set of secondary indicators to measure success. Additionally, our strategic goals are fully aligned with the Sustainable Development Goals (SDGs), enabling us to achieve the focus areas and fulfil SDG goals by 2030⁴.

We also identified overarching metrics that can be tracked as well



Key metrics



Description



Baseline



30-year target

GDP (real) USD	Size of Lagos State economy as measured by GDP	~US\$ 84 Bn	US\$ 800 – 1000 Bn
GDP per capita	GDP per capita (2020 international USD)	US\$4,838	US\$20,000
Human development index¹	Index measuring comprehensive human development i.e., healthy life, access to knowledge and a decent standard of living	0.65	0.8
Liveability²	The Economist Global Liveability Index: measures global cities across stability, healthcare, culture, education and infrastructure	31.2 (139th)	>55
Response time for government services³	Average time taken between when requests are made and when responses are received	3–6 months	<1 week
Internal generated revenue as share of GDP	Internally-generated revenue divided by GDP multiplied by 100	1.9%	5%

Figure 29: Overarching Metrics to be Tracked
Source: External consultant analysis

¹ As measured by United Nation Development Programme, 30 year target is to be at par with African and Emerging Market peers

² As measured by the Economist Intelligence Unit. To be at par with African and Emerging Market peers.

³ Based on citizen's survey and interviews

⁴ As measured by United Nation Development Programme

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega-city.



SDG 1 – No poverty: End poverty in all its forms everywhere



SDG 2 – Zero hunger: End hunger, achieve food security and improve nutrition and promote sustainable agriculture



SDG 3 – Good health and well-being: Ensure healthy lives and promote well-being for all at all ages



SDG 4 – Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 6 – Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all



SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all



SDG 9 – Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 10 – Reduced inequalities: Reduce inequality within and among countries



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12 – Responsible consumption and production: Ensure sustainable consumption and production patterns



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 14 – Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development



SDG 15 – Life on land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss



SDG 16 – Peace, justice, and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development



Thriving Economy

Generating about 15% of Nigeria's Gross Domestic Product (GDP) and over 50% of Nigeria's non-oil GDP, Lagos State is the nation's economic powerhouse. In the last 15 years, the State's economy has been steadily outpacing its African and other emerging market peers with a Compound Annual Growth Rate (CAGR) of 6%. This rapid growth has been catalysed by booming entrepreneurship, with 85% of Lagos residents identifying as entrepreneurs. Lagos State alone has a GDP of over N20 trillion with consumer, financial and business services continuing to propel GDP growth. Our favourable economic conditions have made us the top destination for tech and digital investment in Africa, inviting over \$1.5 billion in equity funding in the past five years, amounting to an equity funding CAGR of over 30%.

of urbanization and economic shocks. Recent global events like the oil price slump ('15-'19) have resulted in significant unemployment in the region of almost 24%. Not just that, wealth has seen a sharp decline too. This has left us even more vulnerable to global shocks as compared to our peers and Nigeria as a whole.

A 1.1% decline in GDP growth has been recorded in comparison to a 4.9% increase in GDP amongst our peers. This is a result of an economic structure whereby the sectors that contribute the largest to GDP are internal demand-driven. As a result, we have a high share of the service sector (90%) in comparison to the industry sector (manufacturing) at 10%. The service sector is subject to changes in export revenues (i.e., declining oil revenues) which result in economic shocks.

Economic opportunities

Our economy has grown fast, but not fast enough. Our growth has not been able to manage the impact

IN 2052, LAGOS WILL HAVE A ROBUST, HEALTHY AND GROWING ECONOMY WITH ADEQUATE JOBS AND STRATEGIC INVESTMENTS TO SUSTAIN THE GROWTH.

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to achieve a thriving economy supports the following SDGs:



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SDG 2 – Zero hunger: End hunger, achieve food security and improve nutrition and promote sustainable agriculture



SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



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SDG 10 – Reduced inequalities: Reduce inequality within and among countries



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12 – Responsible consumption and production: Ensure sustainable consumption and production patterns



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Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>



Global megacities have prioritized five to six economic sectors to achieve their anchor objectives. Similarly, Lagos must also prioritize key sectors for economic development.

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- Professional services
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- Construction

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- Public services
- Construction
- Food manufacturing
- Textile manufacturing
- Machinery equipment

New York has an anchor objective to enhance people's happiness and quality of life. To achieve

this, they have prioritized five sectors:

- Finance services
- Media & entertainment
- Tech & digital
- Fashion
- Tourism

Singapore has an anchor objective to build skills and a knowledge economy. To achieve this, they have prioritized five sectors:

- Financial services
- Electronics manufacturing
- Electronic machinery
- Tourism
- Export trade

Jakarta has an anchor objective to accelerate and expand economic development. To achieve this, they have prioritized five sectors:

- Financial services
- Chemicals manufacturing
- Electronics manufacturing
- Biomedical manufacturing
- Export trade

Six economic sectors are well placed to constitute the focal point of Lagos' future growth path to become Africa's Model Mega City

Six high-priority economic sectors have been identified based on the state's right-to-win and potential impact. These serve as the ideal foundation to meet the objective of Lagos 2052. The right-to-win looks at the starting position of the sector in terms of GDP contribution and the competitive advantage Lagos has when compared to global peers. The potential impact assesses the potential GDP contribution as well as job creation potential and resilience to economic shocks.

1. Wholesale & retail trade
2. Food & beverage manufacturing
3. Shipping services & logistics
4. Media & entertainment
5. Financial services & fintech
6. Real estate services

These prioritized sectors will be actively stimulated to deliver the highest contribution to the anchor objectives like targeted strategies and business initiatives while other sectors will be actively monitored which includes seeking anchor investments for these sectors.

Six high priority economic sectors shortlisted based on Lagos's right to win and potential impact on GDP and job creation

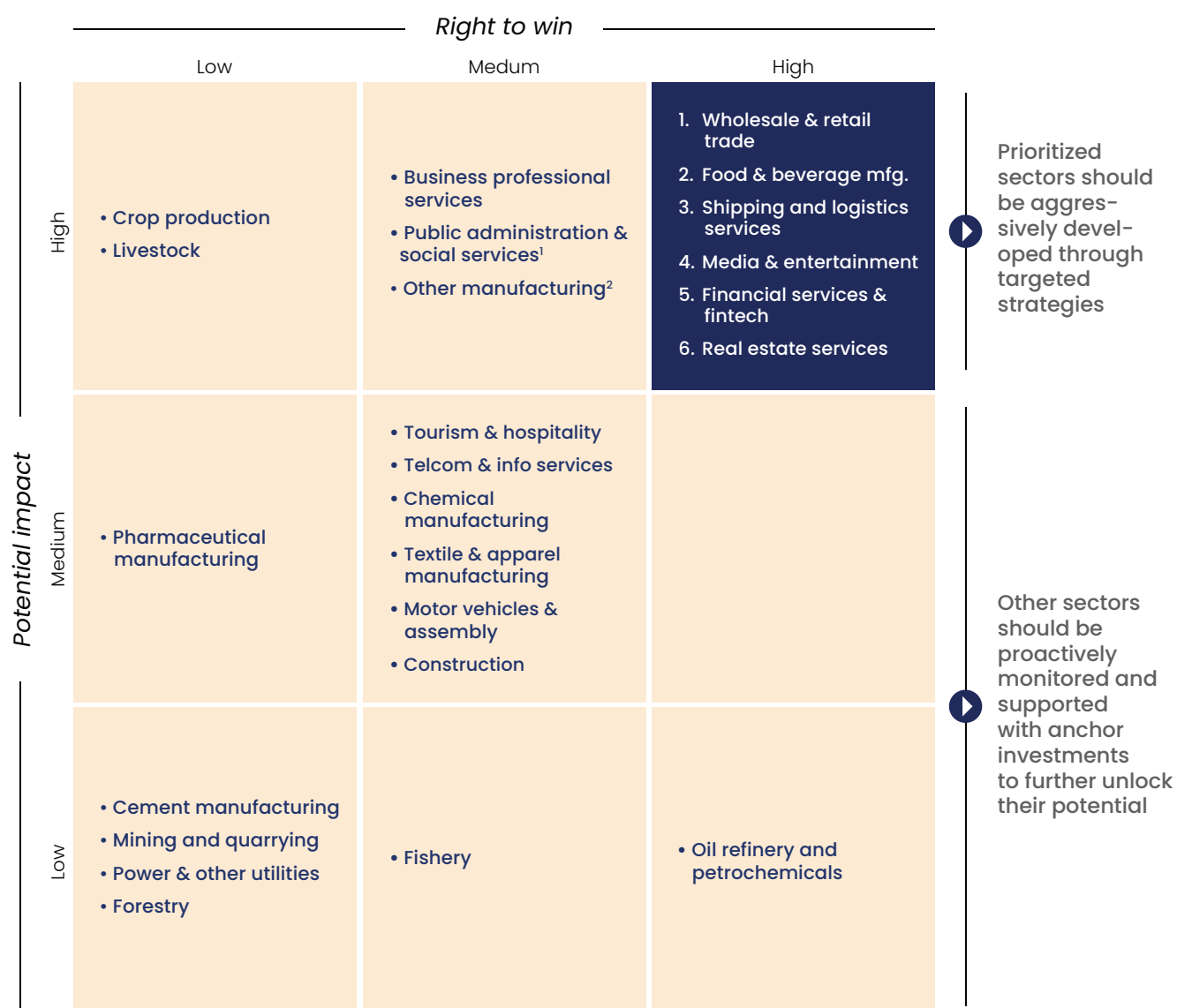


Figure 30: Six high priority economic sectors for Lagos State to prioritize

Note: Detailed prioritization assessment and rationale found in the appendix section

Source: Interviews with Experts; External consultant's analysis

¹ Includes healthcare services,

² Other manufacturing includes: Wood & wood products, pulp, paper & paper products, plastics & rubber products, electrical & electronics etc.

In addition to these sectors, Lagos will also drive the growth of SMEs and tech-based ecosystems.

In any growing economy, SMEs play a critical role in delivering the quality and stability of job creation to boost growth and business opportunities. In this regard, Lagos will continue to capitalize on the existing momentum of tech ecosystems in the state to enable innovation and technology to support economic sectors in generating highly productive jobs and higher labour outcome.

We defined specific goals for each prioritized sector and selected enablers informed by a depth of

insights and inputs from various sources, including belief audits, stakeholder workshops and best practices from a network of global experts and benchmarking the success factors of leading cities. To unlock the potential of other sectors that will have medium and low impact, there will be proactive monitoring, supported with anchor investments at lower economic costs.

A thriving economy alone, is not enough. We will create a thriving and more importantly, a resilient economy in Lagos by accelerating inclusive growth, job creation and investments while tracking key performance metrics.

Metric	Description	Baseline	30-year target
GDP (real) USD	Size of Lagos State economy as measured by GDP	~US\$ 84 Bn	US\$ 800 – 1000 Bn
GDP per capita	GDP per capita	US\$ 4,838 ¹	US\$20,000
Effective unemployment	% of the working-age population under or unemployed (number of new jobs added to the economy)	~35%	<10% (~9M)

Focus Area 1: Wholesale and Retail Trade

Establish the largest West African wholesale hub by increasing formal retail trade at par with leading African peers

In our quest to achieve a thriving economy in Lagos, formalizing and improving current trade conditions will be a critical first step. This means we will have to prioritize and carry out stringent actions to modernize trade with enhanced conditions and opportunities for traders.

“There are positive industry trends that attract regional and international retail players to large markets like Lagos, the demand and consumption is a huge incentive, but the business environment must be conducive”

Global Retail Expert

¹ 2017 international USD

There is a strong base to build upon and massive potential to unlock in terms of consumer metrics and geographical advantages. Currently, trade accounts for more than 20% of the state's GDP, with activity under the tutelage of the government. There is also a large internal consumer market (~27 million) and growing middle class with a GDP/capita that is 1.7x higher than the rest of Nigeria. This coupled

with Lagos' premium regional market access to neighbouring states like Ogun, Ondo, Osun and countries like Benin, Togo and Ghana – presents many opportunities to accelerate growth.

We will track the development of the wholesale and retail trade sector to increase trading area and economic impact generation:

Indicator	Description	Baseline	30-year target
Formal trade	Percentage of total sales through formal channels (shopping malls, supermarkets etc.)	~15%	>60%
Retail trade area	Formal retail area per 1000 people (sq. m)	10	>300

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SDG 1 – No poverty: End poverty in all its forms everywhere



SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



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SDG 10 – Reduced inequalities: Reduce inequality within and among countries



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable

There are 22 key initiatives that will increase formal retail trade at par with leading African peers and establish the largest West Africa wholesale hub.

Regulation and Policies

1. Establish single bid parameter to be used to select private investors with most favourable revenue sharing model in PPP models
2. Establish minimum requirements for e-commerce retailers to adhere to with regards to protecting consumer data, like not selling it to 3rd parties without consent etc.
3. Regulate logistics systems to coordinate flow of transportation vehicles into Lagos and within to minimize delays and congestions
4. Collaborate with Nigerian Investment Promotion Commission (NIPC) to further streamline and strengthen the process of repatriating foreign investors' funds
5. Create a Trade & Investment Promotion office within the Lagos State Investment Promotion Agency offering national branding building, toolkits, tax treaties and business plan support for wholesalers
6. Develop guidelines on wholesale and retail market hub development and modernization strategy - location, licensing, minimum required infrastructure and facilities

Financial incentives

7. Create a Market Upgrading Fund for developers to access below market interest rates for collaborative redevelopment of traditional informal markets
8. Develop a Market Readiness Assistance Grant program to finance a share of wholesaler costs for regional market setup/partner identification/promotion
9. Develop a Trade Infrastructure Development Fund to support B2B digital marketplaces, enable specialized institutions to offer innovative trade finance support to wholesalers
10. Provide trade loans to cover SMEs' domestic and regional transactions, including export/

import inventory financing, trade working capital financing, export credit factoring

11. Encourage trade insurance by covering part of the trade insurance premium SMEs agree with registered credit insurer
12. Provide land concessions for developers of wholesale and retail development including shopping centers, distribution centers

Investments

13. Co-invest through PPP agreements in large scale upgrades to Fadama (Agbalata) market in Badagry and Ijora market close to Apapa port transforming them into wholesale hubs
14. Build truck transit parks at key entry points with integrated infrastructure for vehicle inspection, parking and loading
15. Drive PPP investment into converting existing food markets into ~30 cooperative retail marketplaces operated by private players
16. Fast track the relocation of existing markets located in the mainland centre (e.g. Computer village market and Mile 12) to newly developed wholesale hubs (e.g., in Badagry)
17. Invest in key wholesale and retail market infrastructure, including (a) Access and internal road networks (b) Processing and operational facilities (c) Logistics loading & unloading docks (d) Dry and cold storage warehouse facilities (e) Data systems

Partnerships and network support

18. Partner with the relevant agency (i.e., Customs etc.,) to streamline customs and border processes for manufactures to import and export from Lagos State ports
19. Partner with the relevant agency (i.e., Customs etc.,) to streamline customs and border processes for priority wholesalers and retailers within the State
20. Develop digital platform for connecting Lagos based wholesalers to national and international players

21. Support and strengthen the operation of last mile logistic service providers, and comprehensive address system (street names and numbers) to support e-commerce retailers
22. Partner with vocational and technical schools/ programs to increase skills and adapt labour market to retail and regional trade specific needs

Focus Area 2: Food and Beverage Manufacturing

Position Lagos as the export hub for fast-moving consumer goods manufacturers in West Africa by leveraging Nigeria market demand

To become a thriving economy, it is imperative that Lagos becomes a hub that is attractive and competitive for manufacturing of FMCGs. Lagos has already come a long way in this regard – more than 80% of Nigeria's top food and beverage companies have their HQs in Lagos with full value chain processing capabilities and preferential access to key raw materials and natural resources.

Given that Nigeria ranks as the largest foodstuff market in Africa to attract FMCG manufacturers and that Lagos has premium access to supply domestic and regional markets with 410 million people across West Africa, provides numerous advantages for the taking.

"Food and beverages constitute the largest consumption category in Nigeria and Africa as a whole, accounting for about one-third of household spending. This is a winning sector for investors and the state"

Global Food & Beverages Manufacturing Expert

We will track the development of building FMCG manufacturing capacity within the State to substitute imports for Nigerian consumption and boost exports.



Indicator	Description	Baseline	30-year target
Import substitution	Decrease in total FMCG imports substituted by locally manufactured goods	US\$ 4.5 Bn	<US\$ 2 Bn
Export boost	Increase in exports of locally manufactured FMCGs	US\$ 1.7 Bn	>US\$ 5 Bn

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SDG 2 – Zero hunger: End hunger, achieve food security and improved nutrition and promote sustainable agriculture



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 12 – Responsible consumption and production: Ensure sustainable consumption and production patterns

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 12 key initiatives that will leverage Nigeria's market demand as a base to become the export hub for FMCG manufacturers in West Africa.

Regulation and Policies

1. Enhance policies on water ways (buggies, ferries) for cargo transport and logistics as an alternative to roads
2. Establish a Technical Working Group within the Lagos State Chamber of Commerce to actively address food and beverage manufacturing sector related challenges
3. Introduce policies to enable food security, avoid disruption and encourage speedy response to crises
4. Introduce policy that facilitates favourable balance of trade and balance between nationalistic practices and market competition

Financial incentives

5. Create a market digitalization fund for SMEs to support the backbone of the sector and increase effectiveness and efficiency
6. Establish a fund for affordable and accessible funding across the food and beverage manufacturing value chain to reduce cost of operating or borrowing

Investments

7. Co-invest through PPP models in a cargo airport (for example in Badagry, Epe or Lekki) to decrease cost and time for distribution of FMCG within Lagos, nationally and regionally
8. Invest in key distribution and logistics infrastructure including intra and inter-state road networks for sourcing of raw materials within national borders and increase in local production within Lagos State

Partnerships and network support

9. Establish trade promotion partnerships with states in neighbour countries (Benin, Togo, Ghana) for regional trade development
10. Connect logistics partners to neighbouring countries by leveraging AfCFTA for increased continental trade
11. Market and communicate Free Trade Zone advantages and benefits to manufacturers within and outside Lagos
12. Partner with the private sector and be a voice on the federal level to champion the agenda ensure there is a conducive environment and level playing field

Focus Area 3: Shipping and Logistics Services

Become West Africa's main trade hub and regional gateway for transit and port services

Shipping serves as a core pillar of trade and Lagos must improve these services across port and inland infrastructure. There is significant progress made in this regard and there is still room for more to come. The construction of new ports in Lekki that are ongoing and planned ports in Badagry are set to increase capacity for large vessels and shift volumes from Cotonou (Benin) and Lomé (Togo) directly to Lagos ports and decongest Apapa and Tinian ports. What makes Lagos State ideal to become a leading trade hub of the future is its geographical advantage – it has direct access to Western African markets with an expected trade boost through the African Continental Free Trade Area (AfCFTA), positioning Lagos as a trans-shipment hub with an

airport, railway and road networks to states and countries. Sea and air transport currently account for ~67% (\$1.8 billion) of service exports and 50% (\$7.8 billion) of service imports.

“Nigerian market is growing so fast while the infrastructure is not absorbing fast enough. By the time the Lekki port is ready, demand would have grown significantly and Lagos will need additional support to reach the set goal of becoming a hub”

CFO of a Shipping & Logistics company

We will track the development of shipping and logistics connectivity, access to markets, infrastructure endowment, supply-side capacity and ease of trade.

Indicator	Description	Baseline	30-year target
Container port throughput	Measure of container handling activity (% of total TEU) ¹ in West Africa	22%	~60–65% ³
Liner shipping connectivity ²	Index score measure of a country's position within global liner shipping networks (maximum in 2006=100)	23.5	>40 – 65 ⁴
	Ranking in West African region	6 th	1 st
Port calls (wait time)	Median time spent in port in hours (days)	71 (2.96)	23.5 (0.97)

¹ TEU- Twenty-foot equivalent unit

² Liner shipping connectivity index can be considered a proxy for the accessibility to global trade, trade costs and competitiveness;

³ Increase throughput by 3.7x to account for ~60–65% of regional trade, assuming ~90% port utilization of Lagos State ports capacity including Lekki port

⁴ Index score measure inline with peer group range (South Africa, Egypt and Morocco)

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SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



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SDG 9 – Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

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There are 19 key initiatives that Lagos State can undertake to become West Africa's trade hub and regional gateway for transit shipment and port services.

Regulation and Policies

1. Partner with the Federal Government to establish a large portfolio of FTAs and RTAs to maximize market access and global linkages
2. Continue engagement with FG for State level autonomy and control over port assets, operations, activities and revenues
3. Coordinate with Nigeria Ports Authority (NPA), Nigeria Inland Waterways Authority (NIWA) to establish/enforce minimum safety standard for operations at barge terminals
4. Create an authorized economic operator's scheme to secure Trade Partnership that certify security compliant companies and reduces inspection needs
5. Establish regulations to promote barge channels – e.g. establishing minimum volume to the key commercial centres that must be moved by barge

6. Enhance/enforce regulations on road-worthiness requirement for trucks

Financial incentives

7. Provide financial support to SMEs providing inland services (barge services, ships agents, trucking etc.) via trade loans, insurance etc.
8. Provide income tax incentives within free trade economic zones including (i) suspension of duties and VAT for goods that remain in the zone, and (ii) exemption from permit requirements if are non-controlled goods
9. Provide rebate on handling costs triggered by specific volume thresholds at year-end (1-3- or 3-10-year agreements)

Investments

10. Build off-dock terminals through PPPs close to, but outside the Apapa and LFZ ports to de-congest and increase port infrastructure as a pass-through
11. Co-invest with FG in upgrades of railway to include double-stack rail

12. Invest in extension and maintenance of road infrastructure and traffic management systems to reduce congestion at all ports
13. Invest in software applications and intelligent risk management for real time-tracking and management of port assets and processes
14. Build barge terminals through PPPs across the key areas of commercial activities in Lagos State (e.g. Agbara, Trade Fair, Epe, Ikorodu) to decongest the road networks and provide a link for efficient evacuation of cargo from the ports
15. Invest in SME centres in partnership with the main trade associations to provide services incl. SME clustering for higher market access, tradeshow facilitation

Partnerships and network support

16. Develop alliances with target global logistics hubs on priority products/supply chains
17. Interconnect all SEZs, so that goods for re-export can move between the different SEZs without virtually entering the country and thus avoiding customs duties and VAT
18. Provide digital customer interfaces, streamlined operations and electronic booking services for transfers and warehouse storing
19. Provide trade-related education (supply chain management etc.) and skills trainings at all levels (students, career professionals...) including FTA trainings & export guides for SME

Focus Area 4: Financial Services

Establish a world-class international financial centre, a leading hub in Africa

A robust financial industry can be a differentiator and key driving force for an economy. Becoming a model mega city will require, first, to be known globally as a financial force to reckon with, which is why Lagos needs to develop an international and resilient financial hub. As it stands, financial services accounts for about 7% of Lagos State's GDP with a focus on internal demand and large international clients. Fintech investments in Nigeria have grown by 197% over the past three years and it is currently the largest destination in Africa. With this economic outlook, Lagos can truly aim for financial supremacy being the financial, business and commercial hub of Nigeria with an established regional dominance (12 banks in top 100 in Africa) and having clear continental expansion. However, Lagos faces stiff competition from South African banks and will need consistent financial enhancements to get ahead.

"Building a successful financial hub requires all the attributes of a hub – talent, security, connectedness, high quality of life and favourable regulatory and business environment."

Global Financial Services expert

We will track the development of creating the Lagos International Financial centre by attracting companies, establishing partnerships and driving job creation.

Indicator	Description	Baseline	30-year target
Companies	Number of financial and non-financial companies registered	NA	>250
Employment	Number of direct jobs with high added value	NA	>10,000
Partnerships	Number of partnerships with international financial centres (tax treaties, promotion etc.)	NA	>15

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to improve financial services supports the following SDGs:



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 13 key initiatives that Lagos can undertake to establish a world-class international financial centre ranked as a leading hub in Africa with global standards.

Regulation and Policies

1. Strengthen the existing regulatory framework in collaboration with the Central Bank that drives a business-friendly policies within the financial centre
2. Adopt international standards and agreements within the centre e.g., Basel Committee on banking supervision etc.
3. Create a single contact window between private sector and Lagos State government to minimize touch points and reduce bureaucracies/red tape
4. Establish strategic partnerships with investment promotion agencies for protection agreements across Africa
5. Strengthen and increase the capacity of centre for arbitration and mediation to promptly and effectively entertain disputes on commercial, financial cases and disputes between banks and other financial institutions
6. Develop an International Financial centre in Eko Atlantic with free trade zone status

Investments

7. Drive investments to strengthen aerial connectivity with strategic routes to African countries, Europe

and Americas, e.g., through construction of new airports; establishment of new airlines

8. Establish a PPP to develop a world-class Financial centre academic institution in Eko Atlantic in proximity to the Financial centre

Partnerships and network support

9. Engage CBN to facilitate the creation of a special unit to supervise activities within the financial centre
10. Require on-the-job training programs such as apprentice-style onboarding for professionals as a minimum requirement for registration within the Financial centre
11. Develop local talent skills in financial services sector, through academic institution and partnerships with universities for specific qualifications (e.g., Master in Financial Engineering)
12. Strengthen bilateral/multilateral agreements to speed up cooperation in the financial field and integrated within Africa Including the ongoing AU, ECOWAS, WAM discussions to integrate the African financial market
13. Strengthen partnerships between industry players and Lagos State on internship placement of graduates to careers in financial services and on-the-job training programs such as apprentice-style for professionals

Focus Area 5: Real Estate Services

Establish Lagos as the base for high quality, cutting-edge and sustainable real estate market in West Africa

Real estate presents numerous opportunities for growth and revenue for Lagos State. We must become known as a base of sustainable, resilient and affordable real estate to truly become a model mega city. Real estate currently accounts for about 20% of Lagos State's GDP. The sector investment is stimulated by the construction of new residential and commercial properties. It is relatively fragmented, with multiple brokers and with revenues driven by high property value and rental income.

"Lagos State must create new urban centres or the real estate sector growth will be stifled both in supply and demand. Where the jobs go, the people go, so don't narrow the commerce space"

CEO of a Real Estate Development company

We will track the development of developing the real estate sector by stimulating investments, demand and upgrading existing assets.

Indicator	Description	Baseline	30-year target
Renovations	Share of building and infrastructure renovation and upgrade (of total real estate activities)	N/A	~25%



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SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 22 key initiatives that can be taken to establish Lagos as the base for high quality, cutting-edge and sustainable real estate market in West Africa.

Regulation and Policies

1. Streamline / harmonize the framework for investment across all agencies in the state, and ensure adequate legal framework to give investors confidence
2. Promote sustainable environment in order to prevent loss of lives and properties in the coastal zone
3. Create a standard legislative framework for advance material supply payments to SMEs to stabilize their cash flows (e.g., contractor guarantee or ownership transfer of materials)
4. Create digital processes for applications, permits, titles, and approvals to reduce time and cost in document compliance
5. Develop special annual levies and land tax based on the property value
6. Devise policies for procurement models with clear sustainability goals in public assets and incorporating best practices into city development plans and building codes
7. Establish a fully functional tax refund scheme and a comprehensive tax payment schedule calendar and notification system
8. Facilitate the formalization of the real estate service activities to improve visibility on sectorial activities and enhance revenue generation for the state
9. Liberalize policy of low- and high-density development as to increase financial and economic feasibility while ensuring safety measures (materials etc.)
10. Strengthen the enforcement of existing policies and guidelines and certification on real estate quality development and services including renewable energies, climate measures
11. Provide tax holidays to developers to reduce cost burden and avoid double taxation

Financial incentives

12. Leverage value-sharing revenue models, provided through special taxes on residential and commercial development, to enable the connected local governments to benefit from economic development
13. Setup an Environmental Impact Bond to finance green infrastructure projects with returns on the bonds are tied to environmental targets

Investments

14. Invest in renovations and upgrades of public-sector buildings (offices, schools, hospitals, etc.) to address existing building stock that is inefficient and uninhabitable
15. Conduct enumeration exercise to expand and ensure comprehensive database of properties (residential and commercial etc), across all the local government areas (current registry captures <20%)
16. Leverage international cooperation where public-private partnership (PPP) units from countries with extensive PPP experience and resources to help fill capacity gaps and assess these proposals for free, as official development assistance

Partnerships and network support

17. Facilitate the formalization of the real estate sector
18. Increase community engagement to understand citizens' needs and ensure successful project delivery
19. Set up internal capabilities and resources for rapid review and approval of projects
20. Define more agile procurement schemes to speed up processes for identifying and selecting developers
21. Develop dedicated tax schemes to support redeployment of unemployed workers from other industries to the real estate sector
22. Develop public-private forums to identify skills that the real estate workforce will need in the future—such as digital, data analytics, and renewables—and refocus vocational and technical trainings accordingly



Focus Area 6: Art and entertainment (including Nollywood)

Become Africa's leading international media city for audio-visual and interactive media, producing films that generate global-standard box office business

Lights, camera but a lot more action! As a global mega city, Lagos will have to establish itself as a leading media city and to do this, a robust action plan needs to be put in place. Currently, the sector is primarily driven by Nollywood films with music production with high potential. Nollywood is recording about 12% CAGR (2016–21) with about 50 movies weekly, second only to Bollywood. Nollywood is a priority sector in the Economic Recovery and Growth Plan of the Federal Government of Nigeria. The sector is challenged by informal marketing and sales practices that breed film piracy and weaken investor confidence, inadequate enforcement of copyright and IP laws and lack of basic infrastructure (reliable electricity, etc.). Lagos holds strong potential to position itself as Africa's fashion hub, traditionally driven by inspiration from films.

"Lagos is the largest market for art and entertainment production and consumption in West Africa yet still with significant potential and the state has a role to play in incentivizing and formalizing the activities"

CEO of a distribution company

We will track the development of the international media city in creating jobs across the value chain

and increasing revenue generation of locally produced content.

Indicator	Description	Baseline	30-year target
Employment	Number of people directly and indirectly employed in the sector	~100,000	1 million ¹
Nollywood revenues	Film revenues generated annually	\$270M ²	>\$1 billion ³
Distribution	Number of cinema locations	27	200
Music revenues	Music revenues generated annually	~\$36M ⁴	>\$500 million

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SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 27 key initiatives that Lagos can undertake to become Africa's international media city for audio-visual and interactive media, with Lagos-produced films generating box office receipts at par with leading peers.

Regulation and Policies

1. Establish sector representation in LGAs reporting to the coordinating M&E Office
2. Partner with NCC to strengthen the enforcement of regulations for anti-piracy law

¹ Assuming Nigeria will generate 1M additional jobs to a total of 2M in the sector, Lagos should aim to account for at least 50% of the total employment

² Lagos currently accounts for 45% of the total revenues in Nigeria (~\$600M)

³ Lagos State accounts for 50% of the total revenues in Nigeria

⁴ Assuming Lagos State accounts for ~60% of the total music revenues in Nigeria ~\$60M 2019)

3. Create a Co-Production program to establish official agreements with other cities/countries
4. Create a database with resources of public info (filming locations, practice centres, companies, associations, creatives, State agencies, job listings etc.) and outline benefits for both government and private actors
5. Create a Media & Entertainment Office to coordinate all sector activities, e.g., create policies, regulate and license operators, manage funding, engage other Ministries and Agencies, engage with foreign media productions
6. Create an Intellectual Property Office to develop, copyright and piracy laws to protect media & entertainment IP
7. Create digital processes, applications, permits and sector related info.
8. Develop an inclusive policy building approach with multi stakeholders to devise policies to address bottlenecks and drive investment

Financial incentives

9. Co-invests with VC funds into small-medium sized local studios to boost innovation
10. Provide tax credits/rebates (25 – 40%) for films with qualifying Lagos State expenditures and labour and for sound recording costs
11. Subsidize investments into R&D by public and private sector players to drive technological advancements and innovation
12. Create a fund focused on exports of media & entertainment content produced in Lagos
13. Create 'Made in Lagos' certification for production co-branding with perks including preferential access to city infrastructure
14. Provide financial support/relief to setup / upgrade cinemas and distributors of original and copyrighted movies
15. Provide low-interest commercial loans/debt finance to large audio-visual & interactive media studios and distribution and marketing companies to grow national champions

16. Issue grants to support funding throughout project lifecycles and independent producers

Investments

17. Build a Film academy/institution in the Media City with modern technology, equipment and world-class staff to provide a steady pipeline of trained professionals in the creative sector
18. Provide technical and financial assistance to promote Lagos produced films in International Festivals and distribution networks
19. Raise city music profile by continuously investing to become host city for recognizable award shows (AFRIMA, MTV MAMA etc.)
20. Co-invest in the development of a Media City with a multinational film and television studio company that will then operate the production facilities, commercial offices and support infrastructure
21. Host international film festivals to showcase Nollywood, connect filmmakers, students, artists, media etc.
22. Leverage existing government infrastructure (e.g., youth centres, community centres) to host community-based performances in the arts & entertainment space
23. Create a audio-visual & interactive media Mentorship Initiative to support youth through exchange programs in international film labs
24. Develop a Women's fund that directly targets talent development and projects by, for and about women
25. Invest in technical media skills training and literacy programs/workshops with private sector to address skills gaps and help artists and professionals monetize talents
26. Partner with schools and universities to offer Media and Entertainment courses for early talent development
27. Setup media incubators/labs or institutes to develop diverse skills to support sector SMEs operate their businesses better

Focus Area 7: Develop SMEs

Grow SMEs to ~10% of the total share of enterprises in line with global peers

Growing SMEs boosts growth of economies. In its quest to become a model mega city, Lagos must unlock the advantages that come with establishing a thriving SME industry. About 85% of Lagos residents

identify as entrepreneurs, however, the majority are employed in micro-sized enterprises. Lagos State will mature micro-enterprises and develop SMEs as it is critical for quality and stable job creation. The State will also work to increase the share of SMEs to about 10% of total enterprises and about 35% of total employment. This is critical as the largest share of jobs created that are concentrated in SME enterprises will drive the growth of the prioritized sectors.

Economy 

Lagos State should increase share of SMEs in line with peer group as SMEs generate more jobs and more value compared to micro-enterprises

Share of enterprise, employment and value-add of peer group¹ average (%)

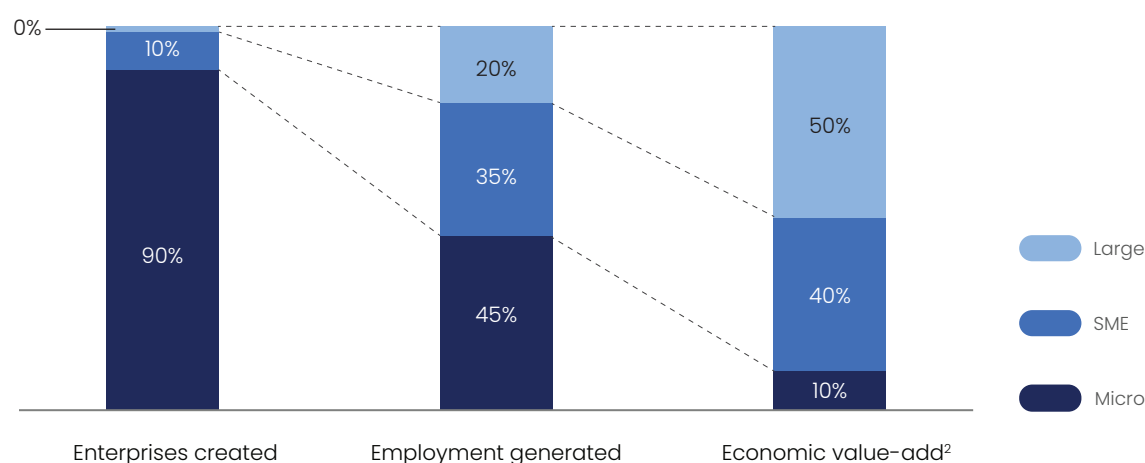


Figure 31: Share of enterprise, employment and value-add of peer group average¹ (%)

Note: Micro enterprise – 1-9 employees; Small enterprise – >10<50 employees; Medium enterprise – >51<200 employees; Large enterprises – 250+ employees

Source: OECD Statistics database; External consultant's analysis

"SMEs need to be given access to the market and the government can facilitate this by pulling levers like allocating public contracts and incentivizing private procurement for SMEs"

Global SME expert

We will track the development of formalization and accessibility to increase the maturity of nano/micro-enterprises into SMEs significantly.

¹ Peer group – Mexico City, São Paulo, Seoul, Jakarta

² Difference between production and intermediate consumption

Indicator	Description	Baseline	30-year target
Formalization	Percentage of registered MSMEs	~2%	~30%
Market access	Share of public and corporate procurement awarded to SMEs	N/A	~15%
Financing access	Share of total commercial banking credit	~1%	>10%
Enterprises	Share of SMEs from total enterprises	0.3%	10%
Employment	Share of skilled people employed by SMEs	4%	~35%

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SDG 1 – No poverty: End poverty in all its forms everywhere



SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 10 – Reduced inequalities: Reduce inequality within and among countries



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable

There are 25 key initiatives that Lagos can undertake to grow SMEs to ~10% of the total share of enterprises (vs. 0.3% currently) in line with global peers

Regulation and Policies

1. Adjust and simplify State and Local tax regimes for SMEs to minimize tax burden and reduce double taxation and levies
2. Create an information e-database of quality data market studies for open access and decision-making by stakeholders
3. Create digital processes for business registration process in partnership with relevant Federal agencies
4. Create policies to integrate entrepreneurship education, technical and vocational training into the State curriculum and system incl. certifications
5. Develop a comprehensive database of all manufacturing companies in the State (i.e. MSME database)
6. Provide priority service to short-list of organizations that have a proven track record in successfully pursuing proposals projects
7. Support the Federal Government's initiatives, e.g., the National Identity Number registration drive to facilitate SME development
8. Set a minimum of public and corporate procurement accessible to SMEs by allocating a share of all contracts to SMEs

Financial incentives

9. Develop an impact bond guaranteed by Lagos State government with limited political exposure for Lagos State Entrepreneurs Trust Fund (LSETF)
10. Subsidize professional services including lawyers, accountants, public relations firms, for early-stage firms' at affordable rate
11. Create a Loan Guarantee Scheme (SGS) to facilitate financing to SMEs by banks offering low-interest loans for working and growth capital

12. Incentivize banks' investment in innovative SME credit models including tax breaks on profits to lending to SME

13. Provide financial support to non-bank financiers (FinTech's, Micro Finance) that provide low-cost financing
14. Reduce application requirements for funding/ support through the Lagos State Entrepreneurs Trust Fund (LSETF)

Investments

15. Improve coverage of credit bureau reporting to cover lending activities of individuals for business purposes, as well as trade credit and other data sources
16. Invest in expansion of movable collateral registry to increase secure lending using asset types more prevalent among MSME owners
17. Open a Lagos State SME Development Bank targeting priority sectors with private operators and State part-owner with shared risk
18. Establish business hubs (i.e., Technology Incubation Centers) in the three sectorial districts
19. Invest in 6 innovation centres (1 per priority sector) where to develop, test and scale new technologies and provision of workspaces for SMEs within SEZs and FEZs

Partnerships and network support

20. Coordinate an internship and placement programs in private sector companies
21. Develop an anchor program for financial literacy, documentation (financial statements...) and alternative financing strategies/ instruments delivered by private sector partners
22. Partner with the Bank of Industry (BOI) to expand the Business Development Service Providers program and agents within the State
23. Provide certified training programs, management, capacity development and upskilling of the workforce aligned to priority sectors needs delivered by private sector partners

24. Develop a match-making platform for lenders and SMEs with State participation as a guarantor
25. Promote women and youth inclusion through targeted funds, training programmes, and certifications

Focus Area 8: Build Tech-based Ecosystems (including Fintech)

Drive tech ecosystem value to ~10% of the state GDP by making Lagos a preferred destination for investors and innovators

Setting out to win in the future is almost impossible with the intervention of technology and innovation. Lagos will focus on developing a leading tech ecosystem with quality talent and increased

attractiveness for investors and entrepreneurs. Lagos is a top destination for tech and digital investment in Africa, with > US\$ 1.5 billion equity funding over the last five years (2016–2020). Lagos State will capitalize on the existing momentum to enable innovation and technology to support economic sectors in generating highly productive jobs with higher labour productivity

As a key objective in this effort, Lagos State will work to drive the tech ecosystem value to about 10% of Lagos State GDP as an enabler to drive the growth of the economic sectors. The Lagos State start-up ecosystem is the most valuable in Africa, however, it has much ground to cover when compared to other emerging markets and global peers and the idea is to get to the same level.

The rise of tech-based entrepreneurship and funding capital creates the foundation for building innovative ecosystem clusters across Lagos State.

Build tech-based ecosystem

Economy 

Drive tech ecosystem value to ~10% of Lagos State GDP as an enabler to drive growth of the economic sectors

Ecosystem value as % of GDP

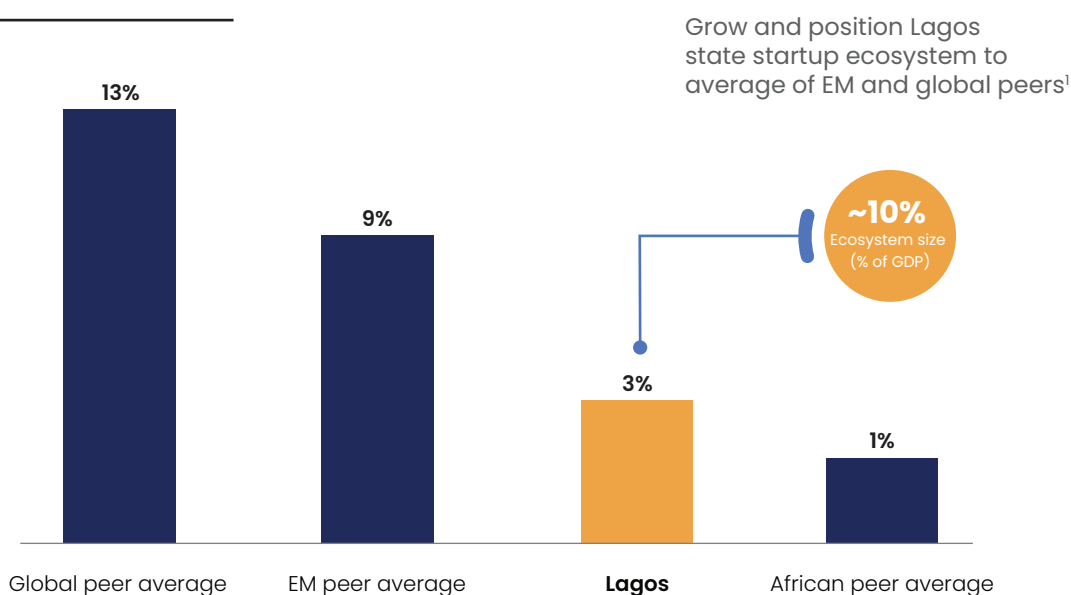


Figure 32: Lagos State startup ecosystem is the most valuable in Africa; however, it lags emerging market and global peers
Source: Global Startup Ecosystem Report 2017; External consultant's analysis

¹ African peers – Johannesburg, Cape Town; EM Peers – Mexico City, S. Paulo, Kuala Lumpur; Sri Lanka, Bangalore; Global peers – Silicon Valley NY, London, Beijing, Moscow, Shanghai, Seoul

Leading industry actors have expressed confidence in Lagos' potential:

"These are exciting times for the fast-growing Lagos start-up ecosystem. We are seeing great and innovative start-ups come through the system. To be sure, there are still a lot of challenges facing the ecosystem but that's to be expected since the ecosystem is in its infancy"

Director at an Early Stage Investor Network

"Entrepreneurs in the Lagos ecosystem and in Africa at large have an opportunity to tremendously [generate] impact...through innovation in the new economy. I encourage us all to keep pushing boundaries regardless of the challenges we face and take on the opportunities by playing to our natural resilient strength"

Co-Founder and CEO at a Payments Ecosystem platform

We will track the development of tech that contribute to the digital economy of the state

and make it a preferred destination for investors and innovators.

Indicator	Description	Baseline	30-year target
Ecosystem value	Tech ecosystem value as % of GDP	~3%	10%
Start-up output	Number of registered start-ups across tech verticals (Fintech, Agri-tech, Health-tech etc.)	~500	~1,500
Women founders	Share of women as founders of tech start-ups	14%	25%
Global connectedness	Index measuring state of globalization by analyzing trade, capital, information, and people flows	3.8	>6.1

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SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 22 key initiatives that Lagos can take to drive tech ecosystem value to about 10% of the state GDP compared to the current approximately 3% by making Lagos a preferred destination for investors and innovators

Regulation and Policies

1. Support the FG/CBN to help develop a "Startup Acts" in collaboration with private sector, multilateral organizations, donors and investors to co-create an executive bill and policies in line with African and global best practices that will support development of an attractive, competitive and innovative sector
2. Coordinate with CBN to introduce regulatory reforms to reduce document requirements for MSME financing (includes issues around FICA/ KYC requirements etc.)
3. Introduce policies to attract and incentivize local and angel investors including capital gain tax exemptions for early-stage start up funding
4. Propose to the FG a review of the threshold of the Pioneer status regulations for qualifying companies for the income tax "holiday" for up to five years
5. Streamline and digitalize processes to fast-track licenses, register startups, and provide State

support for covering patents through a startup registration platform easily accessible

Financial Incentives

6. Create a fund-of-funds for the State to co-invest with corporate VCs in Lagos-based tech startups with the option to buy out the State's share within 3-5 years
7. Facilitate and de-risk investment through seed funding/ grant opportunities into sector verticals that have demonstrated momentum (e.g.: AgriTech, E-Commerce...)
8. Introduce incentives to drive R&D spend and innovation through grants and patent protection
9. Provide tax breaks for losses on invested capital in ventures owned by same company
10. Earmark financing for locally trained Lagosian entrepreneurs in tech who are less likely to get funding from VCs and international donors
11. Provide personal tax incentives for founders of startups in Lagos State and corporate tax incentives for startups moving their headquarters to Lagos

Investments

12. Continue additional PPP agreements to build a State-wide fiber optic internet backbone and ensure coverage of all public buildings/spaces
13. Develop an aggressive marketing campaign to build the impression of Lagos as the best investment destination for tech in Africa
14. Replicate the KITE@Yaba public-private partnership to develop 2 – 3 new tech- hubs
15. Strengthen the Yaba tech cluster by completing ongoing construction to increase availability of real estate for growing start-ups
16. Invest in 6 innovation centres (1 per priority sector) where to develop and test new technologies by partnering with universities and research institute
17. Invest in development centres and multipurpose co-working spaces in each LGA by private partners

Partnerships and network support

18. Host frequent ecosystem building and “collision” networking events between local and international corporates, donors, investors, foundations, entrepreneur etc.
19. Introduce incentives to retain existing and new talent/companies to reduce exodus to Abuja, Ibadan, Port Harcourt, Enugu etc.
20. Partner with universities to drive research and innovation in tech
21. Create a pre-acceleration program for women start-ups in early concept stage
22. Partner with academic institutions to increase girls and women in STEM subjects and women’s enrolment in digital vocational training centres

Thriving Economy: Performance Indicators

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Wholesale & retail trade	Formal trade – Percentage of total sales through formal channels (shopping malls, supermarkets etc.)	~15%	>60%	Best-in-class African city – Johannesburg
Wholesale & retail trade	Retail trade area – Formal retail area per 1000 people (sq m) ¹	10	>300	Average benchmark of peer group (Johannesburg, Nairobi, Accra)
Food & beverage mfg.	Import substitution – Decrease in total FMCG imports substituted by locally manufactured goods	US\$ 4.5Bn	<US\$ 2Bn	Based on domestic production capacity increase

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Food & beverage mfg.	Export boost – Increase in exports of locally manufactured FMCGs	US\$ 1.7Bn	>US\$ 5Bn	Measure inline with peer group range (South Africa, Egypt)
Shipping & logistics	Container handling activity (% of total TEU¹) in West Africa – Measure of container handling activity (% of total TEU) in West Africa	22%	~60–65%	Increase throughput by 3.7x to account for ~60–65% of regional trade (including transshipments in other ports)
Shipping & logistics	Liner shipping connectivity – Index score measure of a country's position within global liner shipping networks (Ranking in West Africa)	23.5 index score (6 th ranked)	>40–65 index score (1 st ranked)	Index score measure inline with peer group range (South Africa, Egypt and Morocco)
Shipping & logistics	Port calls (wait time) – Median time spent in port in hours (days)	71 hours (2.96 days)	23.5 hours (0.97days)	Median global turnaround times
Financial services	Companies/ enterprises – Number of financial and non-financial companies registered	n/a	>250	Benchmark Dubai, Mauritius, Casablanca, Qatar centres
Financial services	High value direct employment – Number of direct jobs with high added value	n/a	>10,000	Benchmark Dubai, Mauritius, Casablanca, Qatar centres
Financial services	Partnerships (treaties, promotions etc.) – Number of partnerships with international financial centres (tax treaties, promotion etc.)	n/a	>15	Benchmark Dubai, Mauritius, Casablanca, Qatar centres
Real estate services	Renovations – Share of building and infrastructure renovation and upgrade (of total activity)	n/a	~25%	Benchmark with global benchmark
Art & Entertainment	Employment – Number of people directly and indirectly employed in the sector	~100,000	1M	Nigeria will generate 1M additional jobs to a total of 2M in the sector, Lagos to account for at least 50%

¹ Twenty Equipment Unit, i.e., 20-foot container

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Art & Entertainment	Nollywood revenues – Film revenues generated annually	\$270M	\$1Bn	Nollywood generates >\$2Bn in line with peers, Lagos State accounts for 50% of the total revenues in Nigeria
Art & Entertainment	Distribution (cinemas) – Number of cinema locations	27	200	Estimated supply gap given population size and demand
Art & Entertainment	Music Revenues – Music revenues generated annually	~\$36M	>\$500M	Assuming Lagos State accounts for ~60% of the total music revenues in Nigeria
SME development	Formalization – Percentage of registered MSMEs	~2%	~30%	Best-in-class African city – Johannesburg
SME development	Market access – Share of public and corporate procurement awarded to SMEs	n/a	~15%	Share of public and corporate procurement awarded to SMEs inline with global best practices
SME development	Financing access – Share of total commercial banking credit	~1%	>10%	Best-in-class African city – Johannesburg
SME development	Enterprises – Share of SMEs from total enterprises	0.3%	10%	Measure inline with peer group – Mexico City, São Paulo, Seoul, Jakarta
SME development	Employment – Share of skilled people employed by SMEs	4%	~35%	Measure inline with peer group – Mexico City, São Paulo, Seoul, Jakarta
Tech based ecosystems	Ecosystem value – Tech ecosystem value as % of GDP	~3%	10%	Measure inline with peer group – Johannesburg, Cape Town, Mexico City, S. Paulo, K. Lumpur, Sri Lanka, Bangalore, Silicon Valley, London, Beijing, Moscow, Shanghai, New York, Seoul
Tech based ecosystems	Startup output – Number of registered start-up across tech verticals (Fintech, Agritech, Healthtech etc.)	~500	~1,500	
Tech based ecosystems	Women founders – Share of women as founders of tech startups	14%	25%	Measure inline with peer group – Johannesburg, Cape Town
Tech based ecosystems	Global connectedness – Index measuring state of globalization by analyzing trade, capital, information, and people flows	3.8	>6.1	Global average for competitive ecosystems

Chapter

5



Human-centric City

The personality of a city is defined by its people. The people of Lagos are at the heart of everything we are trying to achieve with this vision. This is vital because Lagosians have a high sense of belonging to a community and a wide net of connections to the state. In our society, we have strong social capital (i.e., social connections, respect, support and tolerance). It is fair to say Lagos is a human-centric city as it responds quickly to residents' expectations on security relative to other states in Nigeria. Yet, there are still opportunities to improve and we continue to enhance access to social infrastructure across education and training, housing, medical services, mobility, etc.

Living conditions and social infrastructure opportunities

We have opportunities to improve our performance across all dimensions of quality of life, especially housing, education and training, medical care and mobility. In terms of social capital, we can continue to ensure that citizens have a high sense of belonging to the state, which can be strengthened through culture, history and increased intensity of social interactions.

We cannot envision a transformed Lagos without granting Lagosians access to the social infrastructure needed to develop their capacity and live a fulfilled life. It is crucial that we continue to achieve this and which is why we have prioritised several sectors that will position Lagos in becoming established as a preferred home for current and future talent by delivering superior living conditions across four key enablers:

1. **Education and training:** Prepare a world-class workforce by developing and attracting key talent through education, vocational and technical training programs for highly productive jobs at scale
2. **Healthcare:** Guarantee high-quality, affordable and accessible healthcare for all residents as well as to position Lagos as a 'Top 5' medical tourism destination in Africa
3. **Housing:** Create a resilient and equitable housing market by increasing the share of formal housing to ~70% in line with leading peers
4. **Safety & Security:** Ensure a secure environment and accurate perception of safety in Lagos by ranking in the top five safest cities to live in Africa

IN 2052, EVERY LAGOSIAN WILL HAVE ACCESS TO AFFORDABLE AND WORLD-CLASS EDUCATION AND TRAINING, HEALTHCARE AND SOCIAL SERVICES.

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to achieve a human-centric city supports the following SDGs:

- | | | | |
|---|--|---|---|
|  | SDG 1 – No poverty: End poverty in all its forms everywhere |  | SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for |
|  | SDG 2 – Zero hunger: End hunger, achieve food security and improve nutrition and promote sustainable agriculture |  | SDG 10 – Reduced inequalities: Reduce inequality within and among countries |
|  | SDG 3 – Good health and wellbeing: Ensure healthy lives and promote well-being for all at all ages |  | SDG 12 – Responsible consumption and production: Ensure sustainable consumption and production patterns |
|  | SDG 4 – Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all |  | SDG 15 – Life on land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss |
|  | SDG 5 – Gender equality: Achieve gender equality and empower all women and girls |  | SDG 16 – Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels |
|  | SDG 6 – Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all | | |
|  | SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all | | |

Building a human-centric city requires LASG to increase the social equity of the state and track improvements to the well-being and retention of

citizens while tracking key performance metrics towards a human-centric city:

Metric	Description	Baseline	30-year target
UNDP human development index	An index measuring comprehensive human development, i.e., healthy life, access to knowledge and a decent standard of living	0.65	0.8
Gini coefficient	Measure of income or wealth inequality or wealth inequality within Lagos	27.23	20
Economist Intelligence Unit safe cities index score	Index score comparing cities across different security dimensions – digital, infrastructure, health and personal	38.1	>75



Focus Area 9: Education and Training

Establish a world-class workforce by developing and attracting key talent through education, vocation and technical training programs.

A skilled and world-class workforce can greatly benefit a city's ambitions and futuristic plans. Having

the best minds in the business and the most sought-after professionals goes a long way in cementing the reputation of a city as a human-centric one. Lagos has to continue to develop our workforce internally while creating an enabling environment to attract the top talent from outside the country as well. This will be done through education, vocational and technical training programs for highly productive jobs at scale. The education and training sector was shortlisted under public administration and social services as a sector to monitor and support proactively.

“The future of education will emphasise competency-based and experiential learning over simply passing knowledge across by instruction, so we need to adjust our education system accordingly”

Lecturer at Pre-university Institute

We will track the development of a premium education system set to position Lagos as a hub for highly skilled world-class graduates.

Indicator	Description	Baseline	30-year target
Student-teacher ratio (public schools)	Number of students divided by number of teachers in Lagos	33	25
Classroom density (public schools)	Number of students divided by number of classrooms in Lagos	55	30
Gross enrolment rates (primary and secondary)	Ratio between all students enrolled in schools, and the population of official school age	62%	75%
TVET gross enrolment rates	Percentages of technical/vocational enrolment across Lagos at secondary level	20%	65%
Digital literacy rate	Proportion of youth/adults with Information and Communications Technology (ICT) skills	20%	60%

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN, providing a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa’s Model Mega City. Our goal to improve education and training supports the following SDGs:



SDG 4 – Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 18 key initiatives that Lagos can take to prepare a world-class workforce by developing and attracting key talent through education, vocational and technical training programs for highly productive jobs at scale.

Regulation and Policies

1. Design assessment exercises to enforce teachers' qualifications requirements in public schools considering outcome-oriented perspective
2. Strictly enforce minimum standards and guidelines set out for the establishment of private schools within the State to guarantee quality of education delivered
3. Establish evaluation index for learning delivery performance in schools by adopting global best practices

Financial incentives

4. Provide land or property taxes to private companies to incentivize them to invest in building, equipping and maintaining technical and vocational centres, so highly-skilled talent can be developed to fill core technical skills required for their industries
5. Design scholarship schemes pertaining to sports and other extracurricular activities, focused on students of underrepresented backgrounds, to spur them into earning a post-secondary credential and achieving career success by consulting relevant stakeholders
6. Establish scholarship funds for vocational students and professional certifications/degrees at academic institutions for the 6 priority Focus Areas with requirement of minimum duration of employment in the State

Investments

7. Continue construction of >200 new and modernization of existing primary, secondary and technical/vocational colleges to match global best practice standards, with considerations for disadvantaged groups (e.g., ramps for wheelchair access)
8. Develop continuous welfare programs for teachers that address their compensation,

trainings, and living conditions where necessary, by reprioritizing budgets

9. Equip all public facilities with digital infrastructure and tools to improve focus in classrooms and enhance remote learning in the State
10. Invest in aggressive recruitment campaigns, by showing the benefits of teaching and role-model existing teachers, to reduce student-to-teacher ratio
11. Invest in creation of online communities and trainings for teachers and students to understand the workings of the innovative delivery systems – experiential learning and digital tools

Partnerships and network support

12. Collaborate with local industry leaders and employers to provide students, parents, and teachers with greater exposure to career opportunities and options, including early industry certification and career immersion programs
13. Leverage partnerships with development partners and foreign educational agencies to upskill teachers with digital skills and alternative educational delivery models
14. Provide vocational and educational training in digital skills operated by private sector partners to supply skilled labour and meet demand from tech firms
15. Actively advocate for revamping and modernizing the educational curriculum, to become up-to-date while including core STEM subjects, digital skills and soft skills, in collaboration with the Federal Government and the private sector
16. Facilitate the creation of an investment fund, and advisory committee to support education startups seeking to develop innovative delivery methods based on the State's context
17. Develop policies and programmes to expand second chance learning opportunities for individuals returning to school
18. Leverage partnerships with relevant ministries, departments, agencies and other organisations to develop and implement extensive accreditation of vocational training courses

Focus Area 10: Healthcare

Guarantee high-quality, affordable and accessible healthcare for all residents as well as position Lagos as a top 5 medical tourism destination in Africa

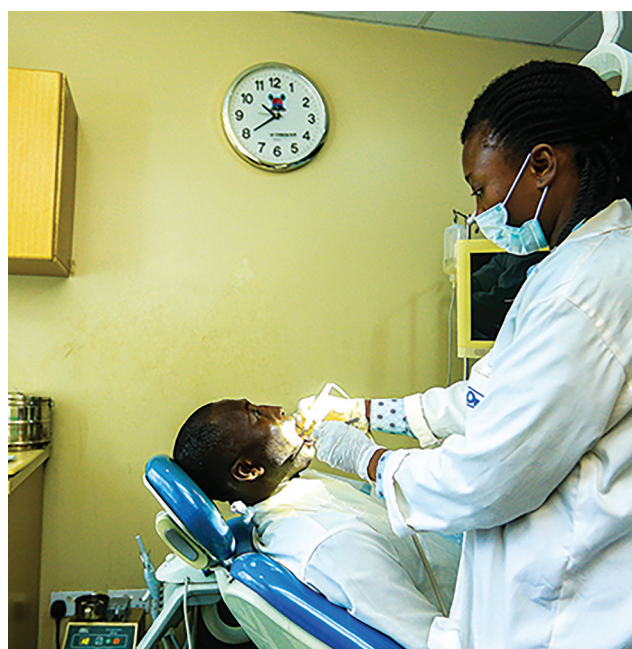
Access to good healthcare is perhaps one of the key determining factors of a human-centric and prosperous city. Lagos State will carry out decisive actions to partner with the private sector in ensuring Lagosians have access to affordable and quality healthcare services. Additionally, we will also build a medical tourism hub that will establish Lagos as one of Africa's top 5 destinations for health care. The healthcare sector was shortlisted under public administration and social services as a sector to proactively monitor and support.

"Primary concern for the government should be the creation of a credible health insurance scheme and ensuring an enabling environment for the private sector to invest capital in the healthcare sector"

CEO of a Medical Engineering firm

We will work to guarantee high-quality, affordable and accessible healthcare for all residents in Lagos and position Lagos as a top 5 medical tourism destination in Africa. As Nigeria is currently unranked as a leading medical destination in Africa and globally, there is immense opportunity for this sector to develop.

We will track the development of the healthcare sector in providing affordable healthcare and making Lagos State a medical tourism hub.



Indicator	Description	Baseline	30-year target
Attractiveness to medical tourists	Number of inward travellers for medical purposes	N/A	150,000
Hospital beds/ 100,000 population	Number of hospital beds divided by the population multiplied by 10,000	50	230
Maternal mortality rate	Number of maternal deaths per 100,000 live births in a year	555	37
Infant mortality rate	Number of deaths per 1000 live births	39	17.3
Health insurance coverage	Number of Lagosians with health insurance divided by total population multiplied by 100	1.11%	50%
Government healthcare expenditure	Government healthcare expenditure divided by GDP multiplied by 100	0.32%	10%

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to improve healthcare supports the following SDGs:



SDG 3 – Good health and wellbeing:

Ensure healthy lives and promote well-being for all at all ages

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 19 key initiatives that Lagos can undertake to guarantee high-quality, affordable and accessible healthcare for all residents as well as to position Lagos as a top 5 medical tourism destination in Africa.

Regulation and Policies

1. Adapt legislation to remove barriers to digitization of Health processes and records
2. Enact Personal Health Information Protection Act to protect patient data privacy
3. Standardize the design of primary health centres and general hospitals in line with global standards of service delivery for medical facilities
4. Continue expanding physical capacity of the healthcare system to handle surge in demand while still delivering essential services by conducting assessments to highlight gaps and addressing identified gaps in a targeted way
5. Establish a drug management agency to implement a sustainable drug revolving fund that leverages technology
6. Introduce incentives for primary care professionals to achieve targets set by performance indicators
7. Stipulate health care professionals' personal (administrative and civil) liability to the patient and introduce health care professionals' liability insurance

Financial incentives

8. Implement improved financial compensation plan for health care professionals in Lagos State to reduce attrition rate

9. Provide incentives to employers including SMEs to provide health insurance coverage to employees via e.g., tax breaks/subsidies
10. Seek international partnerships to establish and/or operate specialty hospitals in Lagos by providing credit enhancements for investments and income tax breaks for expatriate doctors/talent

Investments

11. Conduct full scale renovation of health facilities to match set standards across all existing State-owned health facilities (326 primary health centres, 26 general hospitals, 10 MCCs, 1 tertiary hospital)
12. Establish specialty care facilities / reconfigure specialty care wings in existing health care facilities for specialty focus areas e.g., Paediatrics, Orthopaedics, Obstetrics & Gynaecology, Oncology and Cardiology
13. Establish an Infectious Disease Research Institute to accelerate advancements in combatting existing and potential outbreaks
14. Set up the medical diagnostic and service provision scheme to ensure state of the art equipment in all the State's health facilities
15. Implement the Smart Health Information Platform (e.g., EMR, e-consult, financial system, disease surveillance mechanism) to digitalize health care system operations
16. Invest in improved delivery of adequate medical care to hard-to-reach areas of the State with a focus on creating equitable healthcare access

Partnerships and network support

17. Implement ongoing training on digital tools and services for doctors and medical institution staff with private sector coordination
18. Boost enrolment of Lagos State residents in the Lagos Health Insurance Scheme (e.g., by investing in grassroots advocacy and collaborating with community leaders) and accelerate insurance re-imbursement process
19. Implement the Lagos State Medical Industrial and Innovation Zone (LASMISO) concept PPP partnerships

Becoming a human-centric city requires continuous enhancements to the way people live, function and thrive. One key aspect for achieving this is by investing in housing. There is an immediate need to make housing more affordable and to ensure formal housing matches the level of peer countries.

"De-risking housing investments for private developers by providing key infrastructure, land and access to financing should be the paramount task for the government"

Global Housing expert

Focus Area 11: Housing

Create a resilient and equitable housing market by increasing the share of formal housing to ~70% in line with leading peers

We will create a resilient and equitable housing market by increasing the share of formal housing to about 70%, in line with leading peers. This is essential as Lagos has a large share of the population living in sub-standard and slum housing settlements, especially when compared to other similar developing economies.

Housing

Social infrastructure

Lagos has a large share of the population living in sub-standard and slum housing settlements

Population living formal vs informal¹ housing (%)

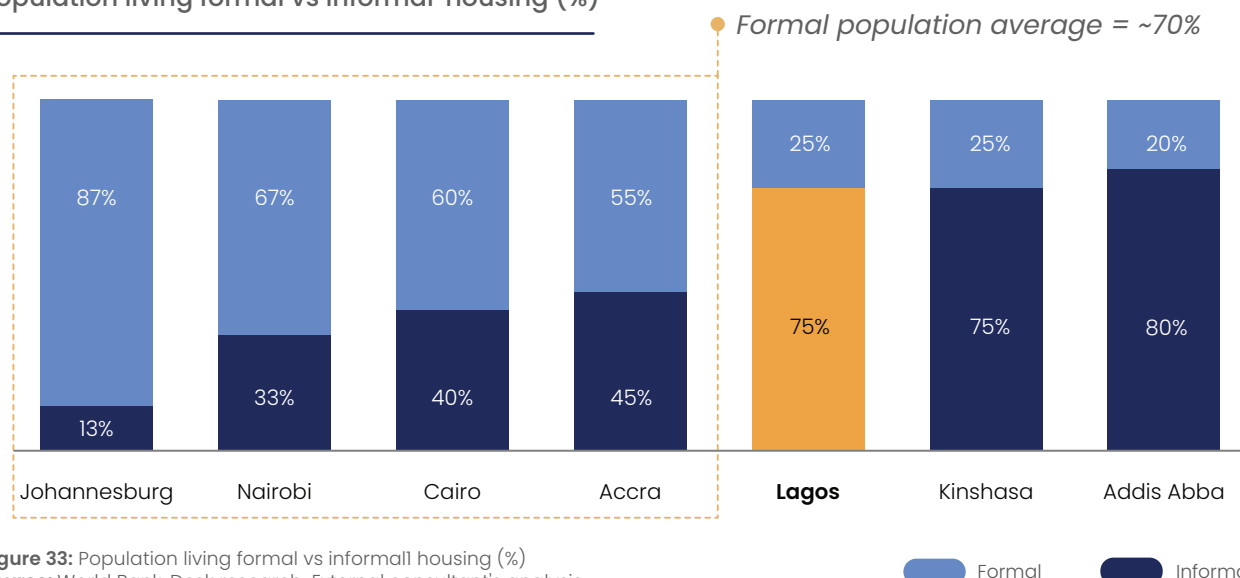


Figure 33: Population living formal vs informal housing (%)

Source: World Bank, Desk research; External consultant's analysis

¹ Informal housing includes sub-standard and slum housing

We will track the development of the housing sector in providing affordable housing and improving formal structures.

Indicator	Description	Baseline	30-year target
Percentage of formal housing	Share of units built according to predefined standards divided by total housing units multiplied by 100	25%	75%
Rent affordability	Amount spend on rental housing divided by disposable income multiplied by 100	157%	32%
Annual house building rate	Estimated number of housing units built in Lagos annually	N/A	150,000 – 200,000

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega -City. Our goal to improve healthcare supports the following SDGs:



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 14 key initiatives that Lagos can undertake to create a resilient and equitable housing market.

Regulation and Policies

1. Review the state's masterplan, lower order plans and regulations to reorganize and optimize for increased density neighbourhoods to increase real estate development investments in the State
2. Strengthen enforcement of housing laws to increase access and improve affordability of housing in the state
3. Streamline and fully automate approval process for building and construction permits

4. Introduce inclusionary housing policy as an instrument to create mixed-tenure, mixed-income developments and increase the number of affordable housing units. Require a minimum of 30%-50% affordable housing on-site of new development sites with off-site provision in exceptional cases
5. Further develop policies and regulations focused on the protection of tenants (e.g, mandating introduction of monthly rent payment models)

Financial incentives

6. Incentivise relocation of slum dweller to new social housing developments by providing

better access to public goods i.e., housing, schools, hospitals, recreational parks etc. in the new districts

7. Incentivize developers to invest in mixed income/ inclusionary and environmentally sustainable housing in new urban areas, e.g., by offering tax rebates and waivers on permits cost, and allocating land at subsidized rates

Investments

8. Consolidate and scale up existing subsidized housing schemes i.e., Lagos HOMS, Rent-to-Own scheme, Lagos Affordable Public Housing etc. to increase housing delivery to >100,000 housing units annually
9. Develop the capability of the Ministry of Housing and the Ministry of Physical Planning & Urban Development to improve monitoring and inspection capabilities to ensure high quality physical developments & infrastructure in the State
10. Invest in shared infrastructure such as roads, bridges, water, sewage management etc. to incentivize developers to develop mixed income / inclusionary housing

Partnerships and network support

11. Create affordable housing investment vehicles to facilitate market-based and/or institutional investment in the sector
12. Engage development partners and real estate developers to facilitate the increase of low cost housing construction methods and materials to increase access to affordable housing in the state
13. Engage with financial institutions and developers to create viable financing models for low- and middle-income home ownership (incl. rent to own schemes)
14. Leverage PPPs to develop 100,000 low cost housing units using new innovations in building technology/materials

Focus Area 12: Safety and Security

Ensure a secure environment and enhance perception of safety in Lagos by ranking in the top 5 of the safest cities to live in Africa

Even the best quality of education, healthcare, business or housing can't lead to a model mega city if the state is not safe and secure. Robust safety and security systems are the basis for a city to transform and thrive, flourishing and growing into a future of prosperity. There is already a negative perception of safety in Lagos and we need to act quick to ensure a secure environment and make it one of the safest cities in Africa.

"Developing a solid security risk master plan for Lagos is also critical. This plan should integrate, rethink and redefine security from metropolitan and metro-local security based on the population density of different areas in Lagos."

CEO of private security firm

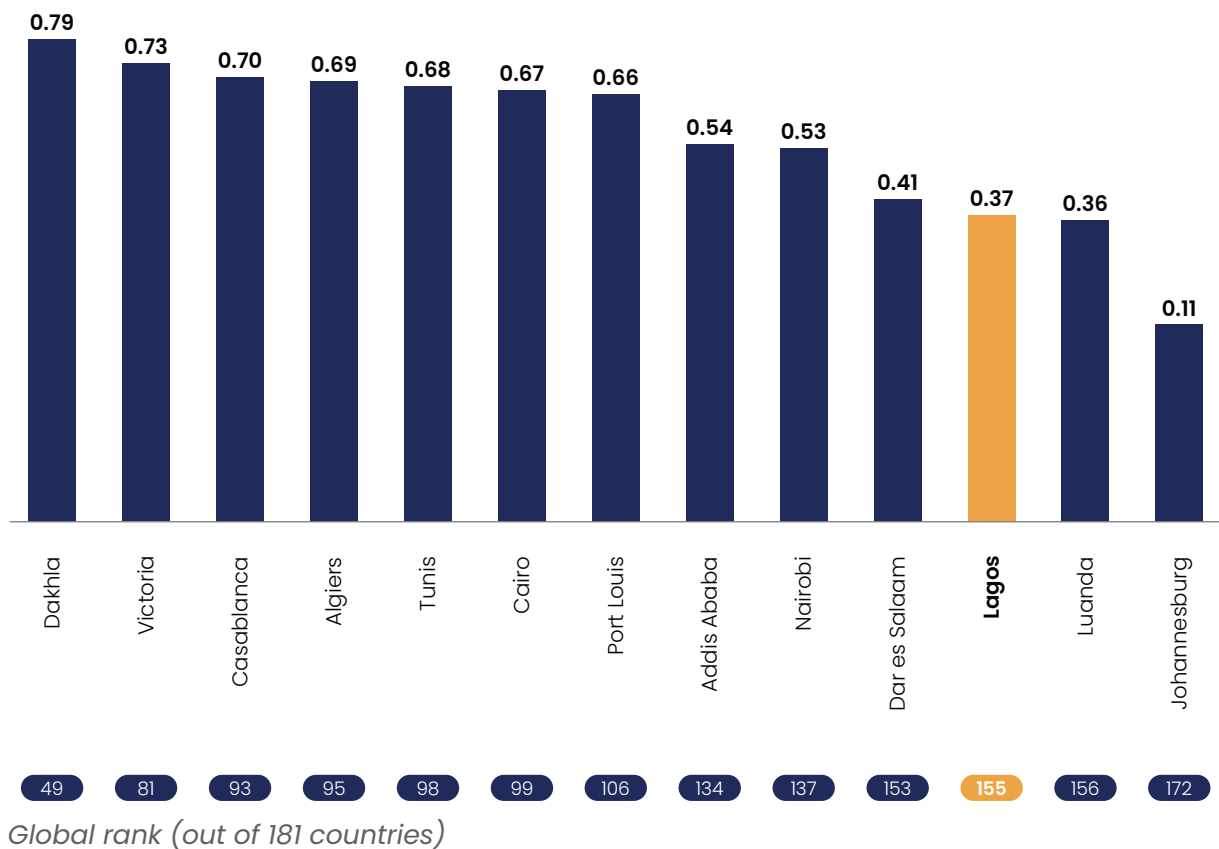
We will work to ensure a secure environment and accurate perception of safety in Lagos State which ranks in the top 5 of the safest cities to live in Africa. Currently, Lagos ranks and scores low on the Safety index. Scoring is driven by perception and high-security risk.



Ensure a secure environment and accurate perception of safety in Lagos State by ranking in the top 5 of the safest cities to live in Africa

Nigeria ranks and scores low on the Safety Index scoring driven by perception and high security risk

Safety Index scoring (ranked 1.0 very safe – 0.00 very unsafe)



More safe

Less Safe

Figure 34: Nigeria's Rank on the Safety Index

Note: Safety Index dimensions include Homicide Rate, Security risk, Political risk, Natural disaster risk, Road traffic death rate, Natural disasters death rate, Major conflicts death rate etc.

Source: Economist Intelligence Unit (EIU), 2021 STC Safety Index; External consultant's analysis

We will track the development of safety and security to position Lagos State as a top-5 safest city to live in Africa

Indicator	Description	Baseline	30-year target
Number of police officers	Number of police officers divided by the population, multiplied by 100,000	186	381
Homicide rate	Number of homicides recorded divided by the population, multiplied by 100,000	4.4	1
Time to resolve dispute (days)	Time from when the plaintiff files the lawsuit in court until payment. This includes days when actions take place and waiting periods	376	230
Cost as % of claim value	Cost in court fees, attorney fees and enforcement fees expressed as a percentage of the claim value	42%	21.5%

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to improve safety and security supports the following SDGs:



SDG 10 – Reduced inequalities:
Reduce inequality within and among countries



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 16 – Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

There are 25 key initiatives that Lagos can undertake to ensure a secure environment and accurate perception of safety in Lagos by ranking in the top 5 of the safest cities to live in Africa.

Regulation and Policies

1. Formulate Occupational Safety & Health (OSH) regulations guidelines and standards for all sectors involved in socio-economic activities in the State and increase OSH consciousness through targeted sensitisation and advocacy
2. Strengthen the operations and mandate of LASEMA, e.g., to conduct regular State hazard mappings, facilitate the operation of a multi-hazard early warning mechanism, strengthen and promote private sector and stakeholder engagements, and establish a functioning disaster/emergency forensic investigation unit
3. Develop a framework for the Government to ensure public safety in planning and development of State infrastructure to aid universal access and social inclusion, particularly persons living with disabilities
4. Develop a unified mechanism for periodic evaluations of sector risks and vulnerability assessments and operationalize the Hazard Identification and Risk Assessment (HIRA) in all vulnerable sectors
5. Enact a new policy on the legal framework for Lagos' safety and emergency management strategy which should include; identification systems for people, assets etc. in the State, as well as policies for mandatory operations of CCTV in public areas of the State
6. Enact a new policy on the legal framework for Lagos' security strategy which should include; identification systems for people, assets etc. in the state, as well as policies for mandatory operations of CCTV in public areas of the State
7. Enforce compliance with protection against child labour, human trafficking, gender-based domestic violence and resettlement of abused children
8. Enforce compliance with the rule of law and human rights by deploying mechanisms to track, monitor and report compliance to court orders and established rules
9. Strengthen the Office of the Public Defender to provide non-discriminatory free representation to residents of the state to ensure equitable access to justice
10. Continue advocating for the enhancement of safety and emergency management infrastructure to reduce existing deficiencies such as deficit of safety practitioners and emergency management resources in the State
11. Continue advocating for the enhancement of security infrastructure to reduce existing deficiencies such as deficit of police (i.e., policemen to population ratio) in the State

Investments

12. Conduct bi-annual resilience assessment in preparation for the continued review and update of the Lagos Resilience Strategy
13. Conceptualise and implement a holistic addressing system across the State with a focus on creating a unique identification system of locations and integrating it in existing (digital) records
14. Continue deploying CCTV cameras, drones and aggressive campaign of lightening up the streets in Lagos State with backend support to ensure proactive response to safety and security concerns across the State
15. Continue procuring and supporting the operational maintenance of equipments for key safety and emergency management resources in the State – personal protection equipment, etc.
16. Invest in required setup and operational infrastructure (i.e., seamless network connection, ambulances, fire trucks, etc.) to ensure fully functional and operational 24 hours emergency service response in the State – police, fire, ambulance services etc.
17. Continue procuring and supporting the operational maintenance of equipment's for the Police and other key security resources in the State – patrol vehicles, communication

equipment's, weapons, bodycams etc.

18. Invest in the infrastructure upgrade (i.e., court rooms and facilities) and digital transformation of the judiciary to facilitate speedy dispensation of justice in the State

Partnerships & network support

19. Facilitate private sector investments in safety and emergency management to provide critical support required to enhance operational effectiveness of the safety and emergency management agencies operating in the State
20. Facilitate private sector investments in security via the Lagos State Security Trust Fund (LSSTF) to provide critical support required to enhance operational effectiveness of the security agencies operating in the State
21. Facilitate the integration of the operations of private safety practitioners and emergency management resources with safety and emergency management agencies to ensure

effective collaboration to secure lives and assets in the State

22. Facilitate trainings for policemen attached to the State with focus on improving community policing and adopting proactive methods to improve security in the State
23. Facilitate trainings for safety practitioners and emergency management resources attached to the State with focus on improving local emergency management and adopting proactive methods to improve safety in the State
24. Facilitate the integration of the operations of private security resources with the Police and other security agencies to ensure effective collaboration to secure lives and assets in the State
25. Organize continuous sensitization drives, publicity campaigns and branding exercises to change security perception and instil trust between Government and citizens



Human-centric City: Performance Indicators

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Social Infrastructure	UNDP Human Development Index	0.65	0.8	UNDP high human development recommendation
Social Infrastructure	Gini Coefficient	27.23	20	Global expert perspectives
Social Infrastructure	Economist Intelligence Unit safe cities index score	38.1	>75	Average score of cities in Economist Intelligence Unit Safe Cities Index 2019, within company of Dubai and Beijing
Education	Student-teacher ratio (public schools) – Number of students divided by number of teachers in Lagos	33	25	United Nations Educational, Scientific and Cultural Organization (UNESCO) recommended best practice
Education	Classroom density (public schools) – Number of students divided by number of classrooms in Lagos	55	30	Organization of Economic Cooperation and Development Countries 2018 average
Education	Gross enrolment rates (primary & secondary) – Ratio between all students enrolled in schools, and the population of official school age	62%	75%	United Nations Educational, Scientific and Cultural Organization (UNESCO) recommended best practice
Education	TVET¹ gross enrolment rates – Percentages of technical/vocational enrolment across Lagos at secondary level	20%	65%	Goal set by Lagos State Ministry of Education
Education	Digital literacy rate – Proportion of youth/adults with information and communications technology (ICT) skills	20%	60%	Goal set by Lagos State Ministry of Education
Healthcare	Infant mortality rate – Number of deaths per 1000 live births	39	17.3	Egypt (African best-in-class) – World Bank, 2019

¹ Technical and Vocational Education and Training

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Healthcare	Health insurance coverage – Number of Lagosians with health insurance divided by total population multiplied by 100	1.11%	50%	Lagos State Health Management Agency (LASHMA) target and expert consultations
Healthcare	Government healthcare expenditure – Government healthcare expenditure divided by GDP multiplied by 100	0.32%	10%	World Health Organization recommendation
Healthcare	Attractiveness to medical tourists – Number of inward travellers for medical purposes	N/A	150,000	Tunisia (Top 5 best-in-class in Africa)
Healthcare	Hospital beds/ 100,000 population – Number of hospital beds divided by the population multiplied by 10,000	50	230	Best-in-class African city – Johannesburg
Healthcare	Maternal mortality rate – Number of maternal deaths per 100,000 live births in a year	555	37	Egypt (African best-in-class)
Housing	Percentage of formal housing – Share of units built according to predefined standards divided by total housing units multiplied by 100	25%	75%	Peer average of best-in-class African cities (Johannesburg, Nairobi, Cairo)
Housing	Rent affordability – Amount spent on rental housing divided by disposable income multiplied by 100	157%	32%	Best-in-class African city – Nairobi
Housing	Annual house building rate – Estimated number of housing units built in Lagos annually	N/A	150,000 – 200,000	World Bank estimate, expert consultations, and government press releases
Security & safety	Number of police officers – Number of police officers divided by the population, multiplied by 100,000	186	381	Botswana (Top 3 best-in-class in Africa)

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Security & safety	Homicide rate (per 100,000 population) – Number of homicides recorded divided by the population, multiplied by 100,000	4.4	1	Burkina Faso (World Bank, 2019)
Safety & security	Time to resolve disputes (days) – Time from when the plaintiff files the lawsuit in court until payment. This includes days when actions take place and waiting periods	376	230	Rwanda (Best-in-class in Africa), World Bank Ease of Doing Business Index, 2020
Safety & security	Cost as % of claim value – Cost in court fees, attorney fees and enforcement fees expressed as a percentage of the claim value	42%	21.5%	OECD High-income, World Bank Ease of Doing Business Index, 2020



Chapter 6

Modern Infrastructure

Infrastructure that is cutting-edge, innovative and futuristic is a hallmark of any modern mega city. That's the ambition we have in mind with Lagos. By 2052, Lagos will be positioned to deliver world-class modern physical and digital infrastructure to support economic and living activities. To set this into effect, five key physical infrastructure investments are critical to growing new urban centres and support prioritized economic activities within Lagos State: Transportation, Power and Energy, Internet Connectivity, Water and Sewage and Waste Management. Considering some of the areas that are of immediate concern for Lagosians, we will focus on developing key connectivity infrastructure across transport, power, ICT, waste management and water and sewage to ensure ease of doing business and enhanced standards of living in the state.

In this regard, we have embarked on an infrastructure renewal journey to optimize infrastructure to meet the demand of citizens and optimize the distribution of spatial activities in the state.

There is a diversification of our transportation modes to include water and rail (red, blue and viaduct rail lengths) to reduce pressure on our constrained road transportation, accounting for 94% of total passengers and goods movement.

To further enhance our efforts, we will also be promoting the development of new urban centres. To realize this, we have proposed to increase formal housing to reduce the density and share of informal settlements in Lagos. We have strategically identified locations for these centres and they will be found in Badagry, Ojo, Ibeju/Lekki and Epe.

Modern infrastructure opportunities

Lagos faces urban challenges at scale as population and economic growth drive rapid demand for land infrastructure.

Lagos' insufficient supply of infrastructure across power, transport, environment and climate risks exacerbate our infrastructure deficit. There are several opportunities for us to meet the demands of our rapidly growing population.

The infrastructure deficit in power supply drives self-generation activities bearing economic and environmental costs. There is a supply of 4000–6800 MW to meet a demand of 16,000–27,000 MW of power. We need additional generation capacity to meet future demands. There is an opportunity to provide reliable and affordable power supply through an improved capacity to transmit power and diversify sources.

In our efforts to transform the infrastructure in Lagos, we must also be mindful of environmental threats and effects. This has great significance given the environmental challenges Lagos faces in connection to rapid urbanization. Currently, this has led to serious air, land and water pollution in addition to high flooding risks. The inadequate drainage system exacerbates these challenges with high flooding, which requires complete network rehabilitation as 18% of Lagos State land is on low-lying coastal plains, making it prone to regular flooding.

In 2052, Lagos will have reliable and sufficient infrastructure that meets the needs of a 21st-century city

To achieve this, we have prioritized several sectors and support enablers that will position Lagos State in becoming a major African and global competitor with modern infrastructure. The sectors are:

New urban centres: Develop new world-class urban centres in Badagry and Epe to optimize land use and evenly distribute economic and living activity across Lagos State

Transportation: Create a multi-modal transport network to serve existing and new urban centres

and provide sustainable, efficient and flexible means of mobility

Power & energy: Facilitate the coming online of ~100TWH (~12GW) by unlocking Lagos' gas potential, leveraging IPPs to complement grid supply and investing in renewable energy

Internet connectivity: Democratize access to high-speed internet connectivity across government facilities, public spaces and households

Water & sanitation: Provide clean and safe water at WHO recommended level and comprehensive

sanitation services to all residents equitably and reliably

Waste management: Develop a best-in-class waste management system to consistently position Lagos State among the top 3 cleanest cities in Africa (currently not in the top 10)

Also, we have defined a cross-cutting climate action plan to put Lagos on the pathway towards carbon neutrality by 2050.

Several SDG goals were covered under modern infrastructure:

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to achieve a modern infrastructure supports the following SDGs:



SDG 4 – Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 6 – Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all



SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 14 – Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development



SDG 15 – Life on land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Delivering modern infrastructure requires Lagos State to restructure, upgrade and increase stock levels to meet current and future demand

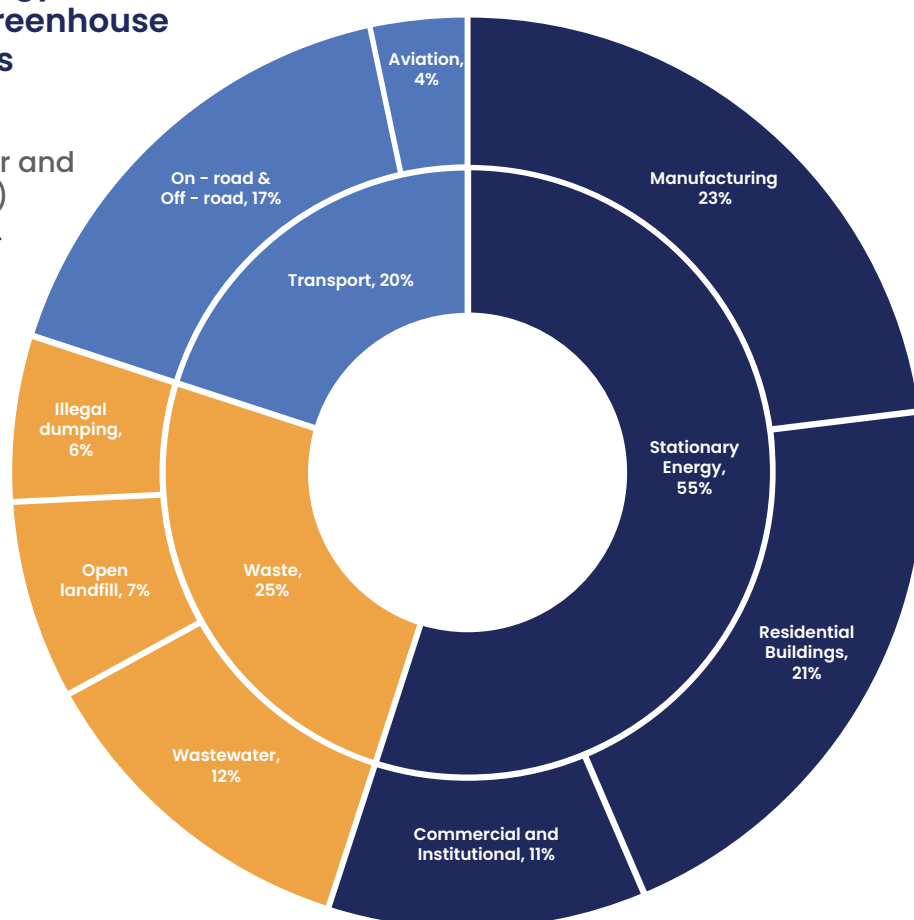
while tracking key performance metrics towards modern infrastructure.

Metric	Description	Baseline	30-year target
Liveability	Time taken to commute between home, work, and play activities	>1 hour	15 minutes
Access to basic infrastructure	Average access to basic public infrastructure (power, internet, water and sanitation) by residence	60%-70%	Increased
Quality of air	The concentration of a gaseous pollutant per cubic meter of air	63µg/m ³	10µg/m ³
Sustainable environment	Total amount of greenhouse gases emitted to the atmosphere per annum	~65 million metric tons	~33 million metric tons

Climate Action Plan

In 2015, stationary energy emitted the highest share of greenhouse gas emissions in Lagos

Emissions results by sector and sub-sector in Lagos (2015)





	Waste	Transport	Energy	Climate, Adaptation & Resilience
Next five years	<ul style="list-style-type: none"> Implement waste separation at source and promote alternative uses for organics Community waste strategies for underserved communities Monitor, evaluate and update PSP waste collection contracts Scale-up biodigester use for households and communities 	<ul style="list-style-type: none"> Implementation of physical and spatial development plans that encourage low emission development Adopt and implement the NMTP, including improvements to the ferry safety and services Encourage the uptake of low emission vehicles 	<ul style="list-style-type: none"> Campaign to install solar photovoltaic (PV) systems at schools, hospitals and municipal buildings Develop policies that promote the use of decentralized renewable energy in collaboration with the Federal Government to improve grid stability 	<ul style="list-style-type: none"> Implement prioritised adaptation actions which reduce risk from flood, sea level rise, extreme heat and extreme events Act on the 10 objectives identified in the Lagos Resilience Strategy Review Lagos Resilience Strategy after 4 years
Beyond five years	<ul style="list-style-type: none"> Waste infrastructure development strategy Construct sanitary landfills with landfill gas capture at existing and new sites Install industrial effluent treatment plants for 50% of businesses 	<ul style="list-style-type: none"> Expansion of the BRT network in Lagos, including implementation of four bus terminal gateway hubs Encourage the move from freight to rail 	<ul style="list-style-type: none"> Shift to low carbon residential sector by promoting the development of energy storage technologies and incentivise micro-grids for off-grid urban communities 	<ul style="list-style-type: none"> Update strategy every 5 years Achieve goals of resilient ecosystems, flood-proof Lagos, political flexibility and responsiveness, social inclusion of vulnerable groups, develop adaptive and resilient transport network
2030	<ul style="list-style-type: none"> Interim targets Review and assessment Identification of new funding sources New actions Action Plan updates 			
2040				
Vision for Lagos in 2050	<ul style="list-style-type: none"> 50% of organic waste composted Open dumping and burning of organic waste reduced to 50% 20% of landfill gas captured 30% AD treatment of wastewater 0% direct discharge of sewage 	<ul style="list-style-type: none"> 52% of buses are electric 20% of motorcycles and 8% of taxis are electric Increased use of biodiesels in freight vehicles 80% mode shift from private cars to BRT 50% of motorcycles replaced with e-bicycles 2% of trips by privately owned cars 	<ul style="list-style-type: none"> 49% of gridded electricity generated by renewables All new build commercial properties and residential properties use solar water heating All cooking stoves are electric All existing buildings use LED lighting 	<ul style="list-style-type: none"> A cleaner, greener, healthier, stable and more prosperous Lagos Achieve physical, economic and social resilience in the face of shocks and stresses exacerbated by climate risk



Focus Area 13: New Urban Centres

Develop new world-class urban centres to optimize land use and evenly distribute economic and living activity across Lagos State (i.e., in Badagry and Epe)

A model mega city is characterized by urban centres with an optimal distribution of the population. That is exactly what we will do – in addition to establishing world-class urban centres, we will ensure the population of Lagos is redistributed across the land area within the state borders to achieve our objective of creating modern infrastructure in the state.

“Developing mix-use new urban centres should be targeted to have a centre with economic activity, supporting tertiary services and residential units to reduce the need for travel and long commutes”

CEO of a real estate development company

We will enhance Lagos State land-use by building new urban centres to redistribute economic activities and population density to underutilized eastern and western regions. These new urban centres will be supported by critical infrastructure. Two geographical areas have been identified for new urban centres:

- **Badagry:** Has a low population density and low economic activity with strong potential to be a strong economic centre. As landmark activities, the urban centre will have a trade and shipping/logistics services hub
- **Epe:** Has a low population density and low economic activity with proximity to vast raw/natural resources for economic activities. This urban centre will have media and entertainment (incl. Nollywood) as the key landmark activities

The development of new urban centres within Lagos State will be tracked with optimized distribution economic activities and improved living/well-being:

Metric	Description	Baseline	30-year target
Badagry population	The targeted number of residents in Badagry with adequate infrastructure	~550,000	2.5 million
Epe population	Targeted number of residents in Epe with adequate infrastructure	~450,000	2 million
Centre population density	Population per square kilometre	6,871	~20,000
Liveability	Time taken to commute between home, work, and play activities	> 1 hour	15 mins

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to develop new urban centres supports the following SDGs:



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 17 key initiatives that Lagos can undertake to develop new world-class urban centres to optimize land use and evenly distribute economic and living activity across Lagos State.

Regulation and Policies

1. Review the Badagry City Master Plan and lower order plans to position Badagry as trade and logistics hub clearly detailing a new seaport and free economic trade zone as landmark infrastructure and other supporting activities
2. Secure and allocate land use for the development of adequate waterfront land for residential, commercial and recreational purposes
3. Secure and allocate land use for the development of the urban centres in Epe, Badagry, Ikorodu and Eti-Osa/Ibeju Lekki with smart city concepts that ensure accessibility, sustainability, connectivity, mixed-use and high streets corridors
4. Develop guidelines for structurally and physically sustainable construction practices in the new urban centres

5. Create a comprehensive strategic master plan and lower order plans for Lagos State encompassing the turnaround of existing urban centres and creation of new urban centres highlighting redistribution of economic activities, liveability requirements, sustainability factors, population targets etc
6. Ease administrative processes for investors by establishing a digital window for processing of permits and approvals
7. Launch and implement the Epe City Master Plan to give room for lower order plans thus positioning Epe as an entertainment hub including an international media city and other supporting infrastructure
11. Invest in strong physical connectivity infrastructure between and within the new and existing urban centres
12. Secure investments to build a world class deep seaport and trade hub to serve as the traffic generating landmark activities for the new urban centre in Badagry
13. Secure investments to develop a world class international media city including museums to serve as the traffic generating landmark activity for the new urban centre in Epe

Partnerships and network support

Financial incentives

8. Incentivize private sector players to develop key and supporting activities in the new urban centres (housing, health, education, recreational facilities, finance institutions etc.) by providing undeveloped land with connectivity access or subsidized land
9. Ease access to favorable credit facilities through financial institutions to encourage the upspring small and medium scale investors to operate in the zone
14. Engage stakeholders to facilitate the relocation of key economic activities to decongest the centre and create room for upgrading, regenerating and restructuring (e.g., markets, government agencies etc.)
15. Partner with real estate developers to implement a housing and office modernization program (i.e., Build up) to increase the density of the urban centres
16. Conduct roadshows and workshops with investors to secure investments early on through innovative PPP model agreements

Investments

10. Build critical physical infrastructure through PPP models for the new urban centres (i.e., power, water, sanitation, internet connectivity etc.) according to the master plan
17. Partner with the Art and Entertainment industry stakeholders to drive key industry activities to the proposed Media city in Epe



Case Study: Lekki free trade zone is an established industrial hub in Lagos State with huge economic potential once completed.

Lekki free trade zone is one of the world's fastest-growing trade zones located in Lagos, Nigeria. It spans over a total area of 155 sq. km. The ambition is to become a one-stop-shop global business hub.

Financing Structure and Investment Sectors

Lekki free trade zone is co-funded and owned by three major investors

- China-Africa Lekki investment (60%)
- Federal Government of Nigeria (20%)
- Lagos State Government (20%)

Lekki free trade zone has six major sectors

- Exhibition & duty-free retail trading
- Petroleum product storage facility
- Manufacturing (heavy and light)
- Entertainment and culture creation
- Residential area
- Recreational & tourism

Enabling infrastructure for successful implementation

- Locate real estate strategically for commercial, recreational and residential activity at attractive prices/conditions

- Develop road networks and transport linkages within and across the zone
- Provide 12 MW of dual fuel (LPG/CNG) power supply through IPPs
- Sink boreholes and establish a permanent water plant with a production capacity of 60,000 gallons/day
- Implement telecommunication network coverage by erecting a mobile satellite base station to provide wide range of communication services
- Establish key social services (police stations, fire stations and public administration agencies)

Expected economic benefits upon completion

- Create a strong industrial base for the state with six major focus sectors
- Implement industrial strategies to ensure the development of key skills and provision of over 300,000 direct and indirect jobs
- Develop the Lekki seaport to serve as a trade gateway to other African countries and integrate into global trade networks
- Ensure economic development and growth by increasing GDP of Lagos State and that of Nigeria as well as revenue generation capacity
- Improve trade balance position via less reliance on import and increase in local domestic production capacity



Focus Area 14: Transportation

Create a multi-modal (road, rail and water) transport network to serve existing and new urban centres and provide sustainable, efficient and flexible means of mobility

Establishing world-class urban centres and infrastructure across Lagos is inadequate without a well-connected and efficient transport network. Developing a multi-modal transportation system focused on reducing traffic congestion on roads is the need not just of the future, but even the present.

"Multi-modal means of transportation is the only solution to addressing the traffic congestions and to accommodate the growing demand."

Head of Business Development of a transport company

We will create an efficient, interconnected and intermodal transport system across Lagos State that includes:

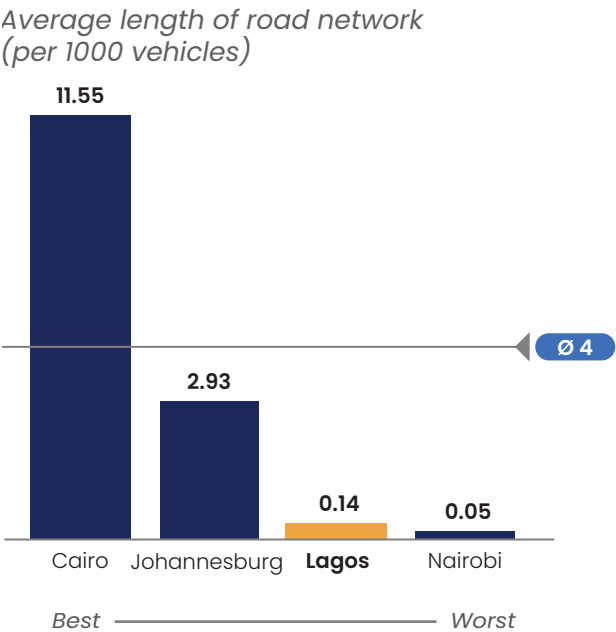
- Road transformation:** We aim to decongest road transport by 40% via alternative transport modes. To improve road transport efficiency, we will create access/linkage roads and shift from individual cars and mini buses to mass rapid transit.

Investment

Road transportation

Decongest and improve road transport efficiency by creating alternative transportation modes, access roads and adoption of mass rapid transit

Baseline | Lagos can improve the road density to ~4km per 1000 vehicles by creating new access roads



Intermodal target mix | Improve road efficiency by shifting 40% of total passengers to rail and water transport modes

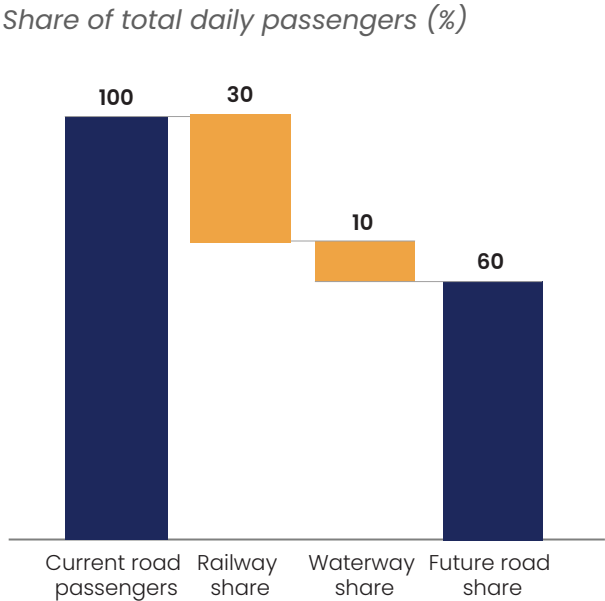


Figure 35: New Modes of Transportation to Decongest and Improve Road Transport Efficiency
Source: Desk research studies; Government websites; External consultant

- **Water transportation:** Leverage the availability of water bodies and incentivize the use of water transport, 18 proposed waterways routes to carry 10% of daily passenger trips.
 - » **Expand water routes:** Complete the creation of the proposed 18 additional water routes to link more parts of the state through water routes.
 - » **Deploy ferry network:** Deploy the operation of ferries in the established routes to boost daily passengers' capacity.
- » **Incentivize usage:** Provide incentives and encourage both waterways' operators and users to ensure that 10% of daily passenger trips are through the waterways.
- **Rail transportation:** Construct more rail infrastructure connecting important economic corridors to account for 30% of total daily passenger trips. Rapid rail networks hold significant potential for diversification and modernization of Lagos State transportation as all the planned lines are completed by 2050.

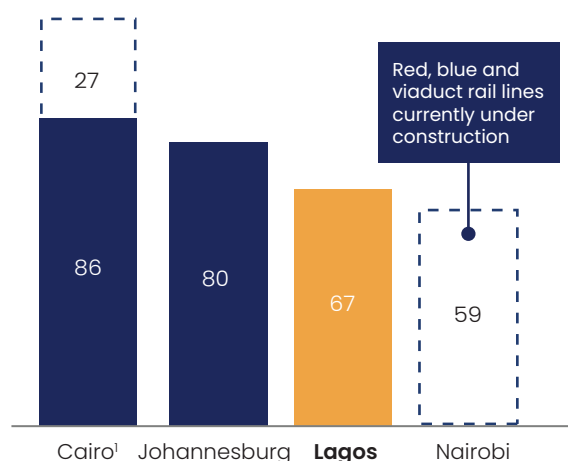
Investment

Rail transportation 

Rapid rail networks hold significant potential for diversification and modernization of Lagos State transportation should all planned lines be completed by 2050

Current baseline | Lagos currently lags peers in rapid transit network with two lines currently under construction

Total length of current operational rapid rail (km)



Planned rail lines | Construction of an additional 5 lines and extensions by 2050 will position Lagos State ahead of peers

Total length of planned additional future rapid rail²

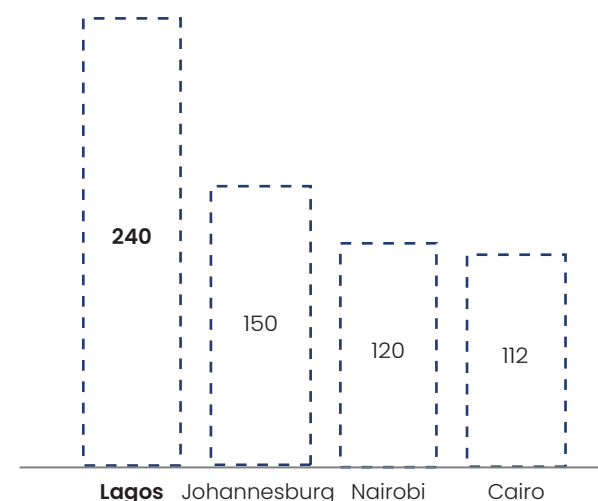


Figure 36: Diversification of Lagos State transportation with Rail
Source: Government websites, Press search, External consultant analysis

We will track the development of a multi-modal transport network across the state to increase efficiency, accessibility and connectivity.

¹ ~27 km of the Cairo Metro Line Phase 3 is still under construction, Phase 3 to be completed by 2023

² Includes new lines and extensions to existing/ under-construction lines

Indicator	Description	Baseline	30-year target
Modal mix	Proportion ratio of transport modes used by commuters on a daily basis (road: rail: water)	98:1:0.3	60:30:10
Efficiency	Average daily hours spent in traffic	4 hours	<1 hour
Accessibility	Average time taken to walk to public transport terminal	20-25 minutes	15 minutes

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SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 16 key initiatives that Lagos can undertake to create a multi-modal transport network to serve existing and new urban centres and provide sustainable, efficient and flexible means of mobility.

Regulation and Policies

1. Strengthen the enforcement of existing traffic laws to reduce congestion and protect law-abiding road users
2. Introduce inclusion laws across all transport modes to protect the interest of passengers with reduced mobility (e.g., disabled, pregnant women, elderly...)
3. Set a price transparency mechanism for public transport fares to ensure affordability and inclusiveness across all transport modes

4. Update the Lagos State strategic transport master plan (STMP) to cover new urban areas, timelines and economic expansions
5. Create a regulatory framework that supports every mode of transportation in the State including rail

Financial incentives

6. Offer tax incentives and favourable fiscal policies and business climate to attract and encourage private investor/players
7. Provide for hire purchase/lease arrangement with private companies to own/operate public transport vehicles and ferries

Investments

8. Create all proposed waterways routes to connect all water bound corridors and serve as alternative transport mode
9. Invest and locate key transportation nodes (airports, seaports, train terminals, bus tops, interchanges and jetties) at strategic locations to create an integrated multi-modular transportation network
10. Invest in security gadgets and traffic signs across all transport modes in the State (i.e. streetlights, security cameras, traffic lights, speed bumps etc.)
11. Invest in the proposed 6 colour coded Rapid Rail Transit and Mono Rail to serve as an alternative transport mode
12. Strengthen road infrastructure by constructing all proposed road networks including Lagos outer ring roads, corridors access roads and 4th Mainland bridge (38km) and adapt existing and new road infrastructure to make provision for unmotorised transportation (walking, cycling, etc.)

Partnerships and network support

13. Engage private sector to provide digitized transportation services for journey management such as e-ticketing/payment platforms, real-time traffic and route information
14. Engage private sector players to operate public transport vehicles (buses, trains, ferries, cable cars) for the various transport modes
15. Liaise with the Federal Government and neighbouring state governments to construct and maintain transport infrastructure in regions under joint administration
16. Partner with private sector players to build and maintain transportation infrastructure through concession, build-operate-transfer model etc. (routes, terminals and interchanges)

Focus Area 15: Power and Energy

Facilitate the coming online of additional ~100 TWH (~12 GW) by unlocking Lagos' gas potential, leveraging independent power producers (IPPS) to complement grid supply and investing in renewable energy

The future of energy is green. Lagos needs to be prepared for that future by ensuring key actions are carried out in the present to position us for a sustainable future. Providing adequate and reliable power by leveraging renewable and independent sources is a critical step to ensure modern infrastructure in Lagos State. The Power and Energy sector was shortlisted under public administration and social services as a sector to monitor and support proactively.

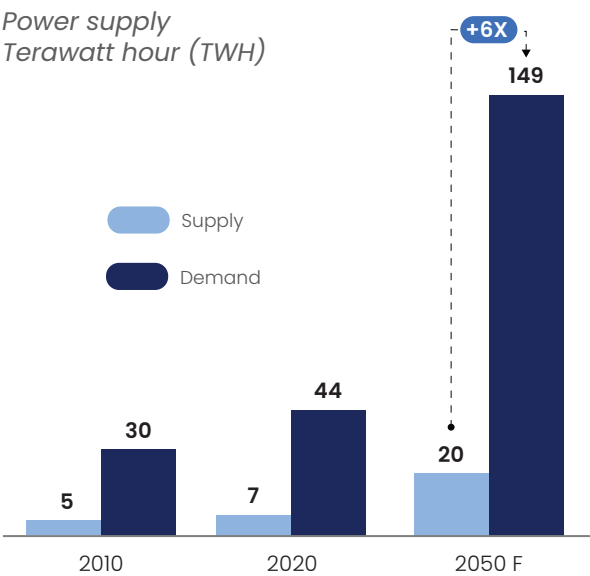
"Municipal government control over power is critical to improving the sector in the state. However, there are provisions such as the DisCos franchise model that can be leveraged"

CEO of renewable energy company

Availability and access of reliable power supply is fundamental to support living and economic activity within Lagos State.

Availability and access of reliable power supply is fundamental to support living and economic activity within Lagos State

Increase power supply by 6x to close to gap between demand and supply by exploring off-grid IPP¹ and renewable sources



Provide almost 100% access to power to all urban centers to support living and economic activity

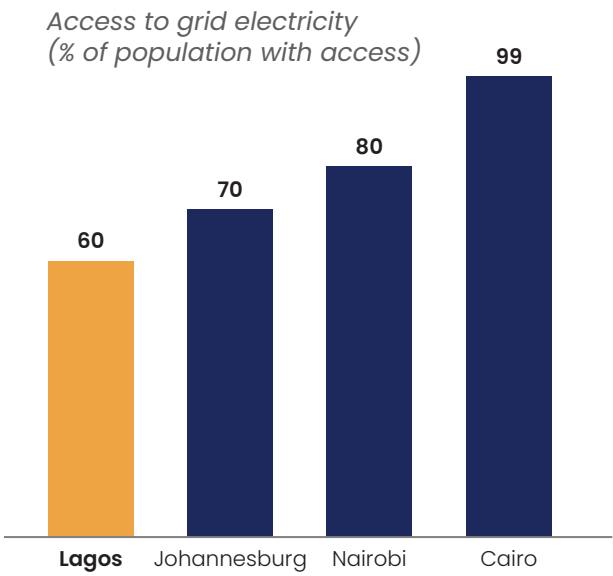


Figure 37: Lagos State Power Supply Gap
Source: Lagos Bureau of Statistics, World Bank, External consultant analysis



¹ IPP – Independent Power Producer

Federal regulations constrain Lagos State's internal power generation to meet demands. There is an opportunity for alternative models for independent and sustainable generation (IPPs, renewable energy, etc.).

We will track the development for achieving reliable, efficient and sustainable power and energy supply across the state:

Indicator	Description	Baseline	30-year target
Capacity	Quantity of energy generated and distributed	11TWH	100TWH
Stability	Average hours of power outage per annum	3,633 hours	300 hours
Accessibility	Percentage of population connected grid and off-grid power supply	60%	100%
Sustainability	Percentage of total deployed energy (public and private) that is clean energy (clean energy includes natural gas)	20%	49%

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SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 14 key initiatives that can facilitate the coming online of ~12GW by unlocking Lagos' gas potential, leveraging IPPs to complement grid supply and investing in renewable energy.

Regulation and Policies

1. Set up an autonomous and credible regulatory body to govern and oversee the implementation of the Lagos electricity reform policy

2. Develop a suitable regulatory, commercial and technical framework to showcase the bankability of Lagos electricity market and efficiently provide licences and approval for all players in the Lagos electricity market
3. Enact and fully implement the comprehensive Lagos electricity reform law to give more autonomy to the state in the electricity sector
4. Enact and implement policies to minimize the use of electricity from distillate fuels by granting carbon credits for compliance and introduction of carbon emission tax/charges for non-compliance
12. Engage with DFIs and financial institutions to provide low-interest credit facilities to consumers for initial cost of connection and to value chain players (GenCos and Discos) on performance bases
13. Engage with value chain players through PPP to own, build and maintain electricity facilities (i.e., power generation, transmission and distribution facilities)
14. Partner with security agencies and the judiciary to promptly and efficiently prosecute electricity theft cases

Financial incentives

5. Take up initial connection cost and provide capital assets such as transformers, electric poles etc in a tripartite agreement between the state, discos and communities for lower tariffs in underserved/unserved low income areas
6. Provide an enabling environment for electricity value chain players to thrive and operate efficiently (i.e., access to credit, ease of licensing and registration ease etc.)

Investments

7. Establish a center for innovation for the power sector to serve as breeding ground for talents and new technology
8. Invest through PPP in the generation of, transmission and distribution of power from renewable sources by providing equity/debt financing, asset financing (land)
9. Provide reliable electricity supply from renewable/clean sources to all state-owned buildings e.g MDAs, public hospitals, schools, libraries, markets and parks
10. Drive awareness campaigns to sensitize the general public on adoption of renewable sources of energy and the benefit of energy efficiency

Partnerships and network support

11. Collaborate with training institutions to develop an efficient course curriculum that suit the energy market requirement in Lagos

Focus Area 16: Internet Connectivity

Democratize access to high-speed internet connectivity across government facilities, public spaces and households

Model mega cities of the future will be interconnected and high-speed internet is a necessity for citizens in public spaces and infrastructure. Making fast internet easily available for the public is critical, necessary and greatly effective.

“Public spaces such as schools, government offices, airports, etc. should have publicly-accessible internet, and the government can determine a model for granting access”

Ex Telecoms staff

To achieve this, we will invest in critical infrastructure and improve accessibility and adoption across all areas. The increased tracking of progress and monitoring of implementation will be instrumental to reaching this vision.



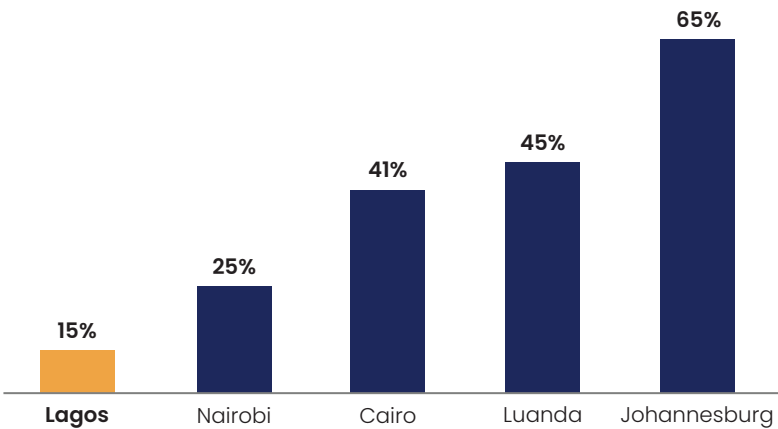
Internet connectivity

Physical infrastructure

Improve adoption of high-speed internet connectivity across the State by investing in critical infrastructure and improving accessibility

Become an African leader in internet connectivity by targeting at least 65% adoption of internet connectivity

Access to Fixed broadband internet (% of population)



Adopt fast fixed internet connection and improve speed to average of 50mbps across the State

Fixed broadband internet speed (Mbps)

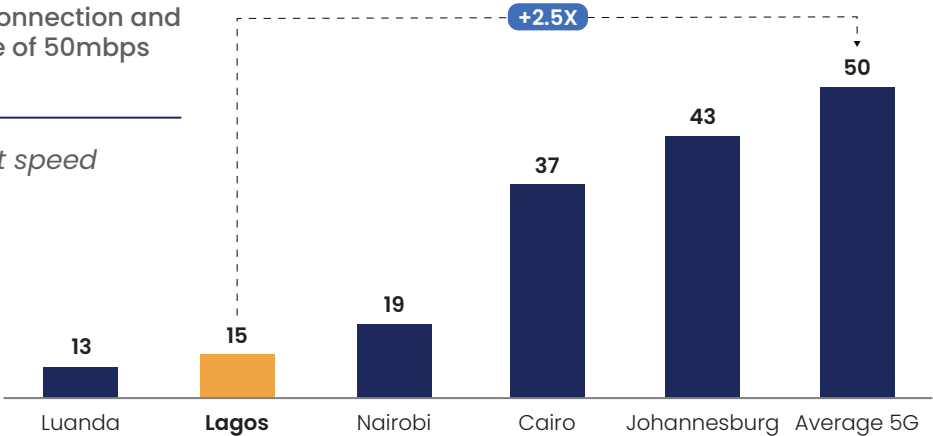


Figure 38: Lagos State Internet Connectivity Relative to Peers
Note: Country data served as proxy for city levels data
Source: GSMA Intelligence; World Bank; Speed Test global index; External consultant analysis

Indicator	Description	Baseline	30-year target
Internet speed	Broadband Internet service speed	19 mbps	Global avg. speed
Internet penetration	Percentage of the area with broadband internet coverage	~47%	80%

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SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 14 key initiatives that Lagos can take to democratize access to high-speed fixed internet connectivity across government facilities, public spaces and households.

Regulation and Policies

1. Standardize the process and pricing for internet infrastructure permits to attract investments for last mile internet coverage across the State i.e., towers and right of way permits
2. Create policies to subsidize the data prices for public facilities e.g., demand subsidies for schools and hospitals
3. Extend wayleaves to ISPs to lay fiber optic network cables to cover areas with low internet penetration with focus on last-mile delivery

Financial incentives

4. Incentivize operators to invest in last mile internet delivery through fiber, mobile and microwave links to households on the back of the optic metro fiber network

5. Provide state guarantees to attract and encourage investors in return for investment in internet infrastructure

Investments

6. Secure investments for optic fiber infrastructure to cover all neighbourhoods in the state with a maximum distance of 1.5 sq km apart
7. Attract investment into a mobile phone assembly plant for affordable smart phones (i.e., 5G+) to deepen internet penetration across the state

8. Invest in the connection to and use of broadband internet network in public institutions such as hospitals, schools and offices
9. Invest in use-case infrastructure for digitalized public related services such as payment of taxes and licensing to drive internet demand

Partnerships and network support

10. Partner with academic sector players to promote and develop digital skills and literacy to be at par with global trends with emphasis on young and women
11. Secure grants and funding from development partners to cover the cost of internet coverage to public facilities i.e., schools, hospitals etc.

Focus Area 17a: Water and Sanitation

Provide clean and safe water at WHO-recommended level and provide

comprehensive sanitation services to all residents equitably and reliably.

In building a model mega city of the future, the management of resources has to be carefully considered. Water is one of the most important resources in any city, and managing water resources is essential Lagos will prioritize and take the necessary actions to increase the supply of water resources to support the standard of living and economic activities through coordination, modern infrastructure and sustainable practices.

"Lagos State government needs to incentivize and encourage private sector players to increase the volume of water generated and the coverage of water distribution networks across the state"

Executive at water purification plant

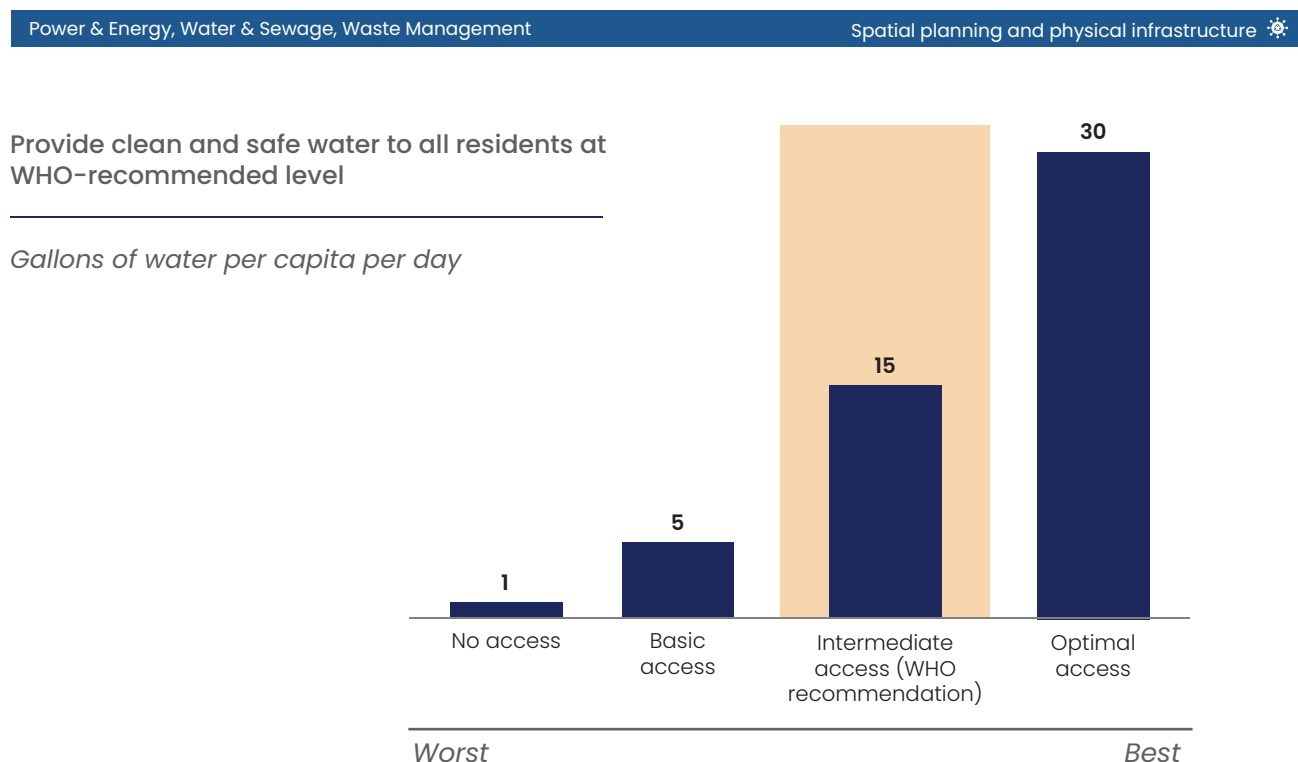
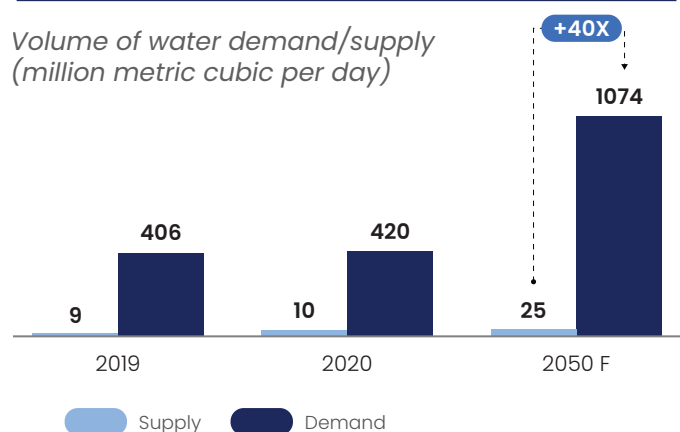


Figure 39: Provide Clean and Safe Water to All Students at WHO Recommended Level
Source: WHO, Desk research studies; Government websites; External consultant's analysis

Provide full access to adequate water supply to support standard of living and economic activities

Build mega water works projects to increase supply to ~40x the current supply volume to meet industrial and residential demand

Volume of water demand/supply
(million metric cubic per day)



Optimize the distribution of water across urban centers to ensure 100% access to clean public supply of water

Access to safely managed water supply
(% of population)

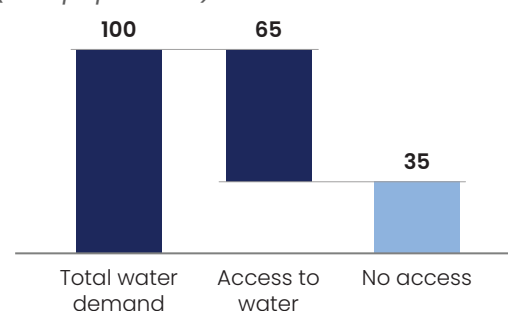


Figure 40: Lagos State gap in the demand and supply of water

Source: Lagos Water Corporation, UNICEF WASH NORM II survey, External consultant analysis

We will track the development of in supplying water and sanitation services across Lagos State.

Metric	Description	Baseline	30-year target
Supply	Volume of water generated and distributed to the public per day (Lagos Water Corporation)	10 million gallons/day	1.3 billion gallons/day
Accessibility	Percentage of population with access to clean source of water	65%	100%
Safe sanitation and hygiene	Percentage of households practicing open defecation	7.5%	Completely phased out by 2030

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to improve water and sanitation supports the following SDGs:



SDG 6 – Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all



SDG 14 – Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 17 key initiatives that Lagos can undertake to provide clean and safe water at the WHO-recommended level and comprehensive sanitation services to all residents equitably and reliably.

Regulation and Policies

1. Restructure and reorganize the Lagos Water Corporation to achieve more coordination, accountability and self sufficiency
2. Prepare a comprehensive and realizable water and sanitation master plan with state-wide coverage and outlining the financial model for financing
3. Update existing drainage masterplan to include tertiary and secondary channels and suitable urban drainage systems
4. Drive effective implementation of the Lagos Climate Action Plan to ensure Lagos achieves the set Net Zero targets
5. Effective coordination between water supply and sewage management bodies and policies to enable collaboration
6. Enforce laws to phase out private boreholes given to sustainability and environmental risk

Financial incentives

7. Subsidize water tariffs to low-income areas by cross-subsidizing with high-end areas
8. Incentivize investors through subsidized cost of permits, licensing and wayleaves to expand water production capacity and distribution coverage

Investments

9. Build sewage treatment plants and waste-water management infrastructure (e.g., pipes) through collaboration between Lagos Water Corporation and Lagos State waste-water management office
10. Extend water distribution pipes to unserved/underserved regions to ensure full access across the state
11. Improve water supply by rehabilitating old and build new public water supply infrastructure
12. Build new and rehabilitate old public toilets to reduce open defecation rate
13. Invest in building human capacity to improve efficiency and ensure self-sustainability in water supply and improved sanitation practices

Partnerships and network support

14. Partner with smart metering asset providers to provide gadgets and platforms to make collection process more efficient
15. Raise public awareness through campaigns on proper sanitation and provide basic sanitation services to household through private sector sponsored CSRs
16. Engage private sector players to expand water generation capacity and area coverage through concessions, carve-outs areas and other PPP models
17. Attract funding from development partners to execute projects that meet generally accepted best practices

position Lagos in the top 3 cleanest cities in Africa (currently not in top 10)

As any city grows rapidly and expands, the increase in waste is sure to be a by product. This is a challenge that is of concern across the globe. For Lagos, this concern is a growing one that requires immediate action. We will work to strengthen the waste management value chain, especially collection and sustainable treatment of waste. We will build an efficient and reliable waste management system to ensure a clean and sustainable liveable environment.

"Landfills are not sustainable. Lagos State government can explore other sustainable waste treatment methods which will be made possible by at-source sorting of waste"

Global Waste Management expert

Focus Area 17b: Waste Management

Develop a best-in-class waste management system to consistently

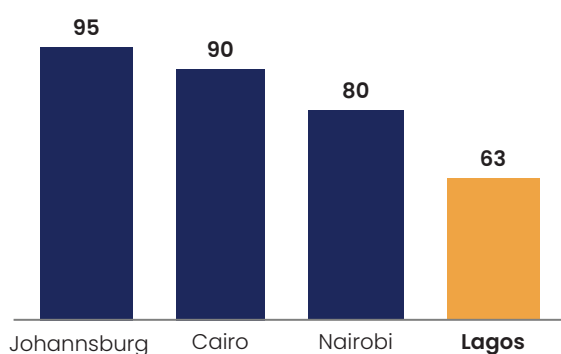
Waste management

Spatial planning and physical infrastructure 

Build an efficient and reliable waste management system to ensure a clean and sustainable livable environment

Improve collection capacity to +95% of total municipal waste through timely collection and creation of transfer load stations

Waste collection capacity (% of total municipal waste)



Adopt waste recycling techniques to improve capacity to at least 45% of total waste collected to drive sustainable waste disposal

Recycling of total waste collected (%)

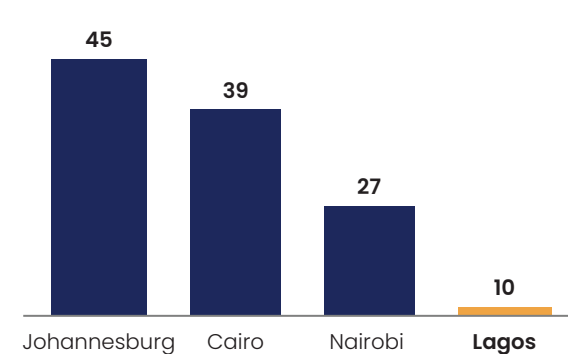


Figure 41: Lagos State Waste Recycling Techniques Relative to Peers

Source: WHO, Desk research studies; Government websites; External consultant's analysis

We will track the development of establishing an effective waste management system with improved environmental standards.

Metric	Description	Baseline	30-year target
Collection efficiency	Percentage of total waste generated that is effectively collected for treatment	63%	>90%
Recycling ratio	Proportion of waste collected that is diverted from landfills	10%	>45%

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to improve waste management supports the following SDGs:



SDG 6 – Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 14 – Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 17 key initiatives that Lagos can undertake to develop a best-in-class waste management system to consistently position Lagos State in the top 3 of cleanest cities in Africa (currently not in top 10).

Regulation and Policies

1. Draw out a comprehensive waste management plan to guide actions and efforts towards achieving the set goal
2. Enforce the implementation of waste management initiatives and environmental protection laws (i.e., blue box initiatives, waste-to-wealth, waste-to-energy, extended producers' scheme, etc.) to ensure appropriate waste management practices
3. Issue and monitor rules and guidelines on disposal of special wastes (construction /demolition waste, industrial waste, clinical waste etc.
4. Reorganize and empower the waste management agency (LAWMA) in the State to execute their duties transparently and efficiently

Financial incentives

5. Attract and encourage established private sector players through tax holidays, double taxation, part funding of infrastructure etc. to explore more innovative methods of solid waste management
6. Formalize, support and incorporate small scale informal waste collectors and recyclers to sort, collect, recycle waste and expand their expertise in the sector
7. Incentivize the public through lower waste tariffs to practice at source sorting of waste leading to improvements and efficiency in the waste value chain

Investments

8. Employ advanced technology and innovation to waste treatment processes including electronic waste
9. Invest in human capacity building in waste management (including electronic waste) for operational efficiencies through sponsored trainings and workshops
10. Invest in waste recycling facilities
11. Build 30 transfer loading stations and purchase waste collection vehicles to ensure full State-wide coverage and timely waste collection

12. Ensure availability of accurate data on solid waste across the state to aid proper planning and best suited practices
13. Rehabilitate old and construct new sanitary landfills as required and maintain standards to preserve the environment and health of residents

Partnerships and network support

14. Collaborate with development partners (e.g., WHO) for funds to implement globally acceptable and sustainable waste management practices
15. Partner with private sector players through PPP models to provide automated and digitalized collection, recycling and waste conversion services
16. Promote information dissemination and educational campaigns via private sector partnerships to sensitize the masses on best waste management best practices (including electronic waste)
17. Engage 'producer companies' to set up a recycling/reuse programs for their non decomposable pack and containers



Modern Infrastructure Key Performance Indicators

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Physical Infrastructure	Livability – Time taken to commute between home, work, and play activities	>1 hour	15 minutes	At par with global peers
Physical Infrastructure	Access to basic infrastructure – Average access to basic public infrastructure (power, internet, water and sanitation) by residence	60–70%	Increased	Goal is to increase figure higher
Physical Infrastructure	Quality of air – Percentage of toxic particles in the air	63µg/m ³	10µg/m ³	Align with World Health Organization standard
Physical Infrastructure	Sustainable environment – Total amount of greenhouse gases emitted to the atmosphere per annum	~65 million metric tons	~33 million metric tons	At par with the 50% of reduction of benchmark peers (Singapore, New York, South Africa)
New urban centre	Targeted populated – Targeted number of residents in Badagry and Epe with adequate infrastructure	~550,000 – Badagry ~450,000 – Epe	2.5million – Badagry 2 million – Epe	Double current percentage of total population
New urban centre	Centre population density – Population per square kilometre	6,871	~20,000	At par with density of mega cities (New York, Mumbai, Shanghai)
New urban centre	Mixed use activity proximity – Time taken to commute between home, work, and play activities	1 hour	15 minutes	At par with global trends
Transportation	Modal mix – Proportion ratio of transport modes used by commuters on a daily (road: rail: water)	98:1:0.3	50:30:20	At par strategic transport master plan mix
Transportation	Efficiency – Proportion ratio of transport modes used by commuters on a daily (road: rail: water)	4 hours time spent in traffic	<1 hour	At par with global trend
Transportation	Accessibility – Average time taken to walk to public transport terminal	20–25 minutes	15 minutes	At par with global trend

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Power and Energy	Capacity - Quantity of energy generated and distributed	11TWH	100TWH	To close the gap between demand and supply
Power and energy	Stability - Average hours of power outage per annum	3,633 hours	300 hours	At par with African peers (Johannesburg, Cairo, Nairobi)
Power and energy	Accessibility - Percentage of population connected grid and off-grid power supply	60%	100%	Ensure access to power for all
Power and energy	Clean energy - Percentage of total deployed energy (public and private) that is clean energy (clean energy includes natural gas)	20%	49%	Lagos Climate Action Plan 2050 target
Internet connectivity	Internet speed - Broadband Internet service speed	19mbps	Global average speed	Attain average obtainable speed of fastest internet network band
Internet connectivity	Internet penetration - Percentage of the area with broadband internet coverage	~47%	80%	At par with African peers' average (Johannesburg)
Water and sanitation	Supply - Volume of water generated and distributed to the public per day (Lagos Water Corporation)	10 million gallons/day	1.3 billion gallons/day	Close the gap between demand and estimated supply
Water and sanitation	Accessibility - Percentage of population with access to clean source of water	65%	100%	At par with SDG goal 6 for water and sanitation
Water and sanitation	Safe sanitation and hygiene - Percentage of household practicing open defecation	7.5%	0%	At par with SDG goal 6 for water and sanitation
Waste management	Collection efficiency - Percentage of total waste generated that is effectively collected for treatment	63%	>90%	At par with countries with best solid waste management systems (Germany, Singapore, Brazil, England)
Waste management	Recycling ratio - Proportion of waste collected that is diverted from landfills	10%	45%	



Effective Governance

Governance that is effective, decisive and outcome-driven is crucial in shaping the future of a city and also in winning the confidence of its citizens. Which is why by 2052, Lagos State will have a supportive and enabling environment that creates opportunities for Lagosians. We have made notable progress in delivering mega projects despite resource constraints. This was a result of a collaborative and decisive leadership supported by strong Public-Private Partnership (PPP) engagements.

Governance Opportunities

Despite these efforts, there is ample room for Lagos to improve organisation and process efficiency, especially around e-governance and digital ways of working. This will significantly rebuild the trust of citizens as they would experience improvements, particularly in the government's response time to citizens' requests.

Lagos will also have to significantly increase Internally Generated Revenues (IGR) to finance operational and capital expenditures to see the 2052 Vision come to life. This would include expanding the tax bracket to increase revenues from PAYE taxes as well as growing other revenue streams drastically. An example of such a move would be increasing service charges and land-use charges.

In addition to increasing government revenues, Lagos must attract FDI flows and distribution to targeted sectors of the economy. This would require significant improvements in the ease of doing business in the state as well as targeted initiatives to attract investment to the prioritised economic sectors.

This means that we would improve the efficiency of the state to deliver mega-projects, work efficiently, build trust with citizens, generate sufficient revenue for optimal fiscal performance and attract enough investment for key sectors of the economy.

To ensure Lagos State will have a supportive and enabling environment that creates opportunities for Lagosians, three focus areas have been defined for the LSDP 2052:

- **Digital transformation of government:** Lagos will rank within the top 20 emerging market cities on the Local E-Governance index with an average response time to citizens of <1 week
- **Revenue diversification:** Increase Internally-Generated Revenues (IGR) to ~5% of GDP with PAYE tax contributing <40% of total IGR in line with peer cities
- **Investment attraction:** Attract capital investment flows to the priority sectors in line with leading peer cities (i.e., ~5% of GDP)

In 2052, we will have a supportive and enabling environment that creates opportunities for Lagosians.

Lagos State will drive engagement, investments and diversification for the success of the state and its citizens in terms of opportunities while also tracking key performance metrics towards effective governance.

Metric	Description	Baseline	30-year target
Response time for government services	Average time taken between when requests are made and when responses are received	3 – 6 months	< 1 week
Internally generated revenue as a percentage of GDP	Internally generated revenue divided by GDP multiplied by 100	1.9%	5%
FDI flows to the state	Ratio of greenfield FDI investments to GDP multiplied by 100	1.5%	5%

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN, which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to achieve effective governance supports the following SDGs:



SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



SDG 10 – Reduced inequalities: Reduce inequality within and among countries



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 16 – Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalise the global partnership for sustainable development

Focus Area 18: Digital Transformation

Rank Lagos State within the top 20 emerging market cities on the local e-governance index with an average response time to citizens of <1 week

Digital and technological advancements are key to success in the future and Lagos will take decisive actions to adopt digital ways of working and ensure that governance has all the advantages needed to

be effective and agile. This will improve efficiency in civil services and therefore enhance experiences for citizens.

"Government needs to surmount reluctance to change from the civil service workers for the effort on digitisation to be successful"

MD of an investment company

Lagos State will rank within the top 20 emerging market cities on the Local E-Governance index.

Digital transformation

Governance, fiscal environment and investments

Lagos State ranks 4th in Local E-Government Index with potential to outperform African peers and reach EM peer levels

Top ranked cities on Local E-Government Development Index¹ (2020)

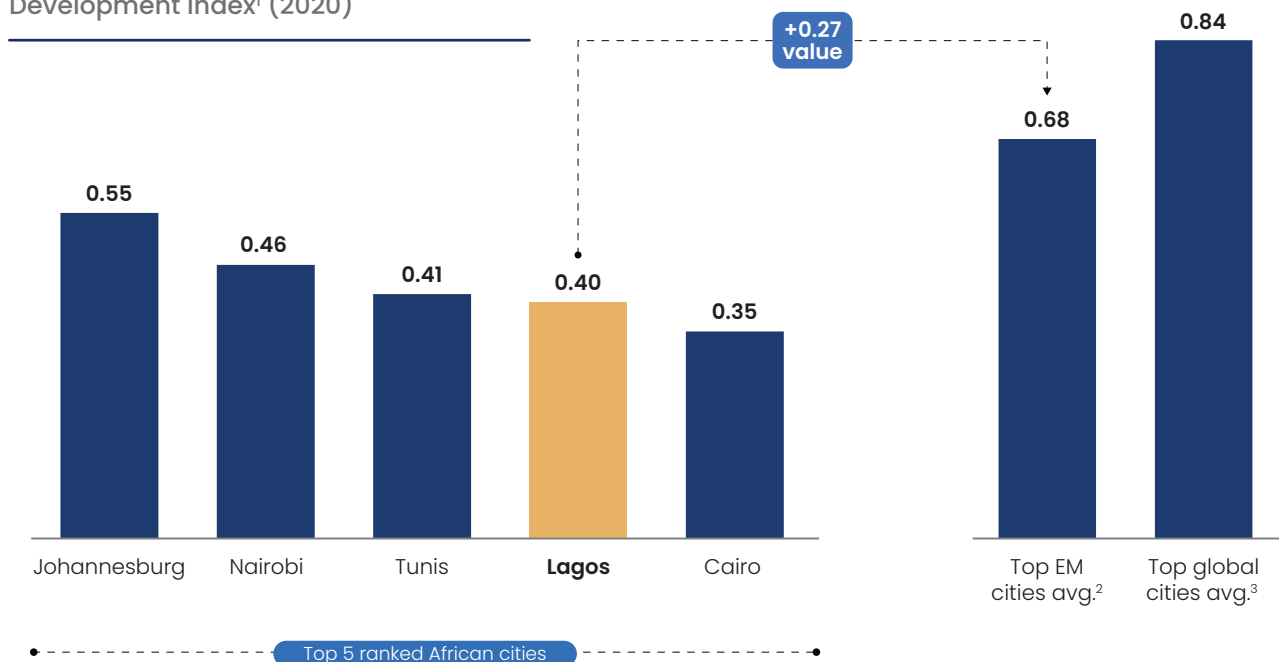


Figure 42: Top Ranked Cities on Local E-Government Development Index
Source: UN E-Government database; External consultant's analysis

Achieving full digitisation and moving up in the Local E-Governance rankings would require Lagos to adopt digital services, platforms and infrastructure. Government platforms enable many common functionalities that government services require. Platforms also create a consistent user experience

across different services and reduce the time needed to build and launch new services.

We will track the development of Lagos as one of the top 20 emerging cities in e-governance.

¹ Uses the Local Online Service Index (LOSI)

² EM peers – Bogotá, Buenos Aires, Istanbul, Sao Paulo, Mexico City, Kuala Lumpur, Mumbai

³ Global peers – Madrid, Moscow, N. York, Tallinn, Paris, Stockholm, Berlin, Seoul, Shanghai

Indicator	Description	Baseline	30-year target
Response time for govt. service	Average time taken between when requests are made and when responses are received	3 – 6 months	< 1 week

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to achieve digital transformation supports the following SDGs:



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 16 – Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 15 key initiatives that Lagos State can take to be ranked within the top 20 emerging market cities on the Local E-Governance index with an average response time to citizens of <1 week

Regulation and Policies

1. Develop a digital-first and paperless framework and delivery plan, enabling cultural and operational change
2. Enforce and provide supportive infrastructure for elimination of in-person visits to service centres, e.g., by leveraging private sector infrastructure (banks, shops) and digital solutions
3. Enact policy to guarantee that small changes such as centralized website publishing are implemented first before more complex procedures, such as permits, are digitized
4. Ensure transparency and openness regarding regulation setting and use of data to build trust with citizens

Financial incentives

5. Provide incentives for private sector participation / collaboration on Smart City (e.g. sharing structure for smart cameras etc)

Investments

6. Create a Platform as a Service to ensure agility, robustness, and security in hosting, developing, deploying, testing and running applications, leveraging containerization technology
7. Deploy centralized platform enabling government applications to securely exchange data using APIs
8. Build single portal which centralizes key services used by citizens/businesses to enable ease of locating services
9. Create a digital identity (personal ID & signature) for individuals and businesses integrated across all applications to enable simpler, more convenient and secure access to government services

10. Develop an open data platform for documentation, tax administration (filing, payment etc.) and ease of accessing data or registries on a single website
11. Invest in IT infrastructure, data analytics capabilities and artificial intelligence to enable LIRS to cut through vast swathes of data and consolidate wealth data for taxpayers via third-party information to pinpoint errors, red flag problem areas and help tighten up compliance in general

Partnerships and network support

12. Establish execution team for digital transformation comprising technology practitioners and experienced civil service officials
13. Implement behavioural reforms and change management initiatives to enable public service transformation
14. Define and set up digital fund to finance digitalization effort with private sector support
15. Train civil servants, with industry expert assistance to increase digital literacy, so they can lead and implement digital government

Focus Area 19: Revenue Diversification

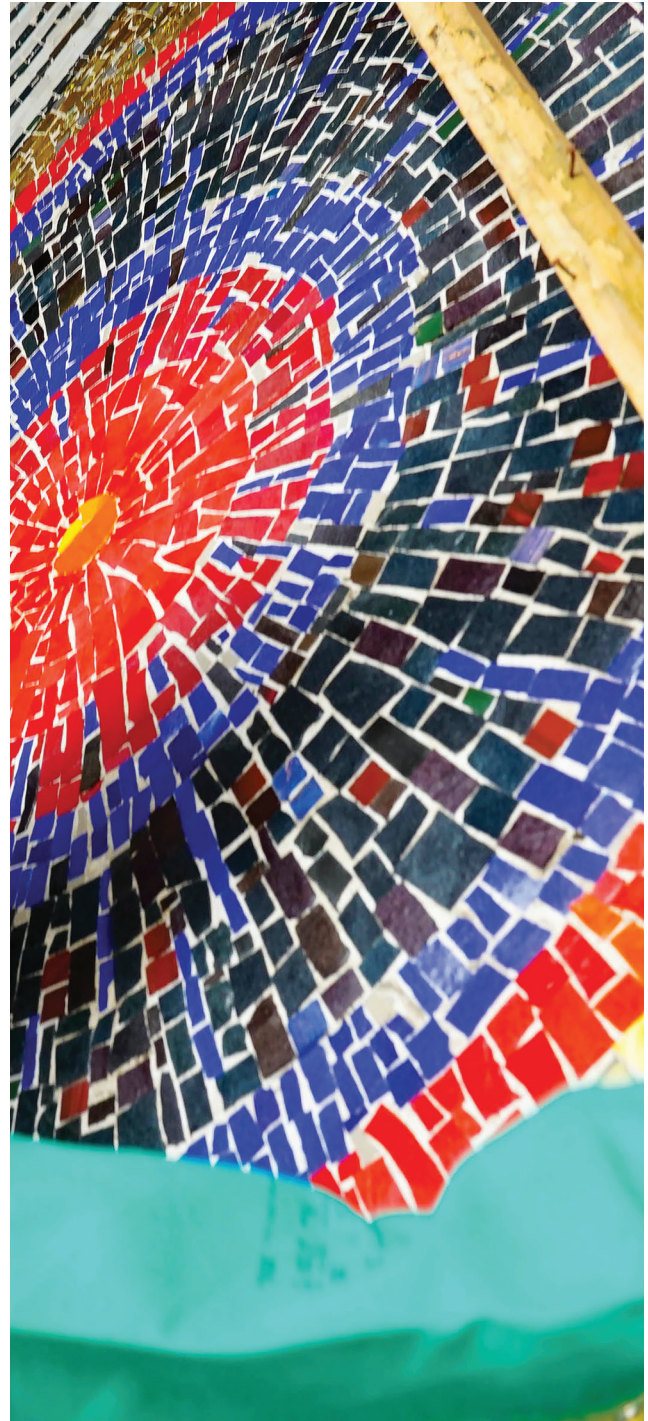
Increase internally generated revenues (IGR) to ~5% of GDP with PAYE tax contributing <40% of total IGR in line with peer cities

Today, Lagos State has an IGR-to-GDP ratio of ~1.9% whereas African and emerging market peers have an average IGR to GDP ratio of 5%. In comparison, Lagos' peers have diversified IGR sources with no categories contributing >50% whereas PAYE taxes in Lagos make up ~70% of IGR.

To counter this, Lagos will have to employ several innovative approaches and execute plans to extract maximum value from its Internally Generated Revenue sources in order to have a considerable impact on the governance in the state.

"Lagos State has hugely untapped revenue potential from landuse charge, and we cannot derive this revenue without enumeration of existing properties within the state"

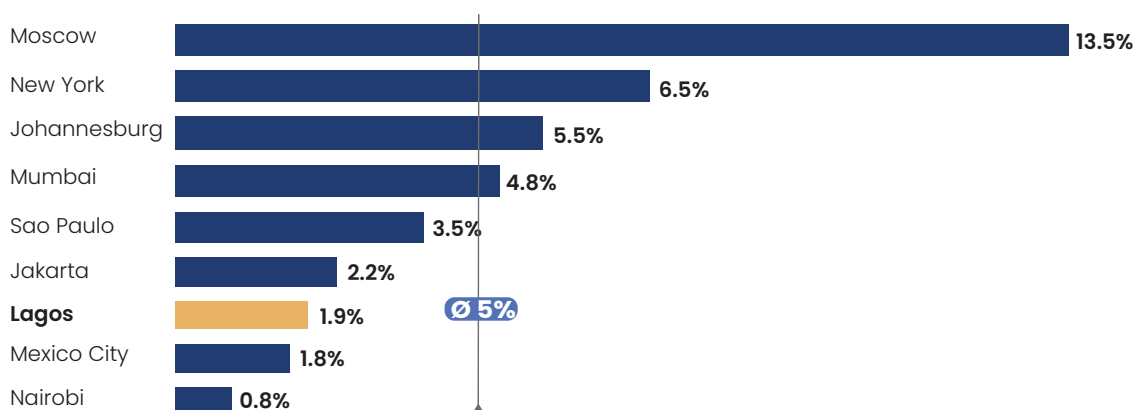
Independent Tax Consultant



Increase internally generated revenues to ~5% of GDP with PAYE tax contributing <40% of total IGR in line with global peer cities

Lagos State's IGR as a percentage of GDP can increase by ~3 percentage points to reach peer average of 5% and greater

Share of city internally generated revenue as % of GDP



Global peer cities have diversified IGR sources with no category type contributing >50% contrasting Lagos State PAYE

Share of internally generated revenue by type¹ (%)

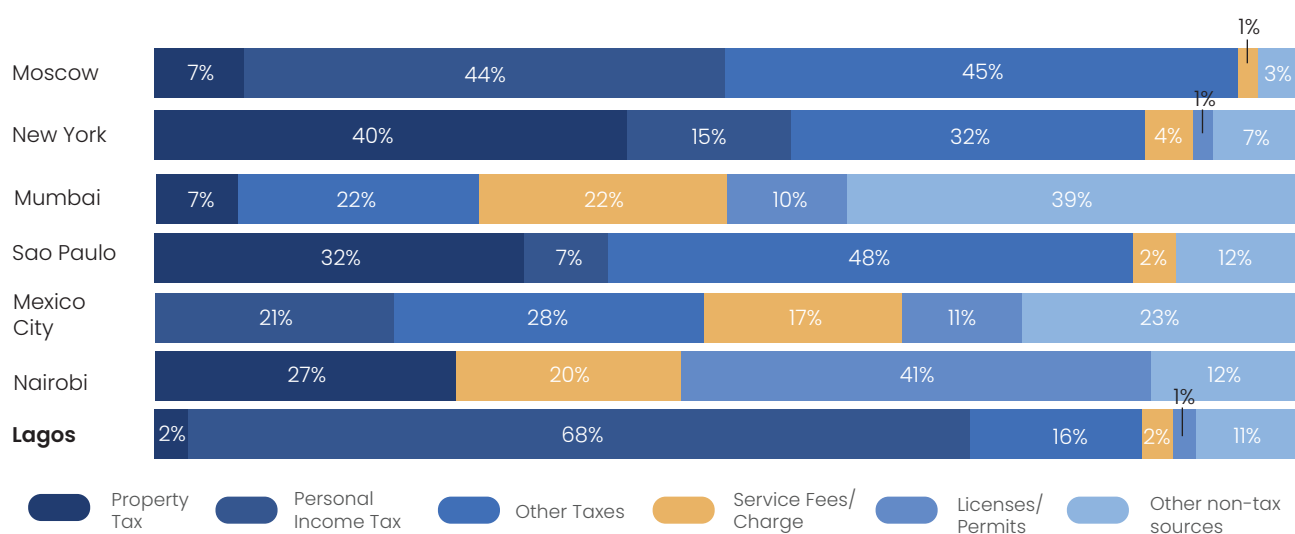


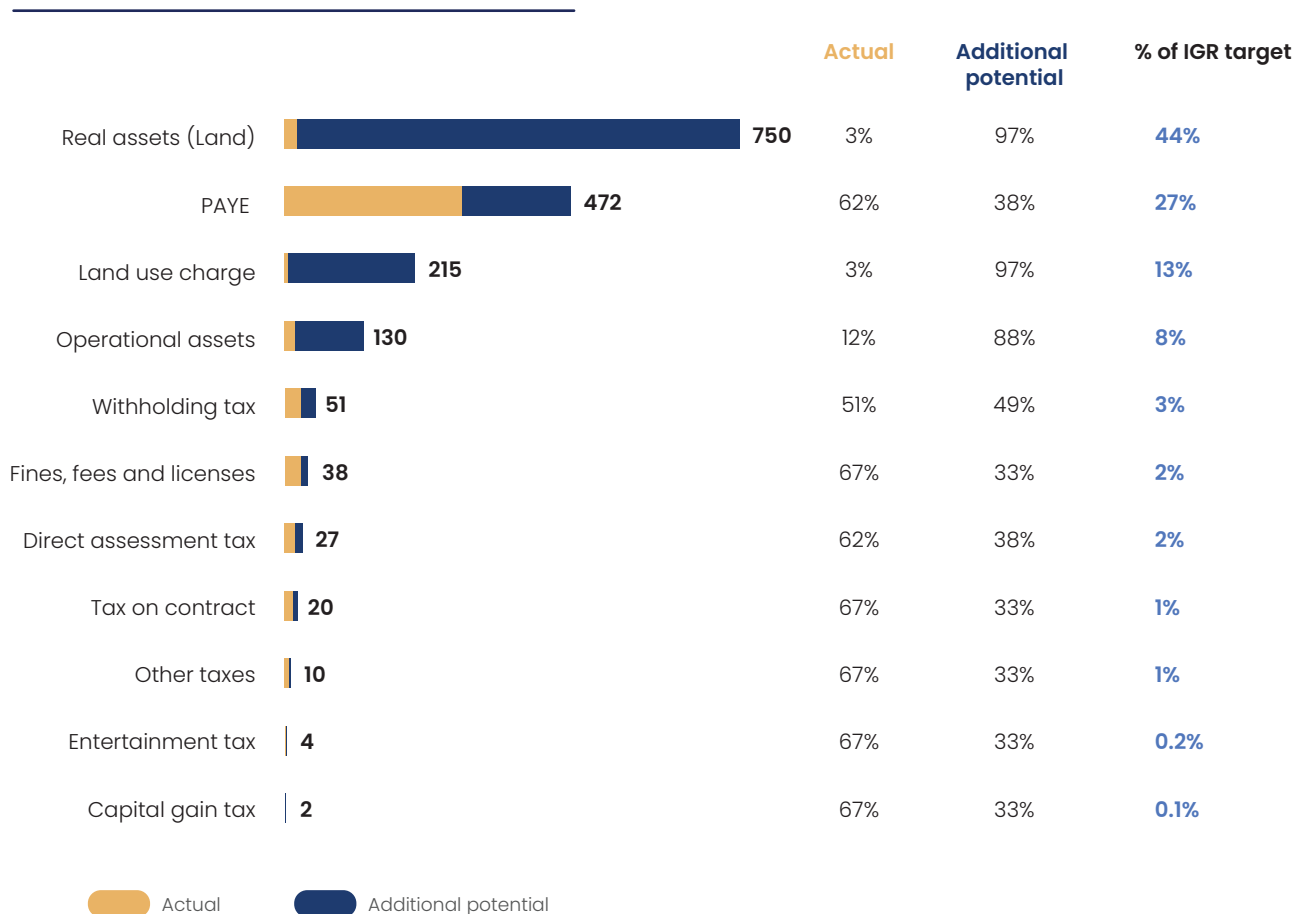
Figure 43: Lagos State Internally Generate Revenues Relative to Global Peer Cities

Source: City of Johannesburg, Nairobi City County, City of Mumbai, Jakarta City Government, New York City, City of Moscow public statements; Oxford Economic; External consultant's analysis

¹ Excluding grants and subsidies

Real assets (land), PAYE tax, land use charge, and operational assets present the most potential to drive revenue growth for Lagos State

Estimated revenue potential for Lagos
(₦billion – based on 2020 revenue baseline)



Potential of real and operational assets of the state are largely untapped today – i.e., returns from land assets, land use charge and other public services

Opportunity to further optimize PAYE tax and land use charge

Figure 44: Estimated revenue potential for Lagos (₦billion – based on 2020 revenue baseline)

Source: Lagos State Government 2020 financials; Lagos State Bureau of Statistics; Oxford Economics; EIU Intelligence Unit; World Bank; External consultant's analysis

Lagos can potentially generate up to ~ ₦1.7trillion IGR (7.1% of GDP) by optimizing the value from the state's real (land), land use charge, and operational assets

Potential Internally Generated Revenue (IGR)
Estimates Real values (₦billion)

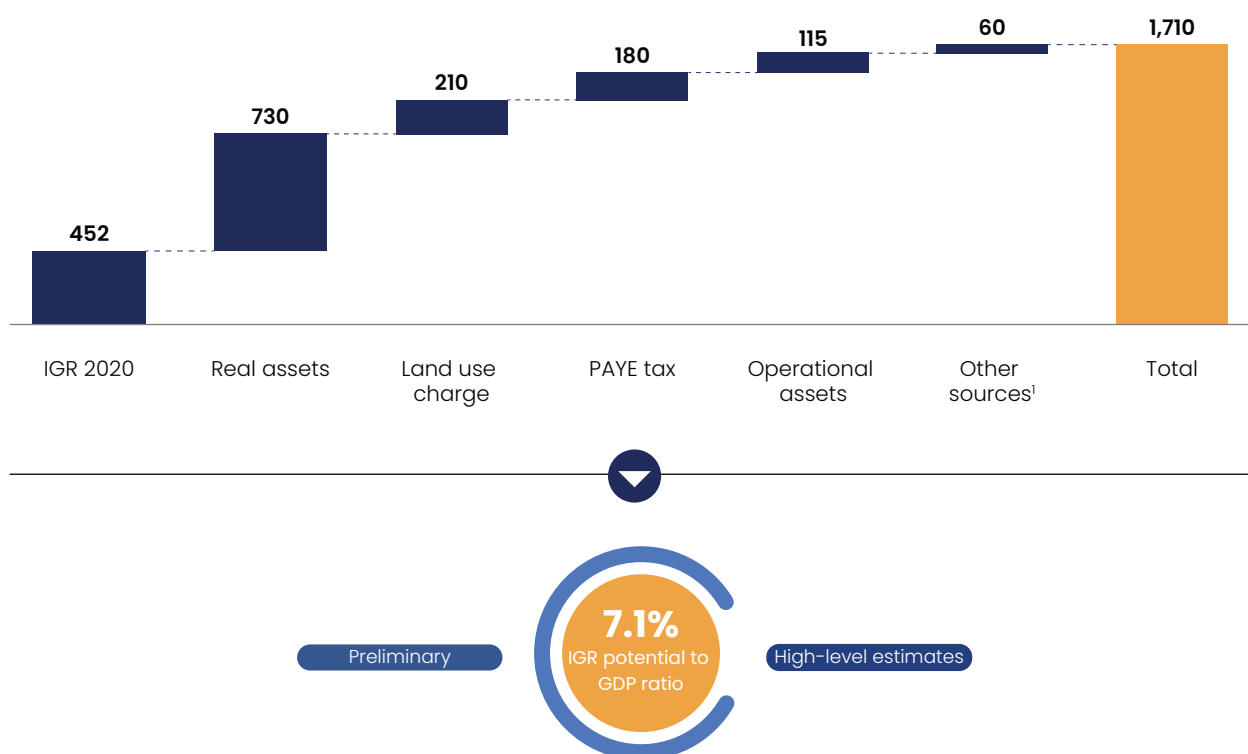


Figure 45: Potential Internally Generated Revenue (IGR) Estimates

Note: Values for all revenue sources highlighted represents the additional potential that could be derived beyond their respective contributions to the actual IGR

Source: Lagos State Government 2020 financials; External consultant's analysis

Lagos State can generate IGR up to 7% of GDP based on potential by optimising the value from the state's land and operational assets.

We will track Lagos State's development in diversifying and expanding its revenue-generating capacity:

Indicator	Description	Baseline	30-year target
Internally generated revenue as a percentage of GDP	Internally generated revenue divided by GDP multiplied by 100	1.9%	5%

¹ Other sources include direct assessment tax, withholding tax, tax on contract, entertainment tax, capital gain tax, service charges, fines and fees, licenses

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SDG 10 – Reduced inequalities:

Reduce inequality within and among countries



SDG 16 – Peace, justice and strong institutions:

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



SDG 17 – Partnerships for the goals:

Strengthen the means of implementation and revitalise the global partnership for sustainable development

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 91 key initiatives that Lagos can undertake to achieve the objective of Internally Generated Revenue.

Regulation and Policies

- Expand unique tax identification numbering system to include all taxpayers for direct assessment tax
- Ensure that annual statutory audit of the fund records is conducted by an independent auditor to ensure accuracy and compliance to set reporting standard
- Expand unique tax identification numbering system to include all taxpayers for other taxes
- Expand unique tax identification numbering system to include information on properties owned by taxpayers
- Identify illegally annexed setbacks etc. next to previously allocated land by the Government and enforce payments for the portion of land annexed
- Integrate the LASRRA scheme with the tax database to create a more comprehensive database of eligible tax payers in the state for land use charge
- Integrate the LASRRA scheme with the tax database to create a more comprehensive database of eligible tax payers in the state for PAYE tax
- Leverage digital/online platforms to make payment process more seamless and close the diversion loopholes that comes with cash payments
- Develop a database of all government-owned real assets portfolio to be actively managed by the proposed real asset management fund
- Develop and execute additional strategies to support generation of revenue from parking regulation
- Develop and execute strategies to optimize revenue generation from existing assets (e.g., leasing spaces in train/bus stations for shopping, advertisement on vehicles, reclaiming land surrounding assets, etc)
- Develop and run franchise models for transport infrastructure (e.g., terminals) to be operated and maintained by private sector players
- Develop policies and execute strategies targeted at transitioning existing informal nature of parking

- in Lagos to more formal systems (e.g., parking meters)
14. Drive public awareness on the requirement of having operations permit for Real Estate Practitioners and Property Developers in Lagos State
 15. Drive public awareness on the requirement of land registration and acquiring title to land in Lagos State
 16. Enforce the collection of withholding tax on rent by tenants on behalf of the government via media campaigns and alignment with LASSRA
 17. Enforce the presentation of TCC and TIN as a mandatory requirement for application for loans, contacts, permits, licenses and opening of bank accounts for existing businesses etc for direct assessment tax
 18. Enforce the presentation of TCC and TIN as a mandatory requirement for application for loans, contacts, permits, licenses and opening of bank accounts for existing businesses etc for other taxes
 19. Enforce the presentation of TCC and TIN as a mandatory requirement for application for loans, contacts, permits, licenses and opening of bank accounts for existing businesses etc for PAYE tax
 20. Define traffic zones and establish a corresponding tolling and payment system to address traffic congestion in Lagos State
 21. Conduct enumeration exercise to expand the database for all informal sector player groups
 22. Conduct enumeration exercise to expand the database for employee records of all establishments for PAYE
 23. Conduct enumeration exercise, identifying location and use, to expand the database for all properties within the State
 24. Continue developing capacity to function with minimal dependence on the Federal Government, and generate revenue from operations (e.g., creation of drivers license cards and supplying license plates to neighbouring states)
 25. Continue to develop policies to coordinate and manage reforms necessary for the development of water transportation to enhance revenue potentials
 26. Continue to leverage technology to enforce traffic laws and administer fines to offenders
 27. Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for direct assessment tax
 28. Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for land use charge
 29. Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for other taxes
 30. Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for PAYE tax
 31. Set out and ensure enforcement of a standardized reporting framework to provide transparency and accountability of revenue generated from the operation of assets for transportation
 32. Set out and ensure enforcement of a standardized reporting framework to provide transparency and accountability of revenue generated from the operation of assets for waste management
 33. Set out and ensure enforcement of a standardized reporting framework to provide transparency and accountability of revenue generated from the operation of assets for water supply
 34. Set security policies to ensure the evacuation of unauthorized occupants of government lands and restore control to government
 35. Set up a real asset portfolio management fund solely vested with the authority to administer and manage returns from government-owned real asset

36. Stipulate and ensure compliance to a simple reporting standard for informal sector players to aim the easy assessment of tax payable
37. Stipulate reporting standard based on international standards and continue making financial statements publicly available to ensure accountability of the fund
38. Streamline and simplify the collection process leveraging digital as well as establishing a support unit – virtual and mobile to assist payers with e-filing, registration, issue resolution and education
39. Close specific tax evasion loopholes by analysing historical data and consulting key stakeholders for other taxes
40. Close specific tax evasion loopholes by analysing historical data and consulting key stakeholders for PAYE
41. Ensure seamless governance and coordination between Lagos Internal Revenue Service (LIRS) and other revenue-collection / generating agencies of government
42. Introduce and enforce stronger and more visible non-compliance penalties
43. Design a system that nudges public officials to deal with full transparency and competency via additional compensation as bonuses for other taxes
44. Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for direct assessment tax
45. Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for land use charge
46. Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for other taxes
47. Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for PAYE tax
48. Provide incentives such as tax allowances and tax credits to encourage prompt and accurate filling of returns and payments thereof for other taxes
49. Provide incentives such as tax allowances and tax credits to encourage prompt and accurate filling of returns and payments thereof for PAYE tax

Financial incentives

43. Establish industry awareness program to increase registration/compliance from cash economy for direct assessment tax
44. Establish volunteer disclosure schemes with amnesty for defaulters for direct assessment tax
45. Establish volunteer disclosure schemes with amnesty for defaulters for land use charge
46. Establish volunteer disclosure schemes with amnesty for defaulters for other taxes
47. Establish volunteer disclosure schemes with amnesty for defaulters for PAYE tax
48. Design a system that nudges public officials to deal with full transparency and competency via additional compensation as bonuses for land use charge
49. Develop an interconnected information management system for all tax and government bill tracking and payments platforms across the State
50. Build commercial buildings on government real asset (land) at proposed new urban centres
51. Build new and enhance existing public water generation and distribution infrastructure to supply water to the public for additional revenue
52. Build residential buildings on government real asset (land) at proposed new urban centres
53. Claim and effectively manage lands along major public infrastructures (i.e., rail lines, seaports, airports), deploying to use via economically viable means as assessed by portfolio managers

Investments

61. Create mobile tax units to provide support services to taxpayers for e-filing, income tax registration and free tax workshops for direct assessment tax
62. Create mobile tax units to provide support services to taxpayers for e-filing, income tax registration and free tax workshops for PAYE tax
63. Deploy integrated e-ticketing and payment system (Cowry Card) for all modes of transportation and ensure gradual adoption by users
64. Deploy technological devices and digital platforms such as tamper-proof meters for water supply
65. Erect perimeter fencing etc. to prevent fraudulent sale of unallocated Government-owned land and ensure allocation to rightful allottee for future revenue generation
66. Expand training offerings for Lagos drivers to build their skillset, and generate more revenue for the government e.g., via new offerings leveraging tech
67. Invest in development of mixed land use along waterfront to optimize land value and revenue via tourist, commercial, residential, transportation uses
68. Invest in upgrading public transportation vehicles (i.e. trains, BRT buses, etc.) leveraging new technologies (e.g., electric vehicles) to reduce dependence on diesel fuels, e.g., via PPP or DFI loans and grants
69. Invest in waste collection and recycling facilities through waste-to-wealth and waste-to-energy programs for guaranteed sustainability within the State, through partnership with the private sector
70. Provide infrastructure (e.g., roads, electricity) in areas where land is allocated by the government, to ensure accessibility and facilitate and fast-track revenue generation from land allocation
71. Repurpose the use of, or reclaim all depleted government real assets for optimization of potential yield
72. Strengthen LWC to function and operate at optimal capacity

Partnerships and network support

73. Leverage private sector subject matter experts as members of the proposed real asset management fund board
74. Partner with private sector players to build, procure and deliver government-owned operational assets (e.g., vehicles equipped with new technologies) through trusted PPP models
75. Partner with private sector players to build, procure and deliver government-owned operational assets through trusted PPP models for waste management
76. Partner with private sector players to build, procure and deliver government-owned operational assets through trusted PPP models for water supply
77. Strengthen existing partnership models with informal sector (i.e. transport unions) to formalize tax processes by leveraging digital
78. Strengthen partnership with carpark operators to ensure enforcement of Lagos State parking policies (e.g., registration of carpark operators to obtain permits)
79. Partner with the law enforcement agencies to create a tax evasion investigative team aimed at fighting large scale tax evaders in the state for other taxes
80. Partner with the law enforcement agencies to create a tax evasion investigative team aimed at fighting large scale tax evaders in the state for PAYE tax
81. Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent to increase the compliance and payment of direct assessment tax
82. Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent to increase the compliance and payment of land use charges

83. Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent to increase the compliance and payment of PAYE tax
 84. Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent, to increase the compliance and payment of all taxes
 85. Collaborate with private sector players (i.e. real estate developers, construction companies) to develop commercial structures on government lands to improve yields
 86. Collaborate with private sector players (i.e. real estate developers, construction companies) to develop residential structures on government lands to improve yields
 87. Engage private sector to provide technology and digital support for optimization of operational asset services and collections for waste management
 88. Engage private sector to provide technology and digital support for optimization of operational asset services and collections for water supply
 89. Engage with DFIs to provide funding in forms of loans and grants to implement projects around building new and refurbishing existing assets for waste management
 90. Engage with DFIs to provide funding in forms of loans and grants to implement projects around building new and refurbishing existing assets for water supply
 91. Conduct extensive stakeholder engagement to align and secure buy-in for the market valuation methods used to establish market value of properties
- Real assets (land), PAYE tax, land-use charge, and operational assets present the most potential to drive revenue growth for Lagos State. The potential of real and operational assets of the state are largely untapped today – i.e., returns from land assets, land-use charge and other public services. There is a significant opportunity to further optimise PAYE tax and land-use charges.



Focus Area 20: Investment Attraction

Attract capital investment flows to the priority sectors in line with leading peer cities (i.e., ~5% of GDP)

While it is important that Lagosians believe in the Lagos of tomorrow. It is equally important, that we can attract this belief from outside in the form of capital investments. Creating an enabling environment to attract foreign and domestic investments across the priority sectors is critical for achieving effective governance in Lagos State.

"Government needs to have their eyes on the prize of enhancing investment climate, prioritising the improvement of investors' experiences and marking the state to the world"

~Associate Partner, Investment Company

There are three high priority areas shortlisted based on Lagos' right-to-win and potential impact on prioritised economic areas and socio-economic landscape.

Cost participation,

Subsidies (infrastructure, land, wage, etc.)

Flexible regulation.

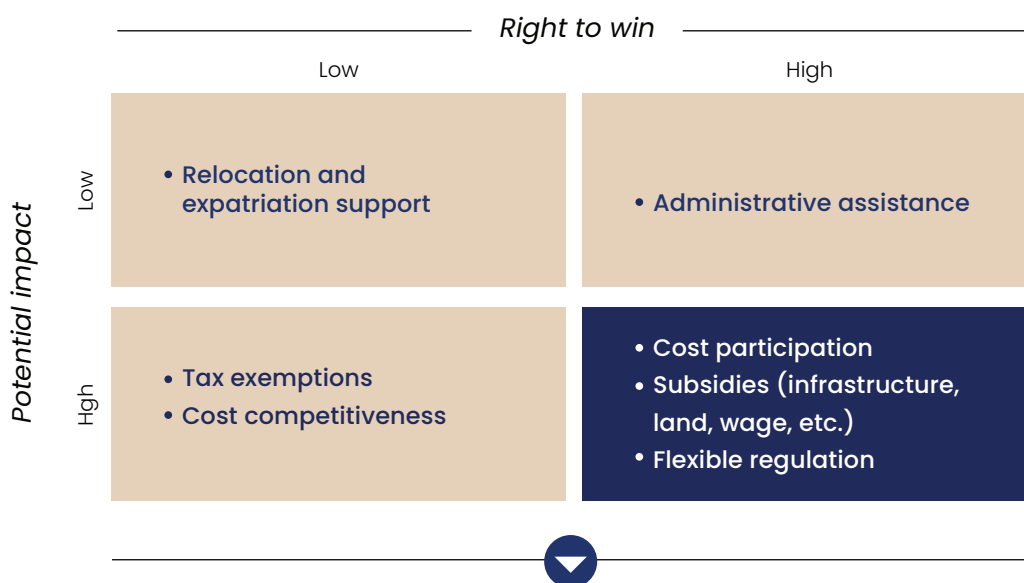
Other investment attraction measures would be driven as well with relatively less effort initially.

Revenue diversification

Governance 

3 high priority areas shortlisted based on Lagos' right to win and potential impact on prioritized economic areas and socio-economic landscape

Levers with high potential impact and right to win to be prioritized



Opportunities identified in high priority levers

- Cost participation
- Subsidies (infrastructure, land, wage, etc.)
- Flexible regulation

Other investment attraction measures would be driven as well with relatively less effort initially

Figure 46: Three high priority levers for Lagos state to prioritize
Source: External consultant analysis

Lagos State will attract capital investments flow in line with best-in-class cities.

Revenue diversification

Governance 

Lagos State must attract and increase FDI as a percentage of GDP by ~2.7x to reach the leading peer level

Ratio of Foreign Direct Investment (FDI) to GDP (%)

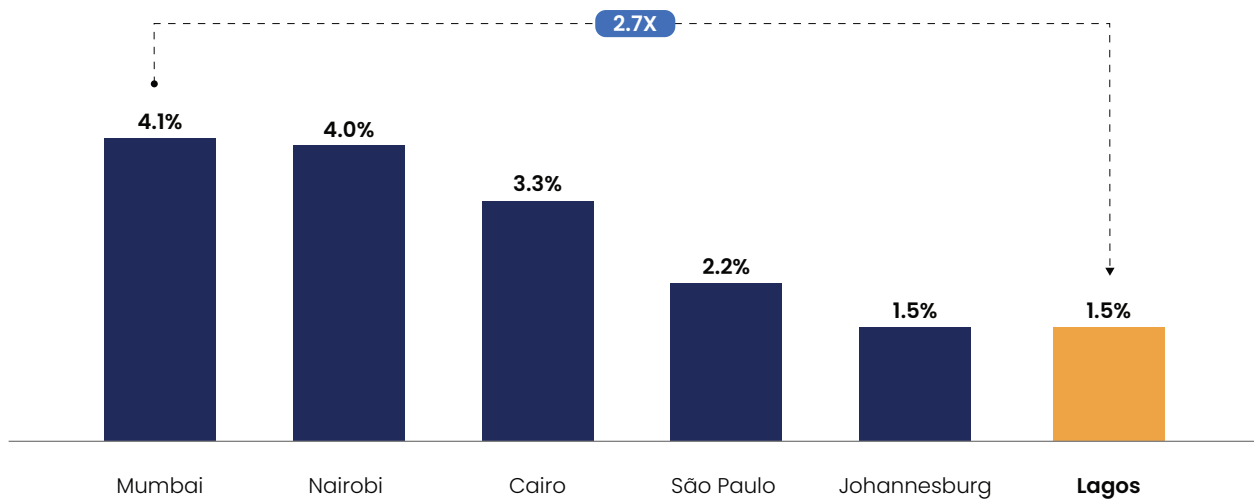


Figure 47: Ratio of Foreign Direct Investment (FDI) to GDP
Source: fDi Markets, from the Financial Times 2021; External consultant's analysis

We will track Lagos State's development in improving investment attraction to the state through foreign direct investment.

Indicator	Description	Baseline	30-year target
FDI flows to the State	Ratio of greenfield FDI investments to GDP multiplied by 100	1.5%	5%

The Sustainable Development Goals (SDGs) are 17 multisectoral goals developed by the UN, which provide a blueprint for a more sustainable future for all. The Lagos State Development Plan 2052 is closely aligned with the UN SDGs to strengthen our efforts in becoming Africa's Model Mega City. Our goal to achieve effective governance supports the following SDGs:



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 17 – Partnerships for the goals: Strengthen the means of implementation and revitalise the global partnership for sustainable development



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Learn more about the SDGs online at: <https://sustainabledevelopment.un.org/sdgs>

There are 11 key initiatives that Lagos can undertake to become West Africa's trade hub and regional gateway for transit shipment and port service.

Regulation and Policies

1. Strengthen the Office of SDGs and investments, as the entry point of investments into the State, to create opportunities for investors in the prioritized economic sectors by: a. Enhancing the offering of the State to investors – compelling value proposition for prioritized sectors b. Driving investor outreach and pitching opportunities with clear business cases and; c. Onboarding investors incl. managing the pipeline and Signing MoUs and EOIs
2. Complete set up of one-stop-shop to facilitate swift interactions with the Federal Government and ease all administrative procedures for foreign investors, local businesses and entrepreneurs

Financial incentives

3. Develop own framework for investment incentives
4. Facilitate ease of access to land and physical developments and fast issuance of respective permits, licenses, and clearances to investors as incentives to drive investments and sustainable developments

5. Partner with the NEPZA , NCS , NIS , NPF and CBN to secure attractive incentives and improve the ease of doing business in the State for investors including specialized incentives for each prioritized sector: a. tax exemptions and reductions b. expediting market access c. providing key logistics infrastructure d. securing land permits and security etc.

Investments

6. Coordinate the set up of the Lagos State Wealth Fund to attract investments to the State via co-investments in the prioritized sectors
7. Develop industrial clusters relevant to specific types of businesses – manufacturing, digital, SMEs etc
8. Digitize administrative processes, including one stop shop for investors providing all information, documents, procedures required to invest in the State
9. Fast track investments to develop key infrastructure for the prioritized sectors including transport networks, power etc.

Partnerships and network support

10. Continue promoting/ marketing Lagos State as the investment destination in Africa by launching an “Invest Lagos” program and leveraging multiple channels to drive investment outreach for the priority sectors including, hosting roadshows (in country and visits), connecting with consulates and trade bodies and reaching out to stakeholders directly both nationally and internationally
11. Establish economic, trade and other cooperation frameworks to boost trade and investment opportunities

Effective Governance Key Performance Indicators

Focus area	Indicators	Baseline	30-year target	
		Figure	Figure	Rationale
Digital transformation	Response time for government services - Average time taken between when requests are made and when responses are received	3 – 6 months	< 1 week	Global expert consultations
Revenue generation	Internal generated revenue as percentage of GDP - Internally-generated revenue divided by GDP multiplied by 100	1.9%	5%	Peer average of best-in-class African cities (Johannesburg, Nairobi, Cairo)
Investment attraction	FDI flows to the state as percentage of GDP - Ratio of greenfield FDI investments to GDP multiplied by 100	1.5%	5%	Peer average of best-in-class African cities (Johannesburg, Nairobi, Cairo)





chapter

8



Path to 2052 Lagos

The four phases to economic prosperity and future resilience

The LSDP 2052 will be implemented across four phases with tangible quick wins and long-term infrastructure projects to future-proof the state's economy.

Phase 1: Implement quick wins: Lagos State will execute immediate-term projects by 2023 to stimulate the economy. Action plans regarding regulations, incentives, and investment readiness will be drawn up and the government's readiness for digital transformation will be assessed.

Phase 2: Strengthen economic and investment base: Lagos State will implement projects in the near term (2024–2030), focused on increasing the competitiveness of prioritised economic sectors. The foundations of long-term infrastructure projects will be laid, and government services will be improved. Methods to develop and attract human resources required for prioritised economic and social sectors will be deployed.

Phase 3: Drive sustainability and resilience: Lagos State will initiate medium-term (2031–2040) projects to foster innovation and enhance economic competitiveness. The development of long-term infrastructure projects will be accelerated while delivering quality living conditions to the state's residents.

Phase 4: Future-proof development: Lagos State will implement projects in the long term (2041–2052) to advance the vision of Lagos as an international hub for finance, seaports, and trade. The state will strive to increase technology adaptation across all sectors to fuel sustainable development and future competitiveness.

Lagos will focus on implementing quick-wins initiatives over the next two years to drive traction in implementing the 30-year development plan.



The implementation roadmap for the development plan is in four phases



Figure 48: The Implementation Roadmap for the Development Plan is grouped into four distinct phases
Source: External consultant analysis

Role of Lagosians

Lagosians have a key role in actively supporting the development plan objectives across the four dimensions:

1. Thriving Economy

- **Support Local Businesses:** Patronise made-in-Lagos goods and services to boost consumption and drive Lagos' GDP growth to achieve >\$800 billion targets. Organisations should hire locally, i.e., residents and invest in upskilling the workforce to improve productivity
- **Discover opportunities:** Enrol for eligible opportunities, e.g., SME grants and loans. Take advantage of LSDP initiatives to build ecosystems and grow your businesses

2. Human-centric city

- **Sign up for health insurance:** 1 million households for enrolment over the next two years
- **Maintain law and order:** Residents and organisations should comply with the land laws, engage and collaborate with law enforcement agencies, and volunteer in activities that promote safety and the rule of law in our communities
- **Embrace learning and development:** Invest time and resources to develop by taking advantage of the state's initiatives to nurture and grow talent, e.g., vocational and educational training, adopting digital as a way of life, etc.

3. Modern infrastructure

- **Try new transit modes:** Take the trains, ride ferries, try new road routes to improve mobility and transit times and decongest the roads
- **Adopt digital ways of living:** Make use of digital services and platforms aimed at improving efficiencies, e.g., smart metering, digital financial services, e-government platforms
- **Adopt sustainable alternatives:** Be environment and climate-conscious. Use transport modes that conserve and promote energy, use efficient and clean energy sources (e.g., solar), promote adoption of waste recycling

4. Effective governance

- **Pay your taxes:** Support the formalisation of the

state's workforce via enumeration and promptly pay your taxes. Only 45% of the workforce pays taxes today

- **Participate in the electoral process:** Register to vote and advocate for voter registration in your communities
- **Register as a resident of Lagos:** Register with Lagos State residents' registration agency, LASRRA
- **Join the participatory budgeting process:** Help select projects for your community to be prioritised in the annual budget by joining the public budget discussion forum

Lagosians are invited to demand accountability on the implementation of the development plan; they can demand accountability in several ways:

Understanding the Lagos State Development Plan Objectives:

- Learn about the government's long-term plans in the LSDP, understand the goals, targets and milestones to establish the baseline of expectations from the present and future government in the state.

Seek regular feedback on the progress and performance of the LSDP implementation:

- Participate at the LASG's annual budget consultative forums held across the five administrative divisions of the state, i.e., IBILE, to get feedback on LSDP implementation progress and provide inputs on the project to be prioritised for the next fiscal year

Hold newly-elected officials accountable to align their agendas with LSDP objectives:

- Engage politicians and elected officials to demand alignment of their manifestos and agendas to Lagos State's long-term development plans
- Use your votes to ensure the election of officials committed to the actualisation of Lagos State's long-term plans

Financing the LSDP

The CAPEX requirement to implement the LSDP is estimated at ~30 trillion (US \$70 billion), of which ~70% will potentially have to be sourced from the private sector.

A substantial proportion of the 400+ initiatives – across governance, social infrastructure, physical infrastructure, and economy – would require funding.

However, the remaining initiatives would not require significant incremental funding and may be funded via the Business as Usual (BAU) budgets, for example:

- a. Policy initiatives as they simply require documentation and coordination between legislators, key heads of agencies and other stakeholders
- b. Financial incentive initiatives as they involve coordination between revenue-generating bodies and the private sector
- c. Some investments that are continuous business-as-usual affairs, e.g., Develop continuous welfare programs for teachers
- d. Partnership initiatives since they are focused on establishing and leveraging relationships with the private sector and other players

The cost of implementing the proposed initiatives over 30 years and across four dimensions is estimated at about ₦30 trillion. This estimate was made by analysing similar initiatives implemented by benchmark cities, rigorous desk research, and gathering inputs from domain experts. As such, it is a projection and the actual costs may differ.



High-level projections suggest a 70% gap between the required funds and available government CAPEX, showing a need for private sector financing, e.g., via PPP.

Funding gap | High-level projections suggest a 70% gap between the required funds and available government CAPEX, showing a need for private sector financing e.g., via PPP

LSDP 2052 funding requirements vs. projected government CAPEX

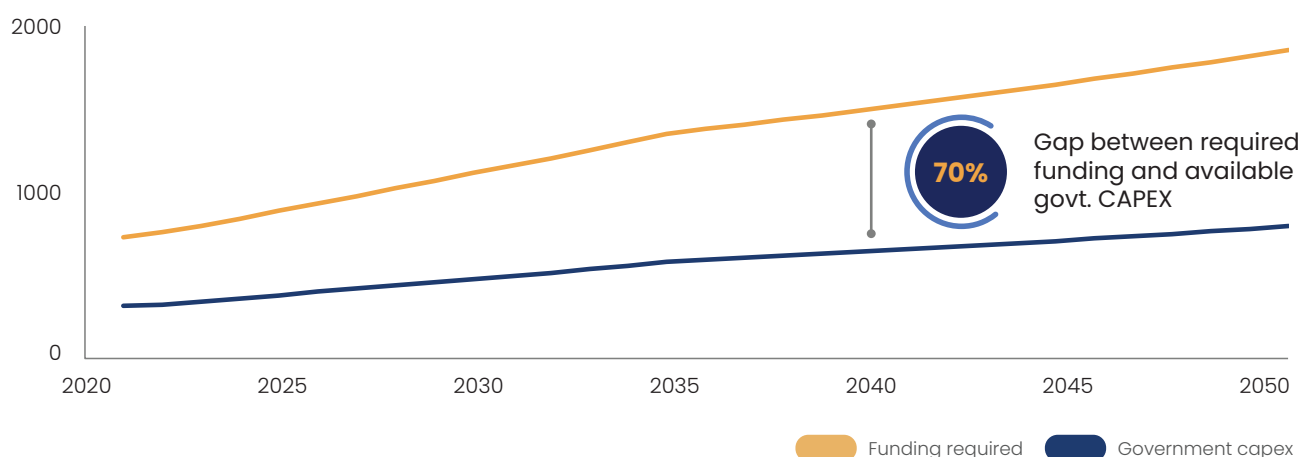


Figure 49: Lagos 2052 Funding Requirements vs Projected Government CAPEX

Note: Funding required was plotted from amounts required at various points in time deduced from the estimated total i.e., ~ 30T. Government CAPEX was estimated by assuming CAPEX grows at forecasted GDP growth rate. 70% gap between what the government can fund alone, and the funding required for the LSDP 2052 projects, implying dire need for private sector funding

Source: Lagos State 2020 Financial Statements; Oxford Economics; External consultant analysis

Lagos State is committed to empower and enable the Ministries, Departments and Agencies (MDAs) who bear the critical responsibility of attracting investments and private sector financing. The state will strengthen the mandates, review organisational strategies, and enhance resources of these MDAs to achieve the funding requirements of the plan and close the 70% funding gap. The agencies are:

1. **Office of Sustainable Development Goals and Investments:** Create a seamless experience for investors while maintaining policies that promote partnerships and investments towards the sustainable development goals
2. **Office of Public-Private Partnerships:** Drive implementation of projects in collaboration with the private sector from the conceptualisation stage, through planning and feasibility studies, until commissioning
3. **Ibile Holdings Limited:** Leverage relationships with portfolio companies across the key economic

sectors to incentivise injection of investment funds from the private sector

Institutionalising the LSDP 2052

Lagos State's planning cycle has three parts that correspond to short, medium, and long-term planning. While the LSDP is currently a component of long-term planning, the development plan will also be integrated into the medium-term and annual planning cycles of the state. The Lagos State planning cycle consists of:

1. Short-term planning (1 year), i.e., Annual budgets
2. Medium-term planning (3 years), i.e., Medium Term Sector Strategies (MTSSs)
3. Long-term planning (>3 years), i.e., Lagos State Development Plan

Lagos State's planning cycle consists of 3 components of which the LSDP is the long-term component

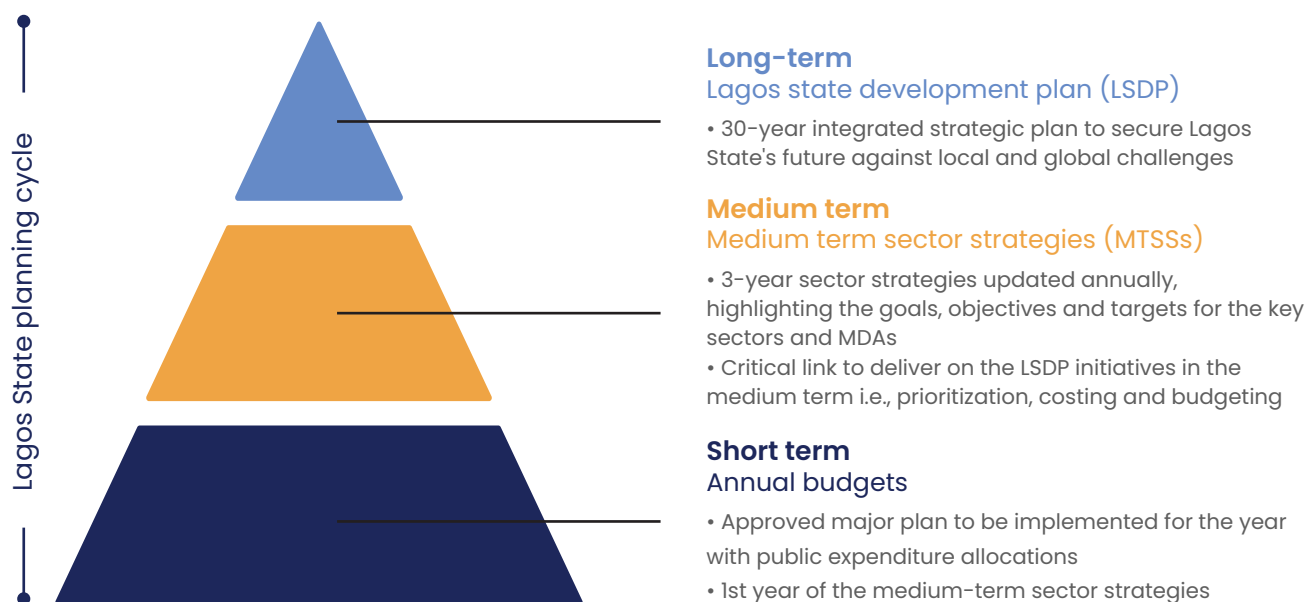


Figure 50: The Lagos State Planning Cycle



LSDP 2052 will be integrated into the state's planning process by leveraging a set of enablers:

1. Assigned initiatives to sectors and responsible MDAs
2. Integration of LSDP initiatives into the MTSS and annual budget
3. Continuous monitoring and reprioritisation of the initiatives based on the prevailing context

Embedded within the Ministry of Economic Planning and Development (MEPB), a dedicated delivery unit has been created to facilitate the implementation and institutionalisation of the LSDP 2052 across the Lagos State MDAs. Reporting directly to the state's Executive Council, the unit's duties include ensuring efficient coordination, monitoring, evaluation, and continuous reprioritisation of implementation activities.

The delivery support unit embedded in MEPB will coordinate implementation activities across the MDAs and will report directly to the State's Executive Council



Delivery unit will provide monthly reports on the LSDP to the Executive Council

Figure 51: The DSU will Coordinate Implementation of LSDP Initiatives



chapter

9

Concluding Thoughts

LAGOS: BUILDING ON TODAY'S PROMISES TO BECOME TOMORROW'S MODEL MEGA CITY

As you have seen across this report, Lagos continues to be an economic powerhouse and leading financial hub—not just in Nigeria, but in Africa—with immense potential and opportunities that are waiting to be tapped. The Lagos State Development Plan (LSDP) 2052 has been devised and fully equipped to capture and maximize this potential to deliver a city that is ahead, modern and thriving.

While the race to the future will be driven by innovation and technology, cities are more importantly defined by the people that inhabit them. We acknowledge this in the LSDP 2052 by doubling down on our efforts to deliver a thriving economy, high-quality and affordable education, health care and social services, strong infrastructure, and an effective governance to all Lagosians. The LSDP 2052 has been developed for Lagosians by Lagosians and crafted to include every single aspect that affects our standard of living. Our objective is to enable Lagos to convert existing challenges into tomorrow's opportunities, while also building on our resilience, our rich heritage and most importantly, our people.

To reach this goal, it is imperative that we work towards the effective implementation of the plan at every level of society. To this end, the LSDP 2052 has clearly outlined initiatives, strategies and accountability mechanisms that will ensure Lagos' vision is fulfilled. Your belief in the vision of this plan will be crucial and your trust will be essential to deliver on this ambition.

From plan to reality.

From potential to power.

From today to tomorrow.

The road ahead is a long one and not without challenges, but with the right people, the right objectives, and the right actions, we will build on today's promise of becoming tomorrow's model mega city.

Appendix

Acronyms

AfCFTA	African Continental Free Trade Area
AU	African Union
BAU	Business as Usual
BOI	Bank of Industry
CAGR	Compound Annual Growth Rate
CAPEX	Capital Expenditure
CBN	Central Bank of Nigeria
DFIs	Development Finance Institutions
DSU	Delivery Support Unit
ECOWAS	Economic Community of West African States
EMR	Electronic Medical Records
FDI	Foreign Direct Investment
FEZ	Free Economic Zones
FG	Federal Government
FMCG	Fast-Moving Consumer Goods
FTA	Free Trade Agreement
GATS	General Agreement on Trade in Services
GDP	Gross Domestic Product
GW	Gigawatts
IBILE	Ikeja, Badagry, Ikorodu, Lagos Island to Epe
IGR	Internally Generated Revenue

IPP	Independent Power Producer
ISP	Internet Service Provider
LASHMA	Lagos State Health Management Agency
LASRRA	Lagos State Residents Registration Agency
LAWMA	Lagos Waste Management Authority
LFZ	Lekki Free Zone
LGAs	Local Government Areas
LGS	Loan Guarantee Scheme
LIRS	Lagos State Internal Revenue Service
LSDP	Lagos State Development Plan
LSETF	Lagos State Entrepreneurs Trust Fund
LSSTF	Lagos State Security Trust Fund
MDA	Ministries, Departments and Agencies
MCC	Medical Care Centre
MSME	Micro, Small and Medium Enterprises
NCC	Nigeria Communications Commission
NCS	Nigeria Customs Service
NEPZA	Nigeria Export Processing Zones Authority
NIPC	Nigeria Investment Promotion Commission
NIWA	Nigeria Inland Waterways Authority
NIS	Nigeria Immigration Service
NPA	Nigeria Ports Authority
NPF	Nigeria Police Force

PAYE	Pay-as-you-earn tax
PPP	Public-Private Partnership
RTA	Regional Trade Agreement
SDG	Sustainable Development Goals
SEZ	Special Economic Zones
SMEs	Small to medium-sized enterprise
TCC	Tax Clearance Certificate
TIN	Tax Identification Number
TEU	Twenty-foot equivalent units
TRIM	Trade Related Investment Measures
TRIPS	Trade Related Aspect of Intellectual Property Rights
TVET	Technical and Vocational Education and Training
TWH	Terawatt hour
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
VAT	Value-added Tax
VC	Venture Capital
WHO	World Health Organization

Table 1: Plans and Policies Governing Urban Development

No.	Strategic Direction	No.	Strategic Direction
1	Badagry City Master Plan	16	Lagos State 2020 Financials
2	Cities Without Slums: Changing the face of Lagos	17	Lagos State Critical Electricity Needs
3	DAWN Strategy Report	18	Lagos State Health Strategy
4	Drainage Master Plan	19	Lagos State Integrated Resource Plan Report
5	Ehingbeti Summit Report	20	Lagos State Security Trust fund reports
6	Epe City Master Plan	21	Lagos State Social Protection Policy
7	Future of African Cities project – Lagos: Is it possible to fix Africa's largest city?	22	Lagos Urban Planning Report
8	Housing Master Plan	23	Lagos Water Corporation Strategic Review
9	Ikeja Master Plan	24	Lekki FTZ Master Plan
10	Ikorodu Model City Plan	25	Oshodi–Isolo Model City Plan
11	Integrated Waste Management Initiative of the Local Government: A Case Study of Lagos, Nigeria	26	Revised Strategic Transport plan
12	Kosofe Model City Plan	27	Smart Lagos Report
13	Lagos Climate Action Plan 2020–2025	28	T.H.E.M.E.S Agenda, Lagos State Development Plan LSDP
14	Lagos Electricity Policy Consultation Paper	29	Tourism Master Plan
15	Lagos Resilience Strategy Report	30	Water Supply Master Plan

Key Performance Indicators – Sources and Rationale

Thriving Economy Key Performance Indicators:

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Wholesale & retail trade	Formal trade – Percentage of total sales through formal channels (shopping malls, supermarkets etc.)	~15%	>60%
Wholesale & retail trade	Retail trade area – Formal retail area per 1000 people (sq m) ¹	10	>300
Food & beverage mfg.	Import substitution – Decrease in total FMCG imports substituted by locally manufactured goods	US\$ 4.5Bn	<US\$ 2Bn
Food & beverage mfg.	Export boost – Increase in exports of locally manufactured FMCGs	US\$ 1.7Bn	>US\$ 5Bn
Shipping & logistics	Container handling activity (% of total TEU¹) in West Africa – Measure of container handling activity (% of total TEU) in West Africa	22%	~60–65%
Shipping & logistics	Liner shipping connectivity – Index score measure of a country's position within global liner shipping networks (Ranking in West Africa)	23.5 index score (6 th ranked)	>40–65 index score (1 st ranked)
Shipping & logistics	Port calls (wait time) – Median time spent in port in hours (days)	71 hours (2.96 days)	23.5 hours (0.97days)
Financial services	Companies/ enterprises – Number of financial and non-financial companies registered	n/a	>250
Financial services	High value direct employment – Number of direct jobs with high added value	n/a	>10,000
Financial services	Partnerships (treaties, promotions etc.) – Number of partnerships with international financial centres (tax treaties, promotion etc.)	n/a	>15
Real estate services	Renovations – Share of building and infrastructure renovation and upgrade (of total activity)	n/a	~25%
Art & Entertainment	Employment – Number of people directly and indirectly employed in the sector	~100,000	1M

¹ Twenty Equipment Unit, i.e., 20-foot container

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Art & Entertainment	Nollywood revenues – Film revenues generated annually	\$270M	\$1Bn
Art & Entertainment	Distribution (cinemas) – Number of cinema locations	27	200
Art & Entertainment	Music Revenues – Music revenues generated annually	~\$36M	>\$500M
SME development	Formalization – Percentage of registered MSMEs	~2%	~30%
SME development	Market access – Share of public and corporate procurement awarded to SMEs	n/a	~15%
SME development	Financing access – Share of total commercial banking credit	~1%	>10%
SME development	Enterprises – Share of SMEs from total enterprises	0.3%	10%
SME development	Employment – Share of skilled people employed by SMEs	4%	~35%
Tech based ecosystems	Ecosystem value – Tech ecosystem value as % of GDP	~3%	10%
Tech based ecosystems	Startup output – Number of registered start-up across tech verticals (Fintech, Agritech, Healthtech etc.)	~500	~1,500
Tech based ecosystems	Women founders – Share of women as founders of tech startups	14%	25%
Tech based ecosystems	Global connectedness – Index measuring state of globalization by analyzing trade, capital, information, and people flows	3.8	>6.1

Human-centric city Key Performance Indicators:

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Social Infrastructure	UNDP Human Development Index	0.65	0.8
Social Infrastructure	Gini Coefficient	27.23	20
Social Infrastructure	Economist Intelligence Unit safe cities index score	38.1	>75
Education	Student-teacher ratio (public schools) - Number of students divided by number of teachers in Lagos	33	25
Education	Classroom density (public schools) - Number of students divided by number of classrooms in Lagos	55	30
Education	Gross enrolment rates (primary & secondary) - Ratio between all students enrolled in schools, and the population of official school age	62%	75%
Education	TVET¹ gross enrolment rates - Percentages of technical/vocational enrolment across Lagos at secondary level	20%	65%
Education	Digital literacy rate - Proportion of youth/adults with information and communications technology (ICT) skills	20%	60%
Healthcare	Infant mortality rate - Number of deaths per 1000 live births	39	17.3
Healthcare	Health insurance coverage - Number of Lagosians with health insurance divided by total population multiplied by 100	1.11%	50%
Healthcare	Government healthcare expenditure - Government healthcare expenditure divided by GDP multiplied by 100	0.32%	10%
Healthcare	Attractiveness to medical tourists - Number of inward travellers for medical purposes	N/A	150,000
Healthcare	Hospital beds/ 100,000 population - Number of hospital beds divided by the population multiplied by 10,000	50	230

¹ Technical and Vocational Education and Training

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Housing	Percentage of formal housing – Share of units built according to predefined standards divided by total housing units multiplied by 100	25%	75%
Housing	Rent affordability – Amount spent on rental housing divided by disposable income multiplied by 100	157%	32%
Housing	Annual house building rate – Estimated number of housing units built in Lagos annually	N/A	150,000 – 200,000
Security & safety	Number of police officers – Number of police officers divided by the population, multiplied by 100,000	186	381
Security & safety	Homicide rate (per 100,000 population) – Number of homicides recorded divided by the population, multiplied by 100,000	4.4	1
Safety & security	Time to resolve disputes (days) – Time from when the plaintiff files the lawsuit in court until payment. This includes days when actions take place and waiting periods	376	230
Safety & security	Cost as % of claim value – Cost in court fees, attorney fees and enforcement fees expressed as a percentage of the claim value	42%	21.5%

Modern Infrastructure Key Performance Indicators:

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Physical Infrastructure	Livability – Time taken to commute between home, work, and play activities	>1 hour	15 minutes
Physical Infrastructure	Access to basic infrastructure – Average access to basic public infrastructure (power, internet, water and sanitation) by residence	60–70%	Increased
Physical Infrastructure	Quality of air – Percentage of toxic particles in the air	63µg/m ³	10µg/m ³
Physical Infrastructure	Sustainable environment – Total amount of greenhouse gases emitted to the atmosphere per annum	~65 million metric tons	~33 million metric tons
New urban centre	Targeted populated – Targeted number of residents in Badagry and Epe with adequate infrastructure	~550,000 – Badagry ~450,000 – Epe	2.5million – Badagry 2 million – Epe
New urban centre	Centre population density – Population per square kilometre	6,871	~20,000
New urban centre	Mixed use activity proximity – Time taken to commute between home, work, and play activities	1 hour	15 minutes
Transportation	Modal mix – Proportion ratio of transport modes used by commuters on a daily (road: rail: water)	98:1:0.3	50:30:20
Transportation	Efficiency – Time spent in traffic by commuters on a daily basis	4 hours	<1 hour
Transportation	Accessibility – Average time taken to walk to public transport terminal	20–25 minutes	15 minutes
Power and Energy	Capacity – Quantity of energy generated and distributed	11TWH	100TWH
Power and energy	Stability – Average hours of power outage per annum	3,633 hours	300 hours
Power and energy	Accessibility – Percentage of population connected grid and off-grid power supply	60%	100%
Internet connectivity	Internet speed – Broadband Internet service speed	19mbps	Global average speed
Internet connectivity	Internet penetration – Percentage of the area with broadband internet coverage	~47%	80%

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Water and sanitation	Supply – Volume of water generated and distributed to the public per day (Lagos Water Corporation)	10 million gallons/day	1.3 billion gallons/day
Water and sanitation	Accessibility – Percentage of population with access to clean source of water	65%	100%
Water and sanitation	Safe sanitation and hygiene – Percentage of household practicing open defecation	7.5%	0%
Waste management	Collection efficiency – Percentage of total waste generated that is effectively collected for treatment	63%	>90%
Waste management	Recycling ratio – Proportion of waste collected that is diverted from landfills	10%	45%

Effective Governance Key Performance Indicators:

Focus area	Indicators	Baseline	30-year target
		Figure	Figure
Digital transformation	Response time for government services – Average time taken between when requests are made and when responses are received	3 – 6 months	< 1 week
Revenue generation	Internal generated revenue as percentage of GDP – Internally-generated revenue divided by GDP multiplied by 100	1.9%	5%
Investment attraction	FDI flows to the state as percentage of GDP – Ratio of greenfield FDI investments to GDP multiplied by 100	1.5%	5%

Detailed Initiatives, Timelines and Responsible MDAs

Near Term: Strengthen Economic and Investment Base

Focus Area	Initiative	Responsible Party
Art and Entertainment	Provide tax credits/rebates (25 – 40%) for films with qualifying Lagos State expenditures and labour and for sound recording costs	Ministry of Tourism, Arts and Culture
Developing SMEs	Create a Loan Guarantee Scheme (SGS) to facilitate financing to SMEs by banks offering low-interest loans for working and growth capital	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Incentivize banks' investment in innovative SME credit models including tax breaks on profits to lending to SME	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Reduce application requirements for funding/support through the Lagos State Entrepreneurs Trust Fund (LSETF)	Ministry of Wealth Creation and Employment
New Urban Centres	Ease access to favorable credit facilities through financial institutions to encourage the upspring small and medium scale investors to operate in the zone	Ministry of Commerce, Industry and Cooperatives
Real Estate Services	Leverage value-sharing revenue models, provided through special taxes on residential and commercial development, to enable the connected local governments to benefit from economic development	Ministry of Finance
Transportation	Offer tax incentives and favourable fiscal policies and business climate to attract and encourage private investor/players	Ministry of Transportation
Waste Management	Formalize, support and incorporate small scale informal waste collectors and recyclers to sort, collect, recycle waste and expand their expertise in the sector	Ministry of Environment
Wholesale & Retail Trade	Provide trade loans to cover SMEs' domestic and regional transactions, including export/import inventory financing, trade working capital financing, export credit factoring	Ministry of Commerce, Industry and Cooperatives
Art and Entertainment	Provide technical and financial assistance to promote Lagos produced films in International Festivals and distribution networks	Ministry of Tourism, Arts and Culture
Art and Entertainment	Raise city music profile by continuously investing to become host city for recognizable award shows (AFRIMA, MTV MAMA etc.)	Ministry of Tourism, Arts and Culture
Build Tech Ecosystems	Develop an aggressive marketing campaign to build the impression of Lagos as the best investment destination for tech in Africa	Office of SDG&I
Build Tech Ecosystems	Strengthen the Yaba tech cluster by completing ongoing construction to increase availability of real estate for growing start-ups	Ministry of Science and Technology

Focus Area	Initiative	Responsible Party
Developing SMEs	Improve coverage of credit bureau reporting to cover lending activities of individuals for business purposes, as well as trade credit and other data sources	Ministry of Commerce, Industry and Cooperatives
Digital Transformation	Deploy centralized platform enabling government applications to securely exchange data using APIs	Ministry of Science and Technology
Education	Develop continuous welfare programs for teachers that address their compensation, trainings, and living conditions where necessary, by reprioritizing budgets	Ministry of Education
Education	Invest in aggressive recruitment campaigns, by showing the benefits of teaching and role-model existing teachers, to reduce student-to-teacher ratio	Ministry of Education
Education	Invest in creation of online communities and trainings for teachers and students to understand the workings of the innovative delivery systems – experiential learning and digital tools	Ministry of Education
Food & Beverage Manufacturing	Invest in key distribution and logistics infrastructure including intra and inter-state road networks for sourcing of raw materials within national borders and increase in local production within Lagos State	Ministry of Agriculture
Investment Attraction	Digitize administrative processes, including one stop shop for investors providing all information, documents, procedures required to invest in the State	Office of SDG&I
Real Estate Services	Conduct enumeration exercise to expand and ensure comprehensive database of properties (residential and commercial etc), across all the local government areas (current registry captures <20%)	Ministry of Finance
Real Estate Services	Leverage international cooperation where public-private partnership (PPP) units from countries with extensive PPP experience and resources to help fill capacity gaps and assess these proposals for free, as official development assistance	Office of PPP
Revenue Diversification	Develop an interconnected information management system for all tax and government bill tracking and payments platforms across the State	Ministry of Finance
Safety & Security	Invest in the infrastructure upgrade (i.e., court rooms and facilities) and digital transformation of the judiciary to facilitate speedy dispensation of justice in the State	Ministry of Justice
Waste Management	Invest in human capacity building in waste management (including electronic waste) for operational efficiencies through sponsored trainings and workshops	Ministry of Environment
Wholesale & Retail Trade	Co-invest through PPP agreements in large scale upgrades to Fadama (Agbalata) market in Badagry and Ijora market close to Apapa port transforming them into wholesale hubs	Ministry of Commerce, Industry and Cooperatives

Focus Area	Initiative	Responsible Party
Art and Entertainment	Create a audio-visual & interactive media Mentorship Initiative to support youth through exchange programs in international film labs	Ministry of Tourism, Arts and Culture
Build Tech Ecosystems	Host frequent ecosystem building and "collision" networking events between local and international corporates, donors, investors, foundations, entrepreneur etc.	Ministry of Science and Technology
Build Tech Ecosystems	Introduce incentives to retain existing and new talent/ companies to reduce exodus to Abuja, Ibadan, Port Harcourt, Enugu etc.	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Coordinate an internship and placement programs in private sector companies	Ministry of Wealth Creation and Employment
Developing SMEs	Develop an anchor program for financial literacy, documentation (financial statements...) and alternative financing strategies/ instruments delivered by private sector partners	Ministry of Wealth Creation and Employment
Developing SMEs	Partner with the Bank of Industry (BOI) to expand the Business Development Service Providers program and agents within the State	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Provide certified training programs, management, capacity development and upskilling of the workforce aligned to priority sectors needs delivered by private sector partners	Ministry of Wealth Creation and Employment
Digital Transformation	Train civil servants, with industry expert assistance to increase digital literacy, so they can lead and implement digital government	Ministry of Establishments, Training and Pensions
Education	Collaborate with local industry leaders and employers to provide students, parents, and teachers with greater exposure to career opportunities and options, including early industry certification and career immersion programs	Ministry of Wealth Creation and Employment
Education	Leverage partnerships with development partners and foreign educational agencies to upskill teachers with digital skills and alternative educational delivery models	Ministry of Education
Food & Beverage Manufacturing	Establish trade promotion partnerships with states in neighbour countries (Benin, Togo, Ghana) for regional trade development	Ministry of Agriculture
Healthcare	Implement ongoing training on digital tools and services for doctors and medical institution staff with private sector coordination	Ministry of Establishments, Training and Pensions
New Urban Centres	Conduct roadshows and workshops with investors to secure investments early on through innovative PPP model agreements	Office of PPP

Focus Area	Initiative	Responsible Party
Real Estate Services	Increase community engagement to understand citizens' needs and ensure successful project delivery	Ministry of Housing
Real Estate Services	Set up internal capabilities and resources for rapid review and approval of projects	Ministry of Housing
Shipping and Logistics Services	Develop alliances with target global logistics hubs on priority products/supply chains	Ministry of Transportation
Shipping and Logistics Services	Provide trade-related education (supply chain management etc.) and skills trainings at all levels (students, career professionals...) including FTA trainings & export guides for SME	Ministry of Commerce, Industry and Cooperatives
Waste Management	Promote information dissemination and educational campaigns via private sector partnerships to sensitize the masses on best waste management best practices (including electronic waste)	Ministry of Environment
Art and Entertainment	Create a Media & Entertainment Office to coordinate all sector activities, e.g., create policies, regulate and license operators, manage funding, engage other Ministries and Agencies, engage with foreign media productions	Ministry of Tourism, Arts and Culture
Art and Entertainment	Create digital processes, applications, permits and sector related info.	Ministry of Tourism, Arts and Culture
Art and Entertainment	Develop an inclusive policy building approach with multi stakeholders to devise policies to address bottlenecks and drive investment	Ministry of Tourism, Arts and Culture
Build Tech Ecosystems	Coordinate with CBN to introduce regulatory reforms to reduce document requirements for MSME financing (includes issues around FICA/KYC requirements etc.)	Ministry of Commerce, Industry and Cooperatives
Build Tech Ecosystems	Propose to the FG a review of the threshold of the Pioneer status regulations for qualifying companies for the income tax "holiday" for up to five years	Ministry of Commerce, Industry and Cooperatives
Build Tech Ecosystems	Streamline and digitalize processes to fast-track licenses, register startups, and provide State support for covering patents through a startup registration platform easily accessible	Ministry of Wealth Creation and Employment
Developing SMEs	Adjust and simplify State and Local tax regimes for SMEs to minimize tax burden and reduce double taxation and levies	Ministry of Commerce, Industry and Cooperatives
Digital Transformation	Enact policy to guarantee that small changes such as centralized website publishing are implemented first before more complex procedures, such as permits, are digitized	Ministry of Science and Technology

Focus Area	Initiative	Responsible Party
Education	Design assessment exercises to enforce teachers' qualifications requirements in public schools considering outcome-oriented perspective	Ministry of Education
Education	Strictly enforce minimum standards and guidelines set out for the establishment of private schools within the State to guarantee quality of education delivered	Ministry of Education
Financial Services	Create a single contact window between private sector and Lagos State government to minimize touch points and reduce bureaucracies/red tape	Office of SDG&I
Financial Services	Strengthen and increase the capacity of centre for arbitration and mediation to promptly and effectively entertain disputes on commercial, financial cases and disputes between banks and other financial institutions	Ministry of Justice
Healthcare	Adapt legislation to remove barriers to digitization of Health processes and records	Ministry of Health
Healthcare	Enact Personal Health Information Protection Act to protect patient data privacy	Ministry of Health
Healthcare	Standardize the design of primary health centres and general hospitals in line with global standards of service delivery for medical facilities	Ministry of Health
Housing	Streamline and fully automate approval process for building and construction permits	Ministry of Physical Planning and Urban Development
Investment Attraction	Complete set up of one-stop-shop to facilitate swift interactions with the Federal Government and ease all administrative procedures for foreign investors, local businesses and entrepreneurs	Office of SDG&I
Power & Energy	Develop a suitable regulatory, commercial and technical framework to showcase the bankability of Lagos electricity market and efficiently provide licences and approval for all players in the Lagos electricity market	Ministry of Energy and Mineral Resources
Power & Energy	Enact and fully implement the comprehensive Lagos electricity reform law to give more autonomy to the state in the electricity sector	Ministry of Energy and Mineral Resources
Real Estate Services	Create a standard legislative framework for advance material supply payments to SMEs to stabilize their cash flows (e.g., contractor guarantee or ownership transfer of materials)	Ministry of Commerce, Industry and Cooperatives
Real Estate Services	Create digital processes for applications, permits, titles, and approvals to reduce time and cost in document compliance	Ministry of Physical Planning and Urban Development

Focus Area	Initiative	Responsible Party
Real Estate Services	Devise policies for procurement models with clear sustainability goals in public assets and incorporating best practices into city development plans and building codes	Ministry of Physical Planning and Urban Development
Real Estate Services	Establish a fully functional tax refund scheme and a comprehensive tax payment schedule calendar and notification system	Ministry of Finance
Real Estate Services	Facilitate the formalization of the real estate service activities to improve visibility on sectorial activities and enhance revenue generation for the state	Ministry of Housing
Real Estate Services	Liberalize policy of low- and high-density development as to increase financial and economic feasibility while ensuring safety measures (materials etc.)	Ministry of Physical Planning and Urban Development
Real Estate Services	Strengthen the enforcement of existing policies and guidelines and certification on real estate quality development and services including renewable energies, climate measures	Ministry of Physical Planning and Urban Development
Revenue Diversification	Ensure seamless governance and coordination between Lagos Internal Revenue Service (LIRS) and other revenue-collection / generating agencies of government	Ministry of Finance
Revenue Diversification	Introduce and enforce stronger and more visible non-compliance penalties	Ministry of Finance
Safety & Security	Enforce compliance with protection against child labour, human trafficking, gender-based domestic violence and resettlement of abused children	Ministry of Justice
Safety & Security	Enforce compliance with the rule of law and human rights by deploying mechanisms to track, monitor and report compliance to court orders and established rules	Ministry of Justice
Safety & Security	Strengthen the Office of the Public Defender to provide non-discriminatory free representation to residents of the state to ensure equitable access to justice	Ministry of Justice
Shipping and Logistics Services	Coordinate with Nigeria Ports Authority (NPA), Nigeria Inland Waterways Authority (NIWA) to establish/enforce minimum safety standard for operations at barge terminals	Ministry of Transportation
Shipping and Logistics Services	Create an authorized economic operator's scheme to secure Trade Partnership that certify security compliant companies and reduces inspection needs	Ministry of Commerce, Industry and Cooperatives
Transportation	Set a price transparency mechanism for public transport fares to ensure affordability and inclusiveness across all transport modes	Ministry of Transportation
Transportation	Update the Lagos State strategic transport master plan (STMP) to cover new urban areas, timelines and economic expansions	Ministry of Transportation

Focus Area	Initiative	Responsible Party
Waste Management	Enforce the implementation of waste management initiatives and environmental protection laws (i.e., blue box initiatives, waste-to-wealth, waste-to-energy, extended producers' scheme, etc.) to ensure appropriate waste management practices	Ministry of Environment
Waste Management	Issue and monitor rules and guidelines on disposal of special wastes (construction /demolition waste, industrial waste, clinical waste etc.	Ministry of Environment
Wholesale & Retail Trade	Establish minimum requirements for e-commerce retailers to adhere to with regards to protecting consumer data, like not selling it to 3rd parties without consent etc.	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Regulate logistics systems to coordinate flow of transportation vehicles into Lagos and within to minimize delays and congestions	Ministry of Transportation
Art and Entertainment	Create a fund focused on exports of media & entertainment content produced in Lagos	Ministry of Tourism, Arts and Culture
Art and Entertainment	Develop a Women's fund that directly targets talent development and projects by, for and about women	Ministry of Tourism, Arts and Culture
Art and Entertainment	Establish sector representation in LGAs reporting to the coordinating M&E Office	Ministry of Tourism, Arts and Culture
Art and Entertainment	Invest in technical media skills training and literacy programs/workshops with private sector to address skills gaps and help artists and professionals monetize talents	Ministry of Tourism, Arts and Culture
Art and Entertainment	Issue grants to support funding throughout project lifecycles and independent producers	Ministry of Tourism, Arts and Culture
Art and Entertainment	Partner with NCC to strengthen the enforcement of regulations for anti-piracy law	Ministry of Tourism, Arts and Culture
Art and Entertainment	Setup media incubators/labs or institutes to develop diverse skills to support sector SMEs operate their businesses better	Ministry of Tourism, Arts and Culture
Build Tech Ecosystems	Earmark financing for locally trained Lagosian entrepreneurs in tech who are less likely to get funding from VCs and international donors	Ministry of Science and Technology
Build Tech Ecosystems	Invest in development centres and multipurpose co-working spaces in each LGA by private partners	Ministry of Wealth Creation and Employment
Build Tech Ecosystems	Partner with academic institutions to increase girls and women in STEM subjects and women's enrolment in digital vocational training centres	Ministry of Women Affairs and Poverty Alleviation

Focus Area	Initiative	Responsible Party
Build Tech Ecosystems	Provide personal tax incentives for founders of startups in Lagos State and corporate tax incentives for startups moving their headquarters to Lagos	Ministry of Wealth Creation and Employment
Build Tech Ecosystems	Support the FG/CBN to help develop a “Startup Acts” in collaboration with private sector, multilateral organizations, donors and investors to co-create an executive bill and policies in line with African and global best practices that will support development of an attractive, competitive and innovative sector	Ministry of Science and Technology
Developing SMEs	Develop a comprehensive database of all manufacturing companies in the State (i.e. MSME database)	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Invest in 6 innovation centres (1 per priority sector) where to develop, test and scale new technologies and provision of workspaces for SMEs within SEZs and FEZs	Ministry of Wealth Creation and Employment
Developing SMEs	Promote women and youth inclusion through targeted funds, training programmes, and certifications	Ministry of Women Affairs and Poverty Alleviation
Developing SMEs	Provide priority service to short-list of organizations that have a proven track record in successfully pursuing proposals projects	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Set a minimum of public and corporate procurement accessible to SMEs by allocating a share of all contracts to SMEs	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Subsidize professional services including lawyers, accountants, public relations firms, for early-stage firms’ at affordable rate	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Support the Federal Government’s initiatives, e.g., the National Identity Number registration drive to facilitate SME development	Ministry of Special Duties and Inter-governmental Relations
Digital Transformation	Build single portal which centralizes key services used by citizens/businesses to enable ease of locating services	Ministry of Science and Technology
Digital Transformation	Develop a digital-first and paperless framework and delivery plan, enabling cultural and operational change	Ministry of Science and Technology
Digital Transformation	Develop an open data platform for documentation, tax administration (filing, payment etc.) and ease of accessing data or registries on a single website	Ministry of Science and Technology
Digital Transformation	Enforce and provide supportive infrastructure for elimination of in-person visits to service centres, e.g., by leveraging private sector infrastructure (banks, shops) and digital solutions	Ministry of Science and Technology

Focus Area	Initiative	Responsible Party
Digital Transformation	Establish execution team for digital transformation comprising technology practitioners and experienced civil service officials	Ministry of Science and Technology
Education	Actively advocate for revamping and modernizing the educational curriculum, to become up-to-date while including core STEM subjects, digital skills and soft skills, in collaboration with the Federal Government and the private sector	Ministry of Education
Education	Establish evaluation index for learning delivery performance in schools by adopting global best practices	Ministry of Education
Education	Provide land or property taxes to private companies to incentivize them to invest in building, equipping and maintaining technical and vocational centres, so highly-skilled talent can be developed to fill core technical skills required for their industries	Ministry of Education
Education	Develop policies and programmes to expand second chance learning opportunities for individuals returning to school	Ministry of Education
Education	Leverage partnerships with relevant ministries, departments, agencies and other organisations to develop and implement extensive accreditation of vocational training courses	Ministry of Education
Financial Services	Strengthen partnerships between industry players and Lagos State on internship placement of graduates to careers in financial services and on-the-job training programs such as apprentice-style for professionals	Ministry of Wealth Creation and Employment
Food & Beverage Manufacturing	Connect logistics partners to neighbouring countries by leveraging AfCFTA for increased continental trade	Ministry of Commerce, Industry and Cooperatives
Food & Beverage Manufacturing	Create a market digitalization fund for SMEs to support the backbone of the sector and increase effectiveness and efficiency	Ministry of Agriculture
Food & Beverage Manufacturing	Enhance policies on water ways (buggies, ferries) for cargo transport and logistics as an alternative to roads	Ministry of Transportation
Food & Beverage Manufacturing	Establish a fund for affordable and accessible funding across the food and beverage manufacturing value chain to reduce cost of operating or borrowing	Ministry of Agriculture
Food & Beverage Manufacturing	Establish a Technical Working Group within the Lagos State Chamber of Commerce to actively address food and beverage manufacturing sector related challenges	Ministry of Agriculture
Food & Beverage Manufacturing	Introduce policies to enable food security, avoid disruption and encourage speedy response to crises	Ministry of Agriculture

Focus Area	Initiative	Responsible Party
Food & Beverage Manufacturing	Introduce policy that facilitates favourable balance of trade and balance between nationalistic practices and market competition	Ministry of Agriculture
Food & Beverage Manufacturing	Market and communicate Free Trade Zone advantages and benefits to manufacturers within and outside Lagos	Ministry of Commerce, Industry and Cooperatives
Food & Beverage Manufacturing	Partner with the private sector and be a voice on the federal level to champion the agenda ensure there is a conducive environment and level playing field	Office of PPP
Healthcare	Boost enrolment of Lagos State residents in the Lagos Health Insurance Scheme (e.g., by investing in grassroots advocacy and collaborating with community leaders) and accelerate insurance re-imbursement process	Ministry of Health
Healthcare	Continue expanding physical capacity of the healthcare system to handle surge in demand while still delivering essential services by conducting assessments to highlight gaps and addressing identified gaps in a targeted way	Ministry of Health
Healthcare	Implement improved financial compensation plan for health care professionals in Lagos State to reduce attrition rate	Ministry of Health
Healthcare	Implement the Smart Health Information Platform (e.g., EMR, e-consult, financial system, disease surveillance mechanism) to digitalize health care system operations	Ministry of Health
Healthcare	Invest in improved delivery of adequate medical care to hard-to-reach areas of the State with a focus on creating equitable healthcare access	Ministry of Health
Healthcare	Introduce incentives for primary care professionals to achieve targets set by performance indicators	Ministry of Health
Housing	Develop the capability of the Ministry of Housing and the Ministry of Physical Planning & Urban Development to improve monitoring and inspection capabilities to ensure high quality physical developments & infrastructure in the State	Ministry of Physical Planning and Urban Development
Housing	Review the state's masterplan, lower order plans and regulations to reorganize and optimize for increased density neighbourhoods to increase real estate development investments in the State	Ministry of Physical Planning and Urban Development
Housing	Strengthen enforcement of housing laws to increase access and improve affordability of housing in the state	Ministry of Justice
Internet Connectivity	Extend wayleaves to ISPs to lay fiber optic network cables to cover areas with low internet penetration with focus on last-mile delivery	Ministry of Science and Technology

Focus Area	Initiative	Responsible Party
Internet Connectivity	Invest in the connection to and use of broadband internet network in public institutions such as hospitals, schools and offices	Ministry of Science and Technology
Internet Connectivity	Partner with academic sector players to promote and develop digital skills and literacy to be at par with global trends with emphasis on young and women	Ministry of Science and Technology
Internet Connectivity	Standardize the process and pricing for internet infrastructure permits to attract investments for last mile internet coverage across the State i.e., towers and right of way permits	Ministry of Science and Technology
Investment Attraction	Continue promoting/ marketing Lagos State as the investment destination in Africa by launching an “Invest Lagos” program and leveraging multiple channels to drive investment outreach for the priority sectors including, hosting roadshows (in country and visits), connecting with consulates and trade bodies and reaching out to stakeholders directly both nationally and internationally	Office of SDG&I
Investment Attraction	Develop industrial clusters relevant to specific types of businesses – manufacturing, digital, SMEs etc	Ministry of Commerce, Industry and Cooperatives
Investment Attraction	Develop own framework for investment incentives	Office of PPP
Investment Attraction	Establish economic, trade and other cooperation frameworks to boost trade and investment opportunities	Ministry of Commerce, Industry and Cooperatives
Investment Attraction	Facilitate ease of access to land and physical developments and fast issuance of respective permits, licenses, and clearances to investors as incentives to drive investments and sustainable developments	Ministry of Physical Planning and Urban Development
Investment Attraction	Fast track investments to develop key infrastructure for the prioritized sectors including transport networks, power etc.	Ministry of Works & Infrastructure
Investment Attraction	Partner with the NEPZA , NCS , NIS , NPF and CBN to secure attractive incentives and improve the ease of doing business in the State for investors including specialized incentives for each prioritized sector: a. tax exemptions and reductions b. expediting market access c. providing key logistics infrastructure d. securing land permits and security etc.	Ministry of Commerce, Industry and Cooperatives

Focus Area	Initiative	Responsible Party
Investment Attraction	Strengthen the Office of SDGs and Investments, as the entry point of investments into the State, to create opportunities for investors in the prioritized economic sectors by: a. Enhancing the offering of the State to investors – compelling value proposition for prioritized sectors b. Driving investor outreach and pitching opportunities with clear business cases and; c. Onboarding investors incl. managing the pipeline and Signing MoUs and EOIs	Office of SDG&I
New Urban Centres	Create a comprehensive strategic master plan and lower order plans for Lagos State encompassing the turnaround of existing urban centres and creation of new urban centres highlighting redistribution of economic activities, liveability requirements, sustainability factors, population targets etc	Ministry of Physical Planning and Urban Development
New Urban Centres	Ease administrative processes for investors by establishing a digital window for processing of permits and approvals	Office of PPP
New Urban Centres	Incentivize private sector players to develop key and supporting activities in the new urban centres (housing, health, education, recreational facilities, finance institutions etc.) by providing undeveloped land with connectivity access or subsidized land	Office of PPP
New Urban Centres	Launch and implement the Epe City Master Plan to give room for lower order plans thus positioning Epe as an entertainment hub including an international media city and other supporting infrastructure	Ministry of Physical Planning and Urban Development
New Urban Centres	Review the Badagry City Master Plan and lower order plans to position Badagry as trade and logistics hub clearly detailing a new seaport and free economic trade zone as landmark infrastructure and other supporting activities	Ministry of Physical Planning and Urban Development
New Urban Centres	Secure and allocate land use for the development of the urban centres in Epe, Badagry, Ikorodu and Eti-Osa/Ibeju Lekki with smart city concepts that ensure accessibility, sustainability, connectivity, mixed-use and high streets corridors	Ministry of Physical Planning and Urban Development
New Urban Centres	Develop guidelines for structurally and physically sustainable construction practices in the new urban centres	Ministry of Physical Planning and Urban Development
Power & Energy	Drive awareness campaigns to sensitize the general public on adoption of renewable sources of energy and the benefit of energy efficiency	Ministry of Energy and Mineral Resources
Power & Energy	Partner with security agencies and the judiciary to promptly and efficiently prosecute electricity theft cases	Ministry of Energy and Mineral Resources

Focus Area	Initiative	Responsible Party
Power & Energy	Provide an enabling environment for electricity value chain players to thrive and operate efficiently (i.e., access to credit, ease of licensing and registration ease etc.)	Ministry of Energy and Mineral Resources
Power & Energy	Set up an autonomous and credible regulatory body to govern and oversee the implementation of the Lagos electricity reform policy	Ministry of Energy and Mineral Resources
Real Estate Services	Define more agile procurement schemes to speed up processes for identifying and selecting developers	Ministry of Housing
Real Estate Services	Develop public-private forums to identify skills that the real estate workforce will need in the future—such as digital, data analytics, and renewables—and refocus vocational and technical trainings accordingly	Ministry of Wealth Creation and Employment
Real Estate Services	Provide tax holidays to developers to reduce cost burden and avoid double taxation	Ministry of Finance
Real Estate Services	Streamline / harmonize the framework for investment across all agencies in the state, and ensure adequate legal framework to give investors confidence	Office of PPP
Revenue Diversification	Build commercial buildings on government real asset (land) at proposed new urban centres	Ministry of Housing
Revenue Diversification	Build new and enhance existing public water generation and distribution infrastructure to supply water to the public for additional revenue	Ministry of Environment and Water Resources
Revenue Diversification	Build residential buildings on government real asset (land) at proposed new urban centres	Ministry of Housing
Revenue Diversification	Claim and effectively manage lands along major public infrastructures (i.e., rail lines, seaports, airports), deploying to use via economically viable means as assessed by portfolio managers	Lands Bureau
Revenue Diversification	Close specific tax evasion loopholes by analysing historical data and consulting key stakeholders for other taxes	Ministry of Finance
Revenue Diversification	Close specific tax evasion loopholes by analysing historical data and consulting key stakeholders for PAYE	Ministry of Finance
Revenue Diversification	Collaborate with private sector players (i.e. real estate developers, construction companies) to develop commercial structures on government lands to improve yields	Ministry of Housing
Revenue Diversification	Collaborate with private sector players (i.e. real estate developers, construction companies) to develop residential structures on government lands to improve yields	Ministry of Housing

Focus Area	Initiative	Responsible Party
Revenue Diversification	Conduct enumeration exercise to expand the database for all informal sector player groups	Ministry of Finance
Revenue Diversification	Conduct enumeration exercise to expand the database for employee records of all establishments for PAYE	Ministry of Finance
Revenue Diversification	Conduct enumeration exercise, identifying location and use, to expand the database for all properties within the State	Ministry of Finance
Revenue Diversification	Conduct extensive stakeholder engagement to align and secure buy-in for the market valuation methods used to establish market value of properties	Ministry of Finance
Revenue Diversification	Continue developing capacity to function with minimal dependence on the Federal Government, and generate revenue from operations (e.g., creation of drivers license cards and supplying license plates to neighbouring states)	Ministry of Transportation
Revenue Diversification	Continue to develop policies to coordinate and manage reforms necessary for the development of water transportation to enhance revenue potentials	Ministry of Transportation
Revenue Diversification	Continue to leverage technology to enforce traffic laws and administer fines to offenders	Ministry of Transportation
Revenue Diversification	Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for direct assessment tax	Ministry of Finance
Revenue Diversification	Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for land use charge	Ministry of Finance
Revenue Diversification	Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for other taxes	Ministry of Finance
Revenue Diversification	Create exchange program whereby successful foreign government revenue generating agencies and industry experts can upskill the Lagos State government workforce for PAYE tax	Ministry of Finance
Revenue Diversification	Create mobile tax units to provide support services to taxpayers for e-filing, income tax registration and free tax workshops for direct assessment tax	Ministry of Finance
Revenue Diversification	Create mobile tax units to provide support services to taxpayers for e-filing, income tax registration and free tax workshops for PAYE tax	Ministry of Finance

Focus Area	Initiative	Responsible Party
Revenue Diversification	Deploy integrated e-ticketing and payment system (Cowry Card) for all modes of transportation and ensure gradual adoption by users	Ministry of Transportation
Revenue Diversification	Deploy technological devices and digital platforms such as tamper-proof meters for water supply	Ministry of Environment and Water Resources
Revenue Diversification	Design a system that nudges public officials to deal with full transparency and competency via additional compensation as bonuses for land use charge	Ministry of Finance
Revenue Diversification	Design a system that nudges public officials to deal with full transparency and competency via additional compensation as bonuses for other taxes	Ministry of Finance
Revenue Diversification	Develop a database of all government-owned real assets portfolio to be actively managed by the proposed real asset management fund	Ministry of Finance
Revenue Diversification	Develop and execute additional strategies to support generation of revenue from parking regulation	Ministry of Transportation
Revenue Diversification	Develop and execute strategies to optimize revenue generation from existing assets (e.g., leasing spaces in train/bus stations for shopping, advertisement on vehicles, reclaiming land surrounding assets, etc)	Ministry of Transportation
Revenue Diversification	Develop and run franchise models for transport infrastructure (e.g., terminals) to be operated and maintained by private sector players	Ministry of Transportation
Revenue Diversification	Develop policies and execute strategies targeted at transitioning existing informal nature of parking in Lagos to more formal systems (e.g., parking meters)	Ministry of Transportation
Revenue Diversification	Drive public awareness on the requirement of having operations permit for Real Estate Practitioners and Property Developers in Lagos State	Ministry of Housing
Revenue Diversification	Drive public awareness on the requirement of land registration and acquiring title to land in Lagos State	Lands Bureau
Revenue Diversification	Enforce the collection of withholding tax on rent by tenants on behalf of the government via media campaigns and alignment with LASSRA	Ministry of Finance
Revenue Diversification	Enforce the presentation of TCC and TIN as a mandatory requirement for application for loans, contracts, permits, licenses and opening of bank accounts for existing businesses etc for direct assessment tax	Ministry of Finance
Revenue Diversification	Enforce the presentation of TCC and TIN as a mandatory requirement for application for loans, contracts, permits, licenses and opening of bank accounts for existing businesses etc for other taxes	Ministry of Finance

Focus Area	Initiative	Responsible Party
Revenue Diversification	Enforce the presentation of TCC and TIN as a mandatory requirement for application for loans, contracts, permits, licenses and opening of bank accounts for existing businesses etc for PAYE tax	Ministry of Finance
Revenue Diversification	Engage private sector to provide technology and digital support for optimization of operational asset services and collections for waste management	Ministry of Environment and Water Resources
Revenue Diversification	Engage private sector to provide technology and digital support for optimization of operational asset services and collections for water supply	Ministry of Environment and Water Resources
Revenue Diversification	Engage with DFIs to provide funding in forms of loans and grants to implement projects around building new and refurbishing existing assets for waste management	Ministry of Environment and Water Resources
Revenue Diversification	Engage with DFIs to provide funding in forms of loans and grants to implement projects around building new and refurbishing existing assets for water supply	Ministry of Environment and Water Resources
Revenue Diversification	Ensure that annual statutory audit of the fund records is conducted by an independent auditor to ensure accuracy and compliance to set reporting standard	Ministry of Finance
Revenue Diversification	Erect perimeter fencing etc. to prevent fraudulent sale of unallocated Government-owned land and ensure allocation to rightful allottee for future revenue generation	Lands Bureau
Revenue Diversification	Establish industry awareness program to increase registration/compliance from cash economy for direct assessment tax	Ministry of Finance
Revenue Diversification	Establish volunteer disclosure schemes with amnesty for defaulters for direct assessment tax	Ministry of Finance
Revenue Diversification	Establish volunteer disclosure schemes with amnesty for defaulters for land use charge	Ministry of Finance
Revenue Diversification	Establish volunteer disclosure schemes with amnesty for defaulters for other taxes	Ministry of Finance
Revenue Diversification	Establish volunteer disclosure schemes with amnesty for defaulters for PAYE tax	Ministry of Finance
Revenue Diversification	Expand training offerings for Lagos drivers to build their skillset, and generate more revenue for the government e.g., via new offerings leveraging tech	Ministry of Transportation
Revenue Diversification	Expand unique tax identification numbering system to include all taxpayers for direct assessment tax	Ministry of Finance
Revenue Diversification	Expand unique tax identification numbering system to include all taxpayers for other taxes	Ministry of Finance

Focus Area	Initiative	Responsible Party
Revenue Diversification	Expand unique tax identification numbering system to include information on properties owned by taxpayers	Ministry of Finance
Revenue Diversification	Identify illegally annexed setbacks etc. next to previously allocated land by the Government and enforce payments for the portion of land annexed	Lands Bureau
Revenue Diversification	Integrate the LASRRA scheme with the tax database to create a more comprehensive database of eligible tax payers in the state for land use charge	Ministry of Finance
Revenue Diversification	Integrate the LASRRA scheme with the tax database to create a more comprehensive database of eligible tax payers in the state for PAYE tax	Ministry of Finance
Revenue Diversification	Invest in development of mixed land use along waterfront to optimize land value and revenue via tourist, commercial, residential, transportation uses	Ministry of Waterfront Infrastructure Development
Revenue Diversification	Invest in waste collection and recycling facilities through waste-to-wealth and waste-to-energy programs for guaranteed sustainability within the State, through partnership with the private sector	Ministry of Environment and Water Resources
Revenue Diversification	Leverage digital/online platforms to make payment process more seamless and close the diversion loopholes that comes with cash payments	Ministry of Finance
Revenue Diversification	Leverage private sector subject matter experts as members of the proposed real asset management fund board	Ministry of Finance
Revenue Diversification	Partner with private sector players to build, procure and deliver government-owned operational assets (e.g., vehicles equipped with new technologies) through trusted PPP models	Ministry of Transportation
Revenue Diversification	Partner with private sector players to build, procure and deliver government-owned operational assets through trusted PPP models for waste management	Ministry of Environment and Water Resources
Revenue Diversification	Partner with private sector players to build, procure and deliver government-owned operational assets through trusted PPP models for water supply	Ministry of Environment and Water Resources
Revenue Diversification	Partner with the law enforcement agencies to create a tax evasion investigative team aimed at fighting large scale tax evaders in the state for other taxes	Ministry of Finance
Revenue Diversification	Partner with the law enforcement agencies to create a tax evasion investigative team aimed at fighting large scale tax evaders in the state for PAYE tax	Ministry of Finance
Revenue Diversification	Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent to increase the compliance and payment of direct assessment tax	Ministry of Finance

Focus Area	Initiative	Responsible Party
Revenue Diversification	Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent to increase the compliance and payment of land use charges	Ministry of Finance
Revenue Diversification	Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent to increase the compliance and payment of PAYE tax	Ministry of Finance
Revenue Diversification	Partner with the private sector to drive advocacy and awareness on relevant taxes/levies and provide information that transparently illustrate how revenue generated is spent, to increase the compliance and payment of all taxes	Ministry of Finance
Revenue Diversification	Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for direct assessment tax	Ministry of Finance
Revenue Diversification	Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for land use charge	Ministry of Finance
Revenue Diversification	Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for other taxes	Ministry of Finance
Revenue Diversification	Promptly respond to and actively support whistle-blowers to ensure accountability in revenue generation for PAYE tax	Ministry of Finance
Revenue Diversification	Provide incentives such as tax allowances and tax credits to encourage prompt and accurate filling of returns and payments thereof for other taxes	Ministry of Finance
Revenue Diversification	Provide incentives such as tax allowances and tax credits to encourage prompt and accurate filling of returns and payments thereof for PAYE tax	Ministry of Finance
Revenue Diversification	Provide infrastructure (e.g., roads, electricity) in areas where land is allocated by the government, to ensure accessibility and facilitate and fast-track revenue generation from land allocation	Lands Bureau
Revenue Diversification	Repurpose the use of, or reclaim all depleted government real assets for optimization of potential yield	Lands Bureau
Revenue Diversification	Set out and ensure enforcement of a standardized reporting framework to provide transparency and accountability of revenue generated from the operation of assets for transportation	Ministry of Transportation

Focus Area	Initiative	Responsible Party
Revenue Diversification	Set out and ensure enforcement of a standardized reporting framework to provide transparency and accountability of revenue generated from the operation of assets for waste management	Ministry of Environment and Water Resources
Revenue Diversification	Set out and ensure enforcement of a standardized reporting framework to provide transparency and accountability of revenue generated from the operation of assets for water supply	Ministry of Environment and Water Resources
Revenue Diversification	Set security policies to ensure the evacuation of unauthorized occupants of government lands and restore control to government	Ministry of Housing
Revenue Diversification	Set up a real asset portfolio management fund solely vested with the authority to administer and manage returns from government-owned real asset	Ministry of Finance
Revenue Diversification	Stipulate and ensure compliance to a simple reporting standard for informal sector players to aim the easy assessment of tax payable	Ministry of Finance
Revenue Diversification	Stipulate reporting standard based on international standards and continue making financial statements publicly available to ensure accountability of the fund	Ministry of Finance
Revenue Diversification	Streamline and simplify the collection process leveraging digital as well as establishing a support unit – virtual and mobile to assist payers with e-filing, registration, issue resolution and education	Ministry of Finance
Revenue Diversification	Strengthen existing partnership models with informal sector (i.e. transport unions) to formalize tax processes by leveraging digital	Ministry of Finance
Revenue Diversification	Strengthen LWC to function and operate at optimal capacity	Ministry of Environment and Water Resources
Revenue Diversification	Strengthen partnership with carpark operators to ensure enforcement of Lagos State parking policies (e.g., registration of carpark operators to obtain permits)	Ministry of Transportation
Safety & Security	Develop a framework for the Government to ensure public safety in planning and development of State infrastructure to aid universal access and social inclusion, particularly persons living with disabilities	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Develop a unified mechanism for periodic evaluations of sector risks and vulnerability assessments and operationalize the Hazard Identification and Risk Assessment (HIRA) in all vulnerable sectors	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Enact a new policy on the legal framework for Lagos' safety and emergency management strategy which should include; identification systems for people, assets etc. in the State, as well as policies for mandatory operations of CCTV in public areas of the State	Ministry of Special Duties and Inter-governmental Relations

Focus Area	Initiative	Responsible Party
Safety & Security	Enact a new policy on the legal framework for Lagos' security strategy which should include; identification systems for people, assets etc. in the state, as well as policies for mandatory operations of CCTV in public areas of the State	Ministry of Justice
Safety & Security	Facilitate private sector investments in safety and emergency management to provide critical support required to enhance operational effectiveness of the safety and emergency management agencies operating in the State	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Facilitate private sector investments in security via the Lagos State Security Trust Fund (LSSTF) to provide critical support required to enhance operational effectiveness of the security agencies operating in the State	Ministry of Justice
Safety & Security	Facilitate trainings for policemen attached to the State with focus on improving community policing and adopting proactive methods to improve security in the State	Ministry of Justice
Safety & Security	Facilitate trainings for safety practitioners and emergency management resources attached to the State with focus on improving local emergency management and adopting proactive methods to improve safety in the State	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Invest in required setup and operational infrastructure (i.e., seamless network connection, ambulances, fire trucks, etc.) to ensure fully functional and operational 24 hours emergency service response in the State – police, fire, ambulance services etc.	Ministry of Special Duties and Inter-governmental Relations
Shipping and Logistics Services	Enhance/enforce regulations on road-worthiness requirement for trucks	Ministry of Transportation
Shipping and Logistics Services	Invest in SME centres in partnership with the main trade associations to provide services incl. SME clustering for higher market access, tradeshow facilitation	Ministry of Commerce, Industry and Cooperatives
Shipping and Logistics Services	Partner with the Federal Government to establish a large portfolio of FTAs and RTAs to maximize market access and global linkages	Ministry of Transportation
Shipping and Logistics Services	Provide rebate on handling costs triggered by specific volume thresholds at year-end(1-3- or 3-10-year agreements)	Ministry of Commerce, Industry and Cooperatives
Transportation	Create a regulatory framework that supports every mode of transportation in the State including rail	Ministry of Transportation
Transportation	Introduce inclusion laws across all transport modes to protect the interest of passengers with reduced mobility (e.g., disabled, pregnant women, elderly...)	Ministry of Transportation

Focus Area	Initiative	Responsible Party
Transportation	Liaise with the Federal Government and neighbouring state governments to construct and maintain transport infrastructure in regions under joint administration	Ministry of Transportation
Transportation	Strengthen the enforcement of existing traffic laws to reduce congestion and protect law-abiding road users	Ministry of Transportation
Waste Management	Draw out a comprehensive waste management plan to guide actions and efforts towards achieving the set goal	Ministry of Environment
Waste Management	Engage 'producer companies' to set up a recycling/reuse programs for their non decomposable pack and containers	Ministry of Environment
Waste Management	Rehabilitate old and construct new sanitary landfills as required and maintain standards to preserve the environment and health of residents	Ministry of Environment
Waste Management	Reorganize and empower the waste management agency (LAWMA) in the State to execute their duties transparently and efficiently	Ministry of Environment
Water & Sanitation	Attract funding from development partners to execute projects that meet generally accepted best practices	Ministry of Environment
Water & Sanitation	Effective coordination between water supply and sewage management bodies and policies to enable collaboration	Ministry of Environment
Water & Sanitation	Engage private sector players to expand water generation capacity and area coverage through concessions, carve-outs areas and other PPP models	Ministry of Environment
Water & Sanitation	Improve water supply by rehabilitating old and build new public water supply infrastructure	Ministry of Environment
Water & Sanitation	Build new and rehabilitate old public toilets to reduce open defecation rate	Ministry of Works & Infrastructure
Water & Sanitation	Incentivize investors through subsidized cost of permits, licensing and wayleaves to expand water production capacity and distribution coverage	Ministry of Environment
Water & Sanitation	Invest in building human capacity to improve efficiency and ensure self-sustainability in water supply and improved sanitation practices	Ministry of Environment
Water & Sanitation	Prepare a comprehensive and realizable water and sanitation master plan with state-wide coverage and outlining the financial model for financing	Ministry of Environment
Water & Sanitation	Raise public awareness through campaigns on proper sanitation and provide basic sanitation services to household through private sector sponsored CSRs	Ministry of Environment

Focus Area	Initiative	Responsible Party
Water & Sanitation	Restructure and reorganize the Lagos Water Corporation to achieve more coordination, accountability and self sufficiency	Ministry of Environment
Water & Sanitation	Update existing drainage masterplan to include tertiary and secondary channels and suitable urban drainage systems	Ministry of Environment
Wholesale & Retail Trade	Build truck transit parks at key entry points with integrated infrastructure for vehicle inspection, parking and loading	Ministry of Works & Infrastructure
Wholesale & Retail Trade	Collaborate with Nigerian Investment Promotion Commission (NIPC) to further streamline and strengthen the process of repatriating foreign investors' funds	Office of SDG&I
Wholesale & Retail Trade	Create a Trade & Investment Promotion office within the Lagos State Investment Promotion Agency offering national branding building, toolkits, tax treaties and business plan support for wholesalers	Office of SDG&I
Wholesale & Retail Trade	Develop guidelines on wholesale and retail market hub development and modernization strategy – location, licensing, minimum required infrastructure and facilities	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Encourage trade insurance by covering part of the trade insurance premium SMEs agree with registered credit insurer	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Establish single bid parameter to be used to select private investors with most favourable revenue sharing model in PPP models	Office of PPP
Wholesale & Retail Trade	Partner with the relevant agency (i.e., Customs etc.,) to streamline customs and border processes for manufactures to import and export from Lagos State ports	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Partner with the relevant agency (i.e., Customs etc.,) to streamline customs and border processes for priority wholesalers and retailers within the State	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Partner with vocational and technical schools/programs to increase skills and adapt labour market to retail and regional trade specific needs	Ministry of Wealth Creation and Employment
Wholesale & Retail Trade	Provide land concessions for developers of wholesale and retail development including shopping centers, distribution centers	Ministry of Physical Planning and Urban Development
Safety & Security	Conduct bi-annual resilience assessment in preparation for the continued review and update of the Lagos Resilience Strategy	Ministry of Economic Planning and Budget

Medium Term: Future-Proof Development

Focus Area	Initiative	Responsible Party
Healthcare	Provide incentives to employers including SMEs to provide health insurance coverage to employees via e.g., tax breaks/subsidies	Ministry of Health
Healthcare	Seek international partnerships to establish and/or operate specialty hospitals in Lagos by providing credit enhancements for investments and income tax breaks for expatriate doctors/talent	Ministry of Health
Housing	Incentivize developers to invest in mixed income/ inclusionary and environmentally sustainable housing in new urban areas, e.g., by offering tax rebates and waivers on permits cost, and allocating land at subsidized rates	Ministry of Housing
Power & Energy	Take up initial connection cost and provide capital assets such as transformers, electric poles etc in a tripartite agreement between the state, discos and communities for lower tariffs in underserved/unserved low income areas	Ministry of Energy and Mineral Resources
Real Estate Services	Setup an Environmental Impact Bond to finance green infrastructure projects with returns on the bonds are tied to environmental targets	Ministry of Finance
Shipping and Logistics Services	Provide financial support to SMEs providing inland services (barge services, ships agents, trucking etc.) via trade loans, insurance etc.	Ministry of Transportation
Shipping and Logistics Services	Provide income tax incentives within free trade economic zones including (i) suspension of duties and VAT for goods that remain in the zone, and (ii) exemption from permit requirements if are non-controlled goods	Office of SDG&I
Waste Management	Attract and encourage established private sector players through tax holidays, double taxation, part funding of infrastructure etc. to explore more innovative methods of solid waste management	Ministry of Environment
Waste Management	Incentivize the public through lower waste tariffs to practice at source sorting of waste leading to improvements and efficiency in the waste value chain	Ministry of Environment
Wholesale & Retail Trade	Create a Market Upgrading Fund for developers to access below market interest rates for collaborative redevelopment of traditional informal markets	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Develop a Market Readiness Assistance Grant program to finance a share of wholesaler costs for regional market setup/partner identification/promotion	Ministry of Commerce, Industry and Cooperatives

Focus Area	Initiative	Responsible Party
Wholesale & Retail Trade	Develop a Trade Infrastructure Development Fund to support B2B digital marketplaces, enable specialized institutions to offer innovative trade finance support to wholesalers	Ministry of Commerce, Industry and Cooperatives
Build Tech Ecosystems	Continue additional PPP agreements to build a State-wide fiber optic internet backbone and ensure coverage of all public buildings/spaces	Ministry of Science and Technology
Build Tech Ecosystems	Replicate the KITE@Yaba public-private partnership to develop 2 – 3 new tech- hubs	Ministry of Science and Technology
Developing SMEs	Invest in expansion of movable collateral registry to increase secure lending using asset types more prevalent among MSME owners	Ministry of Commerce, Industry and Cooperatives
Digital Transformation	Create a Platform as a Service to ensure agility, robustness, and security in hosting, developing, deploying, testing and running applications, leveraging containerization technology	Ministry of Science and Technology
Education	Equip all public facilities with digital infrastructure and tools to improve focus in classrooms and enhance remote learning in the State	Ministry of Education
Healthcare	Establish an Infectious Disease Research Institute to accelerate advancements in combatting existing and potential outbreaks	Ministry of Health
Power & Energy	Establish a center for innovation for the power sector to serve as breeding ground for talents and new technology	Ministry of Energy and Mineral Resources
Power & Energy	Invest through PPP in the generation of, transmission and distribution of power from renewable sources by providing equity/debt financing, asset financing (land)	Ministry of Energy and Mineral Resources
Power & Energy	Provide reliable electricity supply from renewable/clean sources to all state-owned buildings e.g MDAs, public hospitals, schools, libraries, markets and parks	Ministry of Energy and Mineral Resources
Safety & Security	Continue procuring and supporting the operational maintenance of equipment's for the Police and other key security resources in the State – patrol vehicles, communication equipment's, weapons, bodycams etc.	Ministry of Justice
Shipping and Logistics Services	Co-invest with FG in upgrades of railway to include double-stack rail	Ministry of Transportation
Shipping and Logistics Services	Invest in extension and maintenance of road infrastructure and traffic management systems to reduce congestion at all ports	Ministry of Transportation

Focus Area	Initiative	Responsible Party
Waste Management	Employ advanced technology and innovation to waste treatment processes including electronic waste	Ministry of Environment
Housing	Engage development partners and real estate developers to facilitate the increase of low cost housing construction methods and materials to increase access to affordable housing in the state	Ministry of Housing
Housing	Engage with financial institutions and developers to create viable financing models for low- and middle-income home ownership (incl. rent to own schemes)	Ministry of Housing
New Urban Centres	Partner with the Art and Entertainment industry stakeholders to drive key industry activities to the proposed Media city in Epe	Ministry of Tourism, Arts and Culture
Power & Energy	Collaborate with training institutions to develop an efficient course curriculum that suit the energy market requirement in Lagos	Ministry of Energy and Mineral Resources
Power & Energy	Engage with DFIs and financial institutions to provide low-interest credit facilities to consumers for initial cost of connection and to value chain players (GenCos and Discos) on performance bases	Ministry of Energy and Mineral Resources
Power & Energy	Engage with value chain players through PPP to own, build and maintain electricity facilities (i.e., power generation , transmission and distribution facilities)	Ministry of Energy and Mineral Resources
Real Estate Services	Facilitate the formalization of the real estate sector	Ministry of Housing
Shipping and Logistics Services	Provide digital customer interfaces, streamlined operations and electronic booking services for transfers and warehouse storing	Ministry of Transportation
Transportation	Engage private sector players to operate public transport vehicles (buses, trains, ferries, cable cars) for the various transport modes	Ministry of Transportation
Waste Management	Collaborate with development partners (e.g., WHO) for funds to implement globally acceptable and sustainable waste management practices	Ministry of Environment
Waste Management	Partner with private sector players through PPP models to provide automated and digitalized collection, recycling and waste conversion services	Ministry of Environment
Wholesale & Retail Trade	Develop digital platform for connecting Lagos based wholesalers to national and international players	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Support and strengthen the operation of last mile logistic service providers, and comprehensive address system (street names and numbers) to support e-commerce retailers	Ministry of Transportation

Focus Area	Initiative	Responsible Party
Art and Entertainment	Create a Co-Production program to establish official agreements with other cities/countries	Ministry of Tourism, Arts and Culture
Art and Entertainment	Create a database with resources of public info (filming locations, practice centres, companies, associations, creatives, State agencies, job listings etc.) and outline benefits for both government and private actors	Ministry of Tourism, Arts and Culture
Art and Entertainment	Create an Intellectual Property Office to develop, copyright and piracy laws to protect media & entertainment IP	Ministry of Tourism, Arts and Culture
Developing SMEs	Create an information e-database of quality data market studies for open access and decision-making by stakeholders	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Create digital processes for business registration process in partnership with relevant Federal agencies	Ministry of Commerce, Industry and Cooperatives
Developing SMEs	Create policies to integrate entrepreneurship education, technical and vocational training into the State curriculum and system incl. certifications	Ministry of Commerce, Industry and Cooperatives
Digital Transformation	Ensure transparency and openness regarding regulation setting and use of data to build trust with citizens	Ministry of Science and Technology
Financial Services	Establish strategic partnerships with investment promotion agencies for protection agreements across Africa	Office of SDG&I
Real Estate Services	Develop special annual levies and land tax based on the property value	Ministry of Finance
Shipping and Logistics Services	Continue engagement with FG for State level autonomy and control over port assets, operations, activities and revenues	Ministry of Transportation
Shipping and Logistics Services	Establish regulations to promote barge channels – e.g. establishing minimum volume to the key commercial centres that must be moved by barge	Ministry of Transportation
Art and Entertainment	Co-invest in the development of a Media City with a multinational film and television studio company that will then operate the production facilities, commercial offices and support infrastructure	Ministry of Tourism, Arts and Culture
Art and Entertainment	Create 'Made in Lagos' certification for production co-branding with perks including preferential access to city infrastructure	Ministry of Tourism, Arts and Culture
Art and Entertainment	Host international film festivals to showcase Nollywood, connect filmmakers, students, artists, media etc.	Ministry of Tourism, Arts and Culture

Focus Area	Initiative	Responsible Party
Art and Entertainment	Partner with schools and universities to offer Media and Entertainment courses for early talent development	Ministry of Tourism, Arts and Culture
Art and Entertainment	Provide low-interest commercial loans/debt finance to large audio-visual & interactive media studios and distribution and marketing companies to grow national champions	Ministry of Tourism, Arts and Culture
Art and Entertainment	Leverage existing government infrastructure (e.g., youth centres, community centres) to host community-based performances in the arts & entertainment space	Ministry of Tourism, Arts and Culture
Developing SMEs	Establish business hubs (i.e., Technology Incubation Centers) in the three sectorial districts	Ministry of Commerce, Industry and Cooperatives
Digital Transformation	Create a digital identity (personal ID & signature) for individuals and businesses integrated across all applications to enable simpler, more convenient and secure access to government services	Ministry of Science and Technology
Digital Transformation	Implement behavioural reforms and change management initiatives to enable public service transformation	Lagos State Civil Service Commission
Digital Transformation	Invest in IT infrastructure, data analytics capabilities and artificial intelligence to enable LIRS to cut through vast swathes of data and consolidate wealth data for taxpayers via third-party information to pinpoint errors, red flag problem areas and help tighten up compliance in general	Ministry of Science and Technology
Digital Transformation	Provide incentives for private sector participation / collaboration on Smart City (e.g. sharing structure for smart cameras etc)	Ministry of Science and Technology
Education	Establish scholarship funds for vocational students and professional certifications/degrees at academic institutions for the 6 priority Focus Areas with requirement of minimum duration of employment in the State	Ministry of Education
Education	Continue construction of >200 new and modernization of existing primary, secondary and technical/vocational colleges to match global best practice standards, with considerations for disadvantaged groups (e.g., ramps for wheelchair access)	Ministry of Works and Infrastructure
Financial Services	Develop local talent skills in financial services sector, through academic institution and partnerships with universities for specific qualifications (e.g., Master in Financial Engineering)	Ministry of Education

Focus Area	Initiative	Responsible Party
Financial Services	Drive investments to strengthen aerial connectivity with strategic routes to African countries, Europe and Americas, e.g., through construction of new airports; establishment of new airlines	Ministry of Transportation
Financial Services	Strengthen bilateral/multilateral agreements to speed up cooperation in the financial field and integrated within Africa Including the ongoing AU, ECOWAS, WAM discussions to integrate the African financial market	Ministry of Commerce, Industry and Cooperatives
Healthcare	Conduct full scale renovation of health facilities to match set standards across all existing State-owned health facilities (326 primary health centres, 26 general hospitals, 10 MCCs, 1 tertiary hospital)	Ministry of Works & Infrastructure
Healthcare	Establish a drug management agency to implement a sustainable drug revolving fund that leverages technology	Ministry of Health
Healthcare	Implement the Lagos State Medical Industrial and Innovation Zone (LASMISO) concept PPP partnerships	Ministry of Health
Healthcare	Stipulate health care professionals' personal (administrative and civil) liability to the patient and introduce health care professionals' liability insurance	Ministry of Health
Housing	Consolidate and scale up existing subsidized housing schemes i.e., Lagos HOMS, Rent-to-Own scheme, Lagos Affordable Public Housing etc. to increase housing delivery to >100,000 housing units annually	Ministry of Housing
Housing	Invest in shared infrastructure such as roads, bridges, water, sewage management etc. to incentivize developers to develop mixed income / inclusionary housing	Ministry of Works & Infrastructure
Housing	Leverage PPPs to develop 100,000 low cost housing units using new innovations in building technology/materials	Ministry of Housing
Internet Connectivity	Create policies to subsidize the data prices for public facilities e.g., demand subsidies for schools and hospitals	Ministry of Science and Technology
Internet Connectivity	Incentivize operators to invest in last mile internet delivery through fiber, mobile and microwave links to households on the back of the optic metro fiber network	Ministry of Science and Technology
Internet Connectivity	Invest in use-case infrastructure for digitalized public related services such as payment of taxes and licensing to drive internet demand	Ministry of Science and Technology
Internet Connectivity	Provide state guarantees to attract and encourage investors in return for investment in internet infrastructure	Ministry of Science and Technology

Focus Area	Initiative	Responsible Party
Internet Connectivity	Secure grants and funding from development partners to cover the cost of internet coverage to public facilities i.e., schools, hospitals etc.	Ministry of Science and Technology
Internet Connectivity	Secure investments for optic fiber infrastructure to cover all neighbourhoods in the state with a maximum distance of 1.5 sq km apart	Ministry of Science and Technology
New Urban Centres	Engage stakeholders to facilitate the relocation of key economic activities to decongest the centre and create room for upgrading, regenerating and restructuring (e.g., markets, government agencies etc.)	Ministry of Physical Planning and Urban Development
New Urban Centres	Invest in strong physical connectivity infrastructure between and within the new and existing urban centres	Ministry of Physical Planning and Urban Development
New Urban Centres	Partner with real estate developers to implement a housing and office modernization program (i.e., Build up) to increase the density of the urban centres	Ministry of Works & Infrastructure
New Urban Centres	Secure and allocate land use for the development of adequate waterfront land for residential, commercial and recreational purposes	Ministry of Waterfront Infrastructure Development
New Urban Centres	Secure investments to build a world class deep seaport and trade hub to serve as the traffic generating landmark activities for the new urban centre in Badagry	Ministry of Transportation
Real Estate Services	Develop dedicated tax schemes to support redeployment of unemployed workers from other industries to the real estate sector	Ministry of Finance
Real Estate Services	Invest in renovations and upgrades of public-sector buildings (offices, schools, hospitals, etc.) to address existing building stock that is inefficient and uninhabitable	Ministry of Works & Infrastructure
Real Estate Services	Promote sustainable environment in order to prevent loss of lives and properties in the coastal zone	Ministry of Waterfront Infrastructure Development
Safety & Security	Continue advocating for the enhancement of safety and emergency management infrastructure to reduce existing deficiencies such as deficit of safety practitioners and emergency management resources in the State	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Continue advocating for the enhancement of security infrastructure to reduce existing deficiencies such as deficit of police (i.e., policemen to population ratio) in the State	Ministry of Justice

Focus Area	Initiative	Responsible Party
Safety & Security	Conceptualise and implement a holistic addressing system across the State with a focus on creating a unique identification system of locations and integrating it in existing (digital) records	Ministry of Physical Planning & Urban Planning
Safety & Security	Continue deploying CCTV cameras, drones and aggressive campaign of lightening up the streets in Lagos State with backend support to ensure proactive response to safety and security concerns across the State	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Continue procuring and supporting the operational maintenance of equipments for key safety and emergency management resources in the State - personal protection equipment, etc.	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Organize continuous sensitization drives, publicity campaigns and branding exercises to change security perception and instil trust between Government and citizens	Office of Civic Engagement
Shipping and Logistics Services	Build barge terminals through PPPs across the key areas of commercial activities in Lagos State (e.g. Agbara, Trade Fair, Epe, Ikorodu) to decongest the road networks and provide a link for efficient evacuation of cargo from the ports	Ministry of Transportation
Transportation	Create all proposed waterways routes to connect all water bound corridors and serve as alternative transport mode	Ministry of Waterfront Infrastructure Development
Transportation	Engage private sector to provide digitized transportation services for journey management such as e-ticketing/ payment platforms, real-time traffic and route information	Ministry of Transportation
Transportation	Invest in security gadgets and traffic signs across all transport modes in the State (i.e. streetlights, security cameras, traffic lights, speed bumps etc.)	Ministry of Transportation
Transportation	Partner with private sector players to build and maintain transportation infrastructure through concession, build-operate-transfer model etc. (routes, terminals and interchanges)	Ministry of Transportation
Transportation	Provide for hire purchase/lease arrangement with private companies to own/operate public transport vehicles and ferries	Ministry of Transportation
Transportation	Strengthen road infrastructure by constructing all proposed road networks including Lagos outer ring roads, corridors access roads and 4th Mainland bridge (38km) and adapt existing and new road infrastructure to make provision for unmotorised transportation (walking, cycling, etc.)	Ministry of Transportation

Focus Area	Initiative	Responsible Party
Waste Management	Build 30 transfer loading stations and purchase waste collection vehicles to ensure full State-wide coverage and timely waste collection	Ministry of Environment
Waste Management	Ensure availability of accurate data on solid waste across the state to aid proper planning and best suited practices	Ministry of Environment
Water & Sanitation	Extend water distribution pipes to unserved/underserved regions to ensure full access across the state	Ministry of Environment
Water & Sanitation	Partner with smart metering asset providers to provide gadgets and platforms to make collection process more efficient	Ministry of Environment
Water & Sanitation	Subsidize water tariffs to low-income areas by cross-subsidizing with high-end areas	Ministry of Environment
Wholesale & Retail Trade	Drive PPP investment into converting existing food markets into ~30 cooperative retail marketplaces operated by private players	Ministry of Commerce, Industry and Cooperatives
Wholesale & Retail Trade	Fast track the relocation of existing markets located in the mainland centre (e.g. Computer village market and Mile 12) to newly developed wholesale hubs (e.g., in Badagry)	Ministry of Commerce, Industry and Cooperatives

Long Term: Drive Sustainability and Resilience

Focus Area	Initiative	Responsible Party
Art and Entertainment	Co-invests with VC funds into small-medium sized local studios to boost innovation	Ministry of Tourism, Arts and Culture
Art and Entertainment	Subsidize investments into R&D by public and private sector players to drive technological advancements and innovation	Ministry of Tourism, Arts and Culture
Build Tech Ecosystems	Create a fund-of-funds for the State to co-invest with corporate VCs in Lagos-based tech startups with the option to buy out the State's share within 3-5 years	Office of SDG&I
Build Tech Ecosystems	Facilitate and de-risk investment through seed funding/ grant opportunities into sector verticals that have demonstrated momentum (e.g.: AgriTech, E-Commerce...)	Office of SDG&I
Build Tech Ecosystems	Introduce incentives to drive R&D spend and innovation through grants and patent protection	Ministry of Science and Technology
Build Tech Ecosystems	Provide tax breaks for losses on invested capital in ventures owned by same company	Ministry of Wealth Creation and Employment
Developing SMEs	Provide financial support to non-bank financiers (FinTech's, Micro Finance) that provide low-cost financing	Ministry of Commerce, Industry and Cooperatives
Housing	Incentivise relocation of slum dweller to new social housing developments by providing better access to public goods i.e., housing, schools, hospitals, recreational parks etc. in the new districts	Ministry of Housing
Art and Entertainment	Build a Film academy/institution in the Media City with modern technology, equipment and world-class staff to provide a steady pipeline of trained professionals in the creative sector	Ministry of Tourism, Arts and Culture
Developing SMEs	Open a Lagos State SME Development Bank targeting priority sectors with private operators and State part-owner with shared risk	Ministry of Commerce, Industry and Cooperatives
Food & Beverage Manufacturing	Co-invest through PPP models in a cargo airport (for example in Badagry, Epe or Lekki) to decrease cost and time for distribution of FMCG within Lagos, nationally and regionally	Ministry of Transportation
Healthcare	Set up the medical diagnostic and service provision scheme to ensure state of the art equipment in all the State's health facilities	Ministry of Health
Internet Connectivity	Attract investment into a mobile phone assembly plant for affordable smart phones (i.e., 5G+) to deepen internet penetration across the state	Ministry of Science and Technology

Focus Area	Initiative	Responsible Party
Shipping and Logistics Services	Build off-dock terminals through PPPs close to, but outside the Apapa and LFZ ports to de-congest and increase port infrastructure as a pass-through	Ministry of Transportation
Shipping and Logistics Services	Invest in software applications and intelligent risk management for real time-tracking and management of port assets and processes	Ministry of Transportation
Waste Management	Invest in waste recycling facilities	Ministry of Environment
Build Tech Ecosystems	Partner with universities to drive research and innovation in tech	Ministry of Science and Technology
Digital Transformation	Define and set up digital fund to finance digitalization effort with private sector support	Ministry of Science and Technology
Education	Provide vocational and educational training in digital skills operated by private sector partners to supply skilled labour and meet demand from tech firms	Ministry of Education
Financial Services	Engage CBN to facilitate the creation of a special unit to supervise activities within the financial centre	Ministry of Commerce, Industry and Cooperatives
Financial Services	Require on-the-job training programs such as apprentice-style onboarding for professionals as a minimum requirement for registration within the Financial centre	Ministry of Commerce, Industry and Cooperatives
Housing	Create affordable housing investment vehicles to facilitate market-based and/or institutional investment in the sector	Ministry of Housing
Safety & Security	Facilitate the integration of the operations of private security resources with the Police and other security agencies to ensure effective collaboration to secure lives and assets in the State	Ministry of Justice
Shipping and Logistics Services	Interconnect all SEZs, so that goods for re-export can move between the different SEZs without virtually entering the country and thus avoiding customs duties and VAT	Office of SDG&I
Build Tech Ecosystems	Introduce policies to attract and incentivize local and angel investors including capital gain tax exemptions for early-stage start up funding	Ministry of Science and Technology
Financial Services	Adopt international standards and agreements within the centre e.g., Basel Committee on banking supervision etc.)	Office of SDG&I
Power & Energy	Enact and implement policies to minimize the use of electricity from distillate fuels by granting carbon credits for compliance and introduction of carbon emission tax/charges for non-compliance	Ministry of Energy and Mineral Resources
Art and Entertainment	Provide financial support/relief to setup / upgrade cinemas and distributors of original and copyrighted movies	Ministry of Tourism, Arts and Culture

Focus Area	Initiative	Responsible Party
Build Tech Ecosystems	Create a pre-acceleration program for women start-ups in early concept stage	Ministry of Science and Technology
Build Tech Ecosystems	Invest in 6 innovation centres (1 per priority sector) where to develop and test new technologies by partnering with universities and research institute	Ministry of Wealth Creation and Employment
Developing SMEs	Develop a match-making platform for lenders and SMEs with State participation as a guarantor	Ministry of Wealth Creation and Employment
Developing SMEs	Develop an impact bond guaranteed by Lagos State government with limited political exposure for Lagos State Entrepreneurs Trust Fund (LSETF)	Ministry of Wealth Creation and Employment
Education	Design scholarship schemes pertaining to sports and other extracurricular activities, focused on students of underrepresented backgrounds, to spur them into earning a post-secondary credential and achieving career success by consulting relevant stakeholders	Ministry of Education
Education	Facilitate the creation of an investment fund, and advisory committee to support education startups seeking to develop innovative delivery methods based on the State's context	Ministry of Wealth Creation and Employment
Financial Services	Develop an International Financial centre in Eko Atlantic with free trade zone status	Ministry of Commerce, Industry and Cooperatives
Financial Services	Establish a PPP to develop a world-class Financial centre academic institution in Eko Atlantic in proximity to the Financial centre	Ministry of Education
Financial Services	Strengthen the existing regulatory framework in collaboration with the Central Bank that drives a business-friendly policies within the financial centre"	Ministry of Commerce, Industry and Cooperatives
Healthcare	Establish specialty care facilities / reconfigure specialty care wings in existing health care facilities for specialty focus areas e.g., Paediatrics, Orthopaedics, Obstetrics & Gynaecology, Oncology and Cardiology	Ministry of Health
Housing	Introduce inclusionary housing policy as an instrument to create mixed-tenure, mixed-income developments and increase the number of affordable housing units. Require a minimum of 30%-50% affordable housing on-site of new development sites with off-site provision in exceptional cases	Ministry of Housing
Housing	Further develop policies and regulations focused on the protection of tenants (e.g, mandating introduction of monthly rent payment models)	Ministry of Housing
Investment Attraction	Coordinate the set up of the Lagos State Wealth Fund to attract investments to the State via co-investments in the prioritized sectors	Ministry of Finance

Focus Area	Initiative	Responsible Party
New Urban Centres	Build critical physical infrastructure through PPP models for the new urban centres (i.e., power, water, sanitation, internet connectivity etc.) according to the master plan	Ministry of Works & Infrastructure
New Urban Centres	Secure investments to develop a world class international media city including museums to serve as the traffic generating landmark activity for the new urban centre in Epe	Ministry of Tourism, Arts and Culture
Revenue Diversification	Define traffic zones and establish a corresponding tolling and payment system to address traffic congestion in Lagos State	Ministry of Transportation
Revenue Diversification	Invest in upgrading public transportation vehicles (i.e. trains, BRT buses, etc.) leveraging new technologies (e.g., electric vehicles) to reduce dependence on diesel fuels, e.g., via PPP or DFI loans and grants	Ministry of Transportation
Safety & Security	Facilitate the integration of the operations of private safety practitioners and emergency management resources with safety and emergency management agencies to ensure effective collaboration to secure lives and assets in the State	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Formulate Occupational Safety & Health (OSH) regulations guidelines and standards for all sectors involved in socio-economic activities in the State and increase OSH consciousness through targeted sensitisation and advocacy	Ministry of Special Duties and Inter-governmental Relations
Safety & Security	Strengthen the operations and mandate of LASEMA, e.g., to conduct regular State hazard mappings, facilitate the operation of a multi-hazard early warning mechanism, strengthen and promote private sector and stakeholder engagements, and establish a functioning disaster/emergency forensic investigation unit	Ministry of Special Duties and Inter-governmental Relations
Transportation	Invest and locate key transportation nodes (airports, seaports, train terminals, bus tops, interchanges and jetties) at strategic locations to create an integrated multi-modular transportation network	Ministry of Transportation
Water & Sanitation	Build sewage treatment plants and waste-water management infrastructure (e.g., pipes) through collaboration between Lagos Water Corporation and Lagos State waste-water management office	Ministry of Environment
Water & Sanitation	Drive effective implementation of the Lagos Climate Action Plan to ensure Lagos achieves the set Net Zero targets	Ministry of Environment
Water & Sanitation	Enforce laws to phase out private boreholes given to sustainability and environmental risk	Ministry of Environment
Wholesale & Retail Trade	Invest in key wholesale and retail market infrastructure, including (a) Access and internal road networks (b) Processing and operational facilities (c) Logistics loading & unloading docks (d) Dry and cold storage warehouse facilities (e) Data systems	Ministry of Commerce, Industry and Cooperatives





