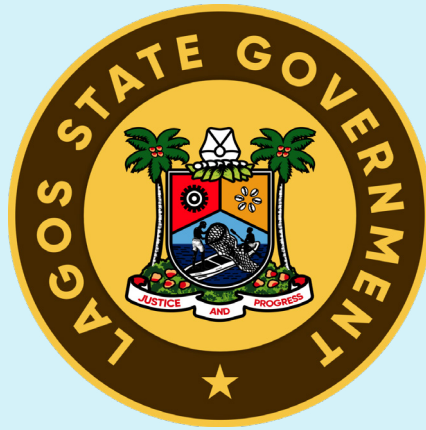


Lagos State Voluntary Local Review

2025

**2ND
EDITION**





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Abbreviations & Acronyms

AQI	Air Quality Index
BMGF	Bill and Melinda Gates Foundation
BRT	Bus Rapid Transit
CNG	Compressed Natural Gas
CSR	Corporate Social Responsibility
DSVA	Domestic and Sexual Violence Agency
EKOEXCEL	Excellence in Child Education and Learning (Lagos education program)
EKOSHA	Eko Social Health Alliance
EMC	Emerging Market Countries
EPR	Extended Producer Responsibility
FMCIDE	Federal Min. of Communications, Innovation and Digital Economy
FRSC	Federal Road Safety Corps
FTZ	Free Trade Zone
FX	Foreign Exchange
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GHS	General Household Survey
GIPP	Graduate Internship Placement Programme
HIV	Human Immunodeficiency Virus
HOMS	Home Ownership Mortgage Scheme
ICEYE	Satellite-based flood monitoring provider
ICT	Information and Communication Technology
IDF	Insurance Development Forum
IRFF	Insurance and Risk Finance Facility (UNDP)
IsDB	Islamic Development Bank
ISF	InsuResilience Solutions Fund
IP	Intellectual Property
JEI	Justice and Empowerment Initiatives
JICA	Japan International Cooperation Agency
LAGFERRY	Lagos State Ferry Services
LASEMA	Lagos State Emergency Management Agency
LASEPA	Lagos State Environmental Protection Agency
LASIEC	Lagos State Independent Electoral Commission
LASMECO	Lagos State Access to Finance for MSMEs through Cooperatives
LASPARK	Lagos State Parks and Gardens Agency
LASRIC	Lagos State Science Research and Innovation Council
LASURA	Lagos State Urban Renewal Agency
LASRRA	Lagos State Residents Registration Agency
LASSR	Lagos State Social Register
LCAP	Lagos Climate Action Plan
LCARP	Lagos State Climate Adaptation and Resilience Plan

LED	Light Emitting Diode
LFBI	Lagos Food Bank Initiative
LSETF	Lagos State Employment Trust Fund
LWC	Lagos Water Corporation
MCC	Maternal and Child Centre
MDA	Ministry, Department and Agency
MEPB	Min. of Economic Planning and Budgeting
MHTVA	Medium- and High-Tech Value Added
MHVTA	Medium- and High-Technology Value Addition
MICS	Multiple Indicator Cluster Survey
MMS	Multiple Micronutrient Supplements (for pregnant women)
MNCAHN	Maternal, Newborn, Child, Adolescent Health + Nutrition Week
MO	Margin of Error
MRV	Measurement, Reporting and Verification
MSME	Micro, Small, and Medium Enterprises
NBS	Nigerian Bureau of Statistics
NEET	Not in Education, Employment, or Training
NEMA	National Emergency Management Agency
NILDS	National Institute For Legislative and Democratic Studies
NIN	National Identification Number
NRV	Non-Revenue Water
NUMEPLAN	Nutrition and Micronutrient Supplementation Plan
OOSC	Out-of-School Children
OPEX	Operating Expenditure
OSDG	Office of Sustainable Development Goals
OSSAP-SDG	Office of the Special Assistant to the President on SDGs
PHC	Primary Healthcare Center
POS	Point of Sale
PPP	Public, Private Partnership
SBCC	Social and Behavior Change Communication
SDG	Sustainable Development Goals
SME	Small and Medium Enterprise
SOCU	State Operation Coordinating Unit
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
VLR	Voluntary Local Review
VNR	Voluntary National Review
WASH	Water, Sanitation and Hygiene
WASHNORM	Water, Sanitation and Hygiene National Outcome Routine Mapping
WHO	World Health Organization



Babajide Olusola Sanwo-Olu

Executive Governor,
Lagos State

Foreword

It is with profound pride and responsibility that I present Lagos State's Second Voluntary Local Review (VLR) of the Sustainable Development Goals (SDGs). This document is more than a record of our efforts; it is a call to collective action, to secure prosperity, equity, and environmental sustainability for every Lagosian.

Through the T.H.E.M.E.S+ Agenda, our execution framework, the SDGs are not treated as an addition to governance, but as the very core of how we plan, budget, and deliver. In our first VLR, we defined our ambitions, set clear 2030 targets, and established the principles that guide delivery. Since then, Lagos has built momentum that residents can feel in their daily lives.

Over the past two years, we have recorded notable progress. We have expanded access to affordable and reliable transportation with the commissioning of the Red and Blue Line rail systems. We have cushioned households from food inflation through the Ounjé Eko programme. We have strengthened learning outcomes through EKOEXCEL and Project Zero. We have enhanced public safety and commerce by lighting neighborhoods with renewable energy, and we have deepened awareness and citizen participation in the SDGs through the Lighthouse project.

We have also advanced urban greening to cool communities and absorb greenhouse gases, launched waste-to-energy solutions that turn refuse into power, and provided vulnerable households with targeted cash assistance and skills programmes that break cycles of poverty.

Yet, challenges remain. Inequality weighs heavily on too many families. Climate shocks and global economic headwinds continue to test our resilience. And with 2030 drawing closer, we must accelerate our pace and scale our actions.

This VLR is therefore issued with urgency and purpose. It sets out Lagos State's acceleration blueprint, clarifying priorities, setting delivery expectations, and defining how partners will collaborate to ensure commitments translate into tangible outcomes for our people. It aligns Lagos with the global SDG community, while charting a credible path toward a more inclusive, resilient, and competitive metropolis.

But government cannot do this alone. We call on investors, innovators, development partners, civil society, and citizens to join us, to co-invest, co-deliver, and co-monitor. We will deploy credible vehicles, public-private partnerships, and sustainable financing to ensure every naira delivers maximum impact. We will match partnership with accountability, with the Office of the SDGs and Investment leading delivery, convening partners to remove bottlenecks, and publishing regular updates to track progress.

My vision is clear: a Lagos where opportunity expands, services are reliable, neighborhoods are resilient, and every Lagosian has a fair stake in shared prosperity. This VLR sets out how we will accelerate progress to 2030. I invite all who care about Lagos' future to turn these commitments into visible change, today, and for generations to come.

Acknowledgement

It is with great honour that I present the second edition of the Lagos State Voluntary Local Review (VLR) of the Sustainable Development Goals. This report reflects the vision of His Excellency, the Governor of Lagos State, and the collective commitment of our Ministries, Departments and Agencies, private-sector partners, civil society organisations, development partners, and Lagosians themselves. Together, this diverse coalition has made it possible to produce a review that is robust, credible, and rooted in both evidence and lived realities.

Since our first VLR, Lagos has experienced both encouraging progress and pressing challenges. Advances are evident in areas such as gender equality, innovation, partnerships, and energy access, demonstrating what is possible when policy, investment, and collaboration align. At the same time, we see mixed outcomes across several SDGs, where gains in areas like sanitation, employment, and urban development have been offset by emerging setbacks. And we are deliberate in acknowledging regression in poverty, health, education, climate action, and environmental sustainability. These sobering signals are not deterrents; they sharpen our resolve to act with greater urgency, intentionality, and innovation.

This VLR builds on rigorous analysis, combining administrative data, public databases, household surveys, and community engagement across 7 local government areas. Insights were triangulated and validated through a multi-stakeholder working group that brought together MDAs, development experts, the private sector, and civil society. This process has ensured that the review is technically sound, aligned with international SDG reporting standards, and reflective of the realities on the ground.

On behalf of the Lagos State Government, I extend deepest appreciation to His Excellency, Governor Babajide Olusola Sanwo-Olu, for his bold leadership and sustained commitment to inclusive, sustainable development. We are grateful to the Office of the Senior Special Assistant to the President on SDGs for the technical guidance that has ensured consistency with national frameworks and global best practices. We acknowledge the invaluable contributions of all MDAs across Lagos State Government, whose data stewardship, coordination, and collaboration underpin the analysis in this report.

Our gratitude equally goes to community leaders, civil society groups, private-sector stakeholders, research institutions, and the many Lagosians who shared their perspectives through surveys and engagements. Their voices ensured this review captures not just statistics, but the human stories behind the numbers.

We are especially grateful to local government leaders whose support and insights enriched this process, including Princess Samiat Abolanle Bada (Ikosi Isheri LCDA), Mr. Akeem Olalekan Dauda (Ikeja LGA), Hon. Motunrayo Gbadebo-Alogba (Ijede LCDA), Princess Surah Olayemi Animashaun (Epe LGA) and Mayor Olufemi Akanbi Okeowo (Ifelodun LCDA). We also deeply appreciate the contributions of Mr. Akanbi Yusuf Olaitan, Head of Internal Audit at the Lagos State Employment Trust Fund (LSETF), and Mr. Biodun Ogunleye, Commissioner for Energy and Natural Resources, whose perspectives and commitment further strengthened this review.

Finally, I commend the VLR Working Group and the dedicated team at the Office of Sustainable Development Goals (OSDG). Your diligence, analytical rigour, and collaborative spirit have produced a report that not only tracks progress, but also charts a clear path for accelerated action.

We are confident that this VLR will serve as both a mirror and a map, showing where we stand today, and guiding innovation, partnership, and accountability as Lagos intensifies its journey towards the 2030 Agenda.



**Dr. Oreoluwa
Finnih-Awokoya**

Special Adviser to the
Governor on, Sustainable
Development Goals

The 2030 Agenda and Voluntary Local Reviews



Lagos State 2025 VLR – Context and Rationale

In 2015, the United Nations General Assembly adopted the 2030 Agenda and its Global Sustainable Development Goals (SDGs).

The 2030 Agenda provides a shared framework for all UN member states and represents a globally valid target system for a sustainable future. It consists of 17 goals and 169 targets that holistically address environmental, social, and economic priorities such as mitigating climate change, reducing inequalities, safeguarding ecosystems, ensuring quality education, and promoting decent work. The UN Global Sustainable Development Report (2019) stresses that urgent action is required to achieve these targets by 2030, and the United Nations has designated 2020–2030 as the “Decade of Action.”

While the Agenda is designed primarily for national-level implementation and monitoring through Voluntary National Reviews (VNRs), there is growing recognition that achieving the SDGs depends heavily on subnational governments. This is particularly true for Lagos State, Nigeria’s economic hub and Africa’s largest megacity, where rapid urbanization, demographic growth, and climate vulnerability create both challenges and opportunities for sustainable development.

Lagos State’s Role in Localizing the SDGs

Lagos has a unique responsibility and potential in driving Nigeria’s progress on the SDGs. The state contributes significantly to national GDP, hosts a population of over

20 million, and faces critical issues in housing, transportation, education, health, energy, waste management, and resilience to climate change. As emphasized in global discussions, at least 65 percent of the SDG targets cannot be achieved without active involvement of local authorities. Lagos

State, therefore, plays a decisive role in contextualizing and translating the global goals into actionable strategies for the local environment.

The 2023 Lagos State VLR marked a milestone by systematically assessing progress and identifying gaps in SDG localization. Building on this foundation, the 2025 VLR seeks to consolidate achievements, expand the scope of monitoring, and integrate lessons learned from the initial review cycle. Lagos is committed to “breaking down” global goals into measurable, context-specific targets that reflect the realities of its urban dynamics.

By aligning the 2025 VLR with global guiding frameworks (such as those developed by UN-Habitat, UCLG, the European Commission, and UNDESA), while tailoring them to local realities, Lagos is both learning from and contributing to international best practice.

Looking Ahead

The 2025 Lagos State VLR is not only a monitoring exercise but also an instrument for driving transformative change. It aims to deepen policy coherence across sectors, strengthen coordination between state and national reporting processes, and inspire local innovation.

By building on the 2023 VLR, Lagos reaffirms its determination to lead in Africa’s urban SDG implementation and to ensure that the vision of the 2030 Agenda translates into tangible benefits for Lagosians.

Executive Summary

Lagos' 2025 VLR shows clear gains in gender equality, energy access, digital infrastructure, and partnerships, alongside mixed results in education, water and sanitation, reduced inequalities, cities, and institutions, and continuing pressure on poverty, health, and climate resilience.

Why Lagos is updating its VLR

Lagos State continues to lead Nigeria's subnational efforts in localizing the SDGs. This 2025 VLR reflects the State's evolving realities since the first edition in 2023. The removal of fuel subsidies, currency devaluation, and surging inflation have significantly strained livelihoods. With Lagos' population now exceeding 30 million, infrastructure, services, and the environment are under mounting pressure. This update captures post-2023 developments and recalibrates Lagos' SDG strategy to keep pace with the 2030 Agenda, anchored in inclusive participation and coherent policy action across levels of government.

Progress So Far

Of 183 potential city-level indicators, Lagos assessed 48 in the 2025 VLR, guided by data reliability and local relevance. The results show a mixed picture.

Positive Trends



Gender equality (SDG 5) advanced with reduced early marriage and expanded mobile access for women. Energy access (SDG 7) is nearly universal at 99%. Digital connectivity underpinned gains in industry and innovation (SDG 9). Partnerships (SDG 17) deepened as internet coverage reached nearly all households.

Mixed Progress



● Prioritized SDGs for the 2025 VLR

SDG 12 (Sustainable Consumption and Production) was not evaluated due to a lack of available data.

In education (SDG 4), primary completion is high, but secondary completion and ICT access lag. Water and sanitation (SDG 6) saw wider access to safe drinking water, but sanitation and hygiene remain weak. Decent work and growth (SDG 8) outpaced national economic performance, yet unemployment challenges remain.

Inequalities (SDG 10) narrowed through rising wages for the poorest, though discrimination persisted. Sustainable cities (SDG 11) benefitted from improved transport, but costs and pollution offset gains. Peace, justice, and strong institutions (SDG 16) showed declines in voter registration despite gains in GBV awareness and lower bribery.

Flat Trend



Marine ecosystems remain stressed, with minimal change despite modest budget allocations.

Negative Trends



Poverty (SDG 1) worsened, with two-thirds of Lagosians below the poverty line. Hunger (SDG 2) deepened as food insecurity rose, even as stunting stabilized. Health outcomes (SDG 3) regressed with higher maternal and child mortality. Climate action (SDG 13) remains under pressure with tripled flood exposure and rising emissions. Land ecosystems (SDG 15) continue to erode due to urban expansion.

Closing the Gap: Strategic Priorities and Key Enablers

This VLR narrows Lagos' acceleration agenda to nine SDGs, filtered by performance, urgency of gaps, and State leverage. Based on current momentum, Lagos is on track for only a subset of indicators underscoring urgency to scale interventions. Without stronger action, projections show:

- 58–61% of residents (≈20m people) could remain in poverty by 2030.
- 14–24 million may remain food insecure.
- Flood exposure could reach 13–17% of residents, while emissions could rise toward 39 MtCO₂e.
- Service and human capital gaps may persist as 2.5m people still lack safe water; 30m+ lack safe sanitation; under-five mortality stands at 46 per 1,000 live births (~20,000 preventable deaths annually); only 68% complete secondary school; and ~70% live in slum-like conditions.

Lagos is advancing on several fronts, but setbacks in poverty, health, climate, and food security underscore the urgency of scaling up. To maximize impact, Lagos has prioritized nine SDGs most critical to its context: 1, 2, 3, 4, 6, 8, 9, 11, and 13. SDG 12 was not evaluated due to insufficient data.

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Acceleration priorities

In line with this urgency, 29 action levers have been identified as critical to accelerate progress and have been consolidated into 5 cross-cutting intervention areas:

- **Stimulate economic growth and create jobs** by unlocking sectors with high job potential, scaling MSME financing, and attracting resilient investment.

- **Improve living conditions** by expanding access to water, sanitation, housing, and reliable energy to strengthen resilience and livability.
- **Enhance human capacity development** through stronger teacher training, curriculum reforms, vocational training, and tech-based skills.
- **Advance climate and sustainability** by embedding resilience into infrastructure, cutting emissions, and addressing risks from Lagos' low-lying geography.
- **Promote inclusive and equitable development** through stronger social protection systems and policies ensuring no group, irrespective of gender, income, or disability, is left behind.

These intervention areas are anchored in 12 thematic programs and underpinned by 38 high-impact projects, including 13 flagship investable projects, mainstreamed in the Lagos Deal Book: a practical investment-facing index that maps each project to the institutions, partners, and financing instruments required for delivery.

Coordinated Implementation and Next Steps

The Office of Sustainable Development Goals (OSDG) is spearheading coordination efforts, bringing together government MDAs, private investors, NGOs, and donor agencies for collaborative action. To ensure effective implementation, The OSDG will coordinate this agenda by:

- Supervising implementation and coordination across stakeholder groups.
- Enabling effective partnerships with the private sector, DFIs, civil society organizations, philanthropies and foundations to drive acceleration.
- Mobilizing financial resources for implementation.
- Embedding and tracking performance of the SDGs via annual stock takes, a digital dashboard, citizen scorecards and independent reviews.

By bridging data gaps, scaling collaboration, and aligning investments with local priorities, Lagos will accelerate its path to 2030 and continue to serve as a continental example of urban SDG innovation.

Lagos 2025:

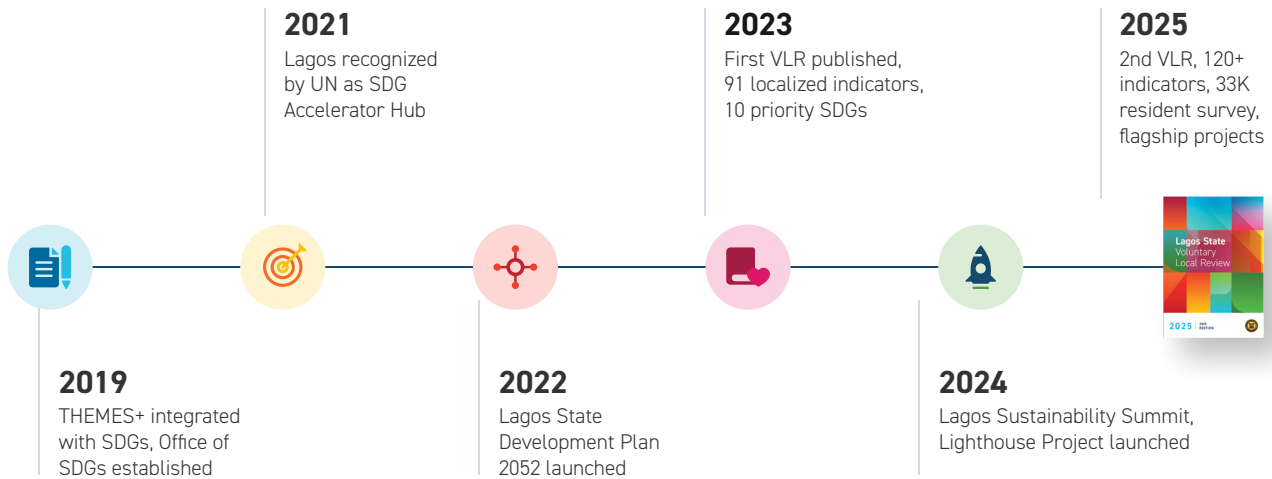
Building on Progress, Responding to New Realities

- 1.1. **Lagos State's VLR Journey: From 2019 to 2025**
- 1.2. **Why Lagos is Doing the 2025 VLR**
- 1.3. **A Changed Reality in Two Years**
- 1.4. **What's New in the 2025 VLR**



1 Lagos 2025: Building on Progress, Responding to New Realities

Lagos' SDG Journey: From Pioneer to Acceleration



1.1. Lagos State's VLR Journey: From 2019 to 2025

Since 2019, Lagos has steadily integrated the Sustainable Development Goals (SDGs) into its governance and long-term planning. The establishment of the Office of Sustainable Development Goals (OSDG) aligned the THEMES+ agenda with the 2030 Agenda. In 2021, the United Nations recognized Lagos as the SDG Accelerator Hub for South-West Nigeria, affirming its leadership role in advancing local action. The 2022–2052 Lagos State Development Plan provided a 30-year sustainability framework, while the publication of Nigeria's first VLR in 2023 marked a significant milestone. That first VLR localized 91 indicators (out of which 48 were baselined), prioritized 10 SDGs, and introduced a set of flagship "Big Ideas" to guide delivery. By 2024, Lagos had deepened this momentum through initiatives such as the Lagos Sustainability Summit and the Lighthouse Project, which today supports more than 800,000 vulnerable residents.

The 2025 VLR builds on this trajectory. It shifts the focus from early measurement and piloting to an acceleration phase aimed at achieving results Lagosians can feel in the critical final 5 years to 2030.

1.2. Why Lagos is Doing the 2025 VLR

This second VLR is both an assessment and a forward-looking blueprint. It is designed to take stock of progress since 2023, to identify areas where Lagos has gained momentum, and to spotlight gaps where progress has stalled. The review also responds to new shocks that have reshaped the development landscape, including fuel subsidy removal, high inflation, currency devaluation, intensifying climate risks, and migration pressures. These challenges have tested household resilience, strained public services, and widened inequality.

By updating the VLR in 2025, Lagos aims to sharpen its focus on the SDGs where interventions can deliver the biggest acceleration strengthen accountability through reliable data and transparent reporting and position the State as a credible peer in the global community of cities reporting on SDG progress.

1.3. A Changed Reality in Two Years

The development context in Lagos has shifted markedly in just two years. Economic and social shocks have eroded resilience, widened inequality and tested infrastructure capacity.

- **Inflation and Purchasing Power Pressures:** High inflation (peaking at 34.8% in 2024) and sharp naira depreciation (₦1,550/\$) have eroded household purchasing power, raised out-of-pocket health costs, and squeezed Lagos' fiscal space for basic services.
- **Global Supply Strains:** Disrupted trade and global price volatility have pushed up food and energy costs, worsening food insecurity and limiting affordability of essential services in Lagos.
- **Intensifying Climate Risks:** Flood exposure has tripled since 2022 (5% to 15% of residents), while GHG emissions rose 16% to 21 MtCO₂e. These trends are displacing communities and stressing infrastructure, especially in low-lying LGAs.
- **Shifting Migration Patterns:** Skilled worker emigration is creating shortages in health and education, while continued in-migration is swelling informal settlements, pushing slum populations toward 70% of residents.
- **Youth Demographic Surge:** With 55% of Lagosians younger than 30, slow job creation and limited skills training are leaving many young people out of work or education, fueling a persistent youth unemployment and NEET challenge.
- **Geopolitical Conflicts & Energy Shocks:** Global instability has driven up energy and commodity prices, constrained investment flows, and contributed to declining development finance, adding pressure to Lagos' food security and energy reliability.

Together, these shifts underscore the urgency of accelerating interventions in poverty reduction, affordable housing, social protection, and climate resilience, ensuring that Lagos remains on course to deliver the SDGs by 2030.

1.4. What's New in the 2025 VLR

The 2025 VLR goes further than the inaugural review in both scope and depth. It strengthens the evidence base, brings in new perspectives from Lagosians themselves, and links analysis directly to a pipeline of investable solutions.

Updates to the 2025 VLR include:

- **Robust survey insights:** A Lagos Residents Survey of 33,000 people across all 20 LGAs was conducted, covering 61 SDG indicators and disaggregated by gender, age, and income. This offers one of the most detailed resident-level views of development progress in Nigeria.
- **Deeper community engagement:** Field assessments and focus groups were carried out in eight vulnerable and hard-to-reach communities, including Dopemu Agege, Egan, Gbaji, Ijeododo, Ikorodu, Igbogbo, Araromi, Ajeromi / Ifelodun Apapa and Makoko, ensuring that lived realities and community priorities are reflected in the analysis.
- **Flagship project pipeline:** A curated "deal book" of investment-ready projects has been developed, covering housing, water and sanitation, health, education, and climate resilience. These projects form a tangible pathway for partners to co-invest in SDG acceleration.
- **Accountability mechanisms:** The VLR is directly linked to a public-facing SDG dashboard and a commitment to frequent updates, creating transparency and enabling citizens to track progress.

These enhancements make the Lagos 2025 VLR not only a monitoring report but also a delivery blueprint that connects data with action and places communities at the center of sustainable development.

Lagos 2025:

Approach and Methodology

- 1.1. **Six-Phase Framework for Documenting the VLR**
- 1.2. **Data Sources and validation**
- 1.3. **Community Engagement**
- 1.4. **Alignment and Peer Benchmarking**
- 1.5. **Why This Matters**



2 Approach and Methodology

The Lagos 2025 VLR was developed through a rigorous and inclusive process that combines quantitative analysis with qualitative insights. Building on the six-phase framework used in the first VLR, this review goes further in scope, depth, and validation. This methodology ensured that results are evidence-driven, globally comparable, and grounded in the lived realities of Lagosians.

2.1. Six-Phase Framework for Documenting the VLR

The process was anchored on six core phases:

- 1 SDG Data Compendium:** 88 localized indicators compiled from public sources, Lagos MDAs, resident surveys, and expert inputs, with clear quality checks and metadata for future updates.
- 2 Baseline & Trends Assessment:** benchmarking Lagos across all 17 SDGs against UN targets, Nigeria averages, and peer emerging cities, using trend analysis from 2022–2024.
- 3 SDG Prioritization:** applying a performance × impact × feasibility framework, informed by best practice from cities like Cape Town, Jakarta, and New York, to select 9 priority SDGs.
- 4 SDG Momentum & Gap Analysis:** projecting Lagos' likely 2030 outcomes based on historic trends and ongoing initiatives, and identifying the scale of gaps to UN targets.
- 5 Action Plan & Deal Book:** defining 12 thematic programmes, 38 high-impact initiatives and 13 “Big Ideas” supported by a curated deal book of investment-ready projects with mapped financing pathways.
- 6 Implementation Roadmap:** outlining phased milestones (2025, 2027, 2030), governance structures, cost implications, and sustainable financing options, with delivery roles assigned to MDAs, private sector, and partners.

2.2. Data Sources and Validation

Four complementary data sources were triangulated to build a reliable evidence base:

- **Public sources:** National Bureau of Statistics, UN-Habitat, World Bank, UNICEF, WHO
- **State MDAs:** administrative datasets from Education, Health, Housing, Water, Energy, Environment, and Transport.
- **Residents Survey:** a 2025 Lagos Residents Survey with over 33,000 responses across 20 LGAs, covering 61 SDG indicators and disaggregated by gender, age, and income. With a ±0.5 percentage point margin of error at 95% confidence, this survey provides one of the most robust city-level SDG datasets in Nigeria.
- **NGOs and experts:** civil society organizations, private sector groups, and academic institutions provided targeted inputs (e.g., on gender-based violence, financial inclusion, waste, and climate). Data confidence was ensured through a two-step validation process: automated consistency checks, followed by expert review in a multi-stakeholder technical working group.

2.3. Community Engagement

To complement quantitative analysis, extensive fieldwork and focus groups were conducted in eight vulnerable and hard-to-reach communities: Dopemu Agege, Egan, Gbaji, Ijeododo, Igbogbo LCDA, Araromi, Ajeromi/Ifelodun Apapa and Makoko.

Engagements Included:

- **Key informant interviews** with baales, youth leaders, women's associations, faith-based organizations, and market groups.
- **On-site assessments** of schools, health facilities, water systems, sanitation, housing, & transport infrastructure.
- **Community dialogues** to capture priorities and compare lived experiences against official statistics.

This dual approach helped identify where gaps in service delivery are most acute and ensured the action plan responds directly to community-specific needs.

2.4. Alignment and Peer Benchmarking

Targets were benchmarked against global UN standards and comparable emerging cities such as Jakarta, Johannesburg, and Mexico City, following methodologies used by the UN Sustainable Development Solutions Network. The process was aligned with Nigeria's national SDG reporting frameworks and validated through the Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs).

2.5. Why This Matters

This approach ensures that the Lagos 2025 VLR is:

- **Evidence-based:** grounded in 48 indicators and 33,000 survey responses.
- **Inclusive:** integrating perspectives from vulnerable communities.
- **Comparable:** benchmarked against peer megacities and UN targets.
- **Action-oriented:** directly linked to costed projects, financing pathways, and delivery structures.

Together, this makes the VLR more than a monitoring exercise. It is a credible blueprint for accelerating Lagos' SDG delivery between now and 2030.



The 2025 SDG Baseline:






Lagos at a Glance



































- 3.1. **Setting the Baseline**
- 3.2. **Indicator-Level Summary**
- 3.3. **Goal Level Dashboard**
- 3.4. **Deep-Dive Baseline Evidence for Each SDG**




3.2. Goal Level Dashboard

At the level of the 17 SDGs, Lagos' performance is uneven:

-  **Positive trend:** Gender Equality (Sharp decline in early marriage), Affordable and Clean Energy (near-universal electricity access), Industry, innovation and Infrastructure (growing tech output and 94% internet penetration), Partnerships for the Goals (rapidly growing internet access and local revenue sustainability)
-  **Mixed progress:** Zero Hunger (nutrition-related health challenges remain flat while food insecurity is growing), Quality Education (near universal primary completion but strain on ICT access and teacher retention), Clean Water and Sanitation (near universal access to safe drinking water while sanitation access is on the decline), Decent Work and Economic Growth (Strong financial inclusion but high youth unemployment), Reduced inequalities (income for the poor is growing but bias-related challenges still persist), Sustainable Cities and Communities (falling pollution levels, increasing access to public transportation but slum residents are growing) and Peace, Justice and Strong Institutions (near universal internet penetration although low taxation rate)
-  **Flat trend:** Life below water (marginal increase in marine-tech spend)
-  **Negative trend:** Poverty (67% of residents below the international poverty line), Health (HIV incidence down but child mortality up), Climate Action (flood exposure tripled, emissions rising) and Life on Land (rapid urbanization and industry has driven deforestation)
-  **Data gaps:** Responsible Consumption and Production (SDG 12) remains under-reported at city level.

Goal	Trend	Performance Snapshot
		Despite modest advances in basic service access, macroeconomic headwinds have increased the share of the population living below the international poverty line, elevating the risk of social exclusion.
		Rising food costs have driven widespread food insecurity, while nutrition outcomes (e.g., Child stunting) has stalled despite various targeted interventions.
		HIV infections and road accident deaths have improved, but rising child mortality highlights gaps in maternal and newborn care and insufficient protection from healthcare costs.
		Completion rates and teacher qualification for primary schools have marginally improved but momentum is negative for secondary education and ICT proficiency among young people.
		Despite significant improvement in gender-based harms (e.g. violence, early marriage) and female access to mobile phones, political representation for women could be further strengthened.
		Access to clean drinking water is improving, but sanitation still falls behind, with limited access to properly managed toilets and a decline in protective hygienic practices (e.g. handwashing).
		Electricity access is progressing & nearly universal (although often unreliable) and adoption of clean cooking fuels is on the increase due to rising kerosine costs.
		Job supply recovering & financial inclusion is high, however, 1 in 6 young people remain outside work, school, or training.
		Economic contributions from high-value industries are rising, but challenging operating conditions deter existing and prospective players. Likewise, although R&D spending is climbing, it remains insufficient to spur innovation-led growth.
		Although incomes for the bottom 40% are rising to offset inflation, social inequality is worsening as people increasingly feel discriminated against and excluded.
		Inadequate housing and pollution remain major challenges; However, residents access to public transportation records modest gains.
		Insufficient local indicators tracked in 2025 baseline.
		Flood exposure and emissions are rising, outpacing resilience measures.
		Marine ecosystems remain polluted (largely from human driven-plastic waste) and underfunded particularly for key waterways protection initiatives.
		Forest cover is shrinking given continued urban expansion, undermining Lagos' natural climate defenses and biodiversity.
		City safety is improving as violence & bribery incidents decline, yet confidence in state institutions weakening as fewer people report crimes.
		Near-universal internet access indicates Lagos' capacity to connect & partner globally, however, stagnating internal revenue capacity threatens its ability to co-finance those partnerships.

 Positive Trend

 Mixed Trend

 Negative Trend

 Flat Trend

[Indicator Number]

3.3. Deep-Dive Baseline Evidence for Each SDG

Having established the indicator-level and goal-level snapshots, the following pages examine the evidence goal by goal. Each deep dive highlights the headline findings, presents the trends and drivers, and distills the key takeaways. Exhibits are provided to visualize the data and show Lagos' performance compared with Nigeria, peer emerging cities, and global 2030 targets.

Goal 1

No Poverty

Despite modest advances in basic service access, macroeconomic headwinds have increased the share of the population living below the international poverty line, elevating the risk of social exclusion.



Between 2022 and 2024, the share of Lagosians living below the international poverty line surged from 21% to 67% (20.1m people). This 46-point increase brings Lagos close to Nigeria's national average of 75.5% and far from the 2030 target of zero. Inflation (~35%), subsidy removal, and naira devaluation eroded real household incomes, while layoffs in both formal and informal sectors deepened vulnerability.

Social protection coverage stagnated at 16%, barely a quarter of peer-city levels. Spending on health, education, and social protection fell to 14% of the budget in 2024 (from 18% in 2022) as subsidies and debt servicing crowded out basic services.

Exhibit 3.3.1. % of population below the International Poverty Line (IPL) [1.1.1.]

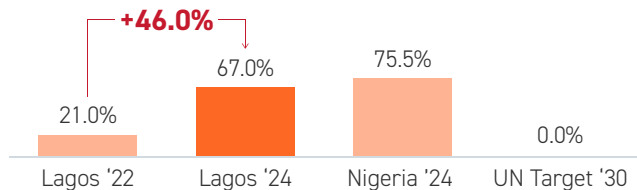


Exhibit 3.3.2. % of population covered by social protection systems [1.3.1.]

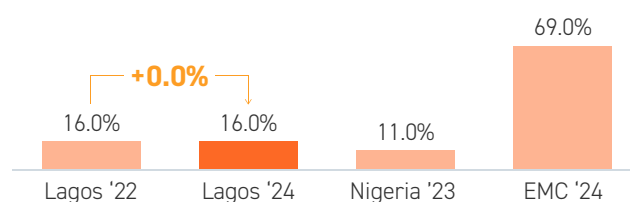
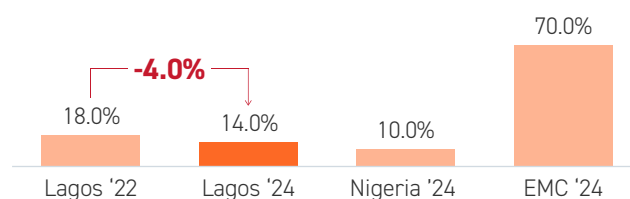


Exhibit 3.3.3. % of government spending on essential services [1.a.2]



Key Takeaway: Without stronger buffers, a significant number of Lagosians could remain in poverty by 2030

Goal 2

Zero Hunger

Rising food costs have driven widespread food insecurity, while nutrition outcomes (e.g., Child stunting) has stalled despite various targeted interventions



By 2024, 63% of Lagos residents experienced moderate or severe food insecurity, up from 35% in 2022. Stunting among children under five held at ~17%, close to the UN 15% target and far below Nigeria's 40%, while anaemia persisted at ~50%, more than double peer-city levels.

These trends reflect surging food inflation (~40%), transport costs up 50–80%, and a 2024 cholera outbreak in high-burden districts. Interventions such as the Imota Rice Mill, Ounje Eko food markets, and school feeding programs helped stabilize nutrition outcomes.



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

Exhibit 3.3.4. % of population experiencing moderate or severe food insecurity [2.1.2]

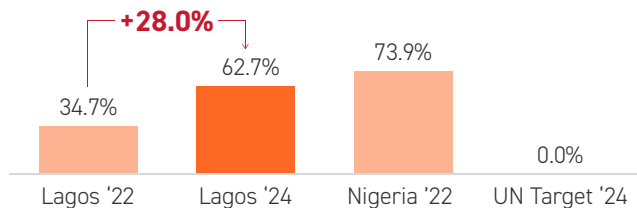


Exhibit 3.3.5. Prevalence of stunting among children under 5 years [2.2.1]

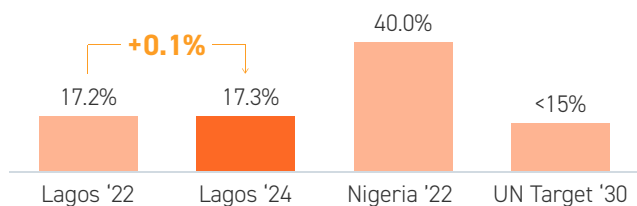
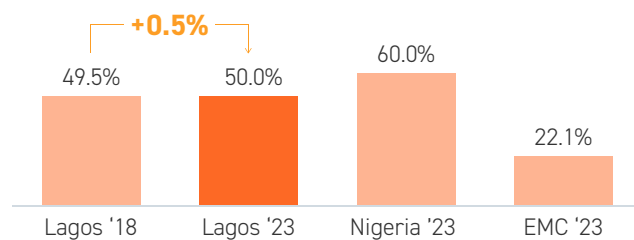


Exhibit 3.3.6. % of women (ages 15 – 49) with anaemia [2.2.3.]



Key Takeaway: Lagos needs to manage the impacts of food inflation to ensure food is more accessible to its 30m+ residents

COMMUNITY ENGAGEMENT INSIGHTS

Spotlight on livelihoods and household resilience

Limited market access despite fertile land: Ijeododo has lush farmland, animal husbandry, and year-round productivity but lacks good road networks to transport goods. Families miss out on turning their natural abundance into sustainable income and food security.

Neglect of natural resources: Egan, though riverine and fertile, does not rely on farming or fishing and instead depends on petty trading and goods from Ogun State. This reliance leaves households vulnerable to food insecurity and high living costs.

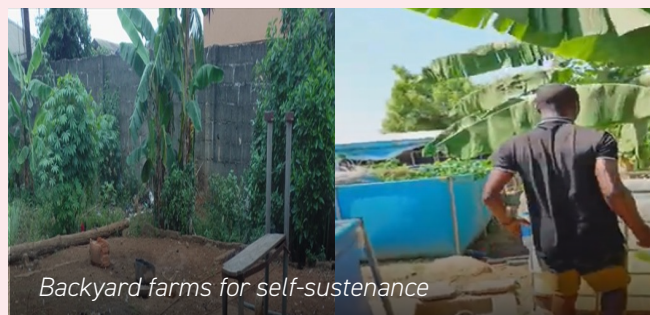
Erosion of traditional livelihoods: In Araromi (Ibeju-Lekki), farming and fishing are being displaced by industrialization and land sales, eroding long-standing sources of food and income. Families are left with shrinking means of survival despite urban growth around them.

Resilience through small-scale farming: Igbogbo families sustain themselves with backyard farms, livestock, and fish ponds, even loaning out equipment to Makoko fishermen. This strengthens household nutrition and offers a buffer against food scarcity.



Urbanization driving poverty inequality: In Agege and Ajeromi/Ifelodun, migration and slum growth fuel overcrowding and informal settlements. Families move in search of opportunities but often fall deeper into poverty and food insecurity due to lack of planning and rising costs.

Symbiotic community ties in food systems: Makoko's Egun fishermen supply Igbogbo traders, while Igbogbo farmers maintain land for food crops. These interdependent networks show how community collaboration sustains household nutrition across Lagos.



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

Goal 3

Good Health and Wellbeing

HIV infections and road accident deaths have improved, but rising child mortality highlights gaps in maternal and newborn care and insufficient protection from healthcare costs



Under-five mortality rose from 15 to 46 deaths per 1,000 live births between 2022 and 2024, while neonatal mortality climbed from 11 to 25. These rates are ~3x peer-city averages. By contrast, new HIV infections fell by half, and road traffic deaths declined marginally to 0.2%. High out-of-pocket health costs (~18% of households), rising drug prices, and health-worker shortages (16,000 doctors emigrated in seven years) drove the mortality surge. Strikes in public hospitals further limited skilled attendance at birth.

Exhibit 3.3.7. Under-5 mortality rate (deaths per 1,000 live births) [3.2.1]

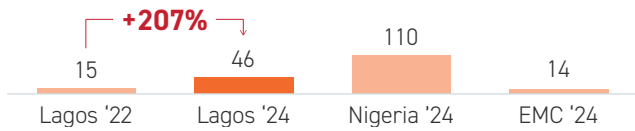


Exhibit 3.3.8. Neonatal mortality rate (deaths per 1,000 live births) [3.2.2.]

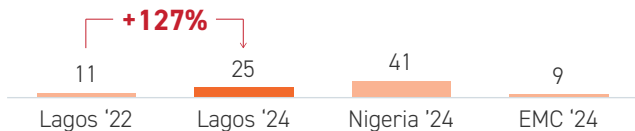


Exhibit 3.3.9. New HIV infections (per 1,000 uninfected) [3.3.1.]

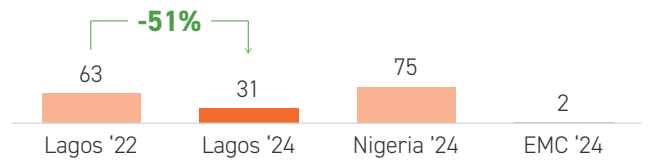


Exhibit 3.3.10. Number of deaths from road traffic incidents [3.6.1]

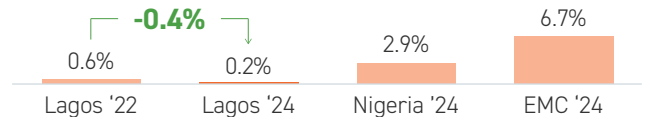
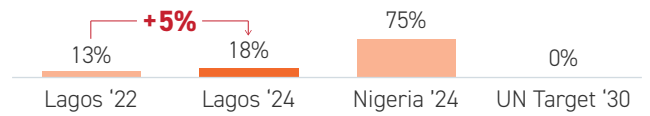


Exhibit 3.3.11. Population paying out-of-pocket (OOP) for healthcare [3.8.2]



Key Takeaway: Without stronger PHC access and wider insurance coverage, Lagos risks losing hard-won health gains

COMMUNITY ENGAGEMENT INSIGHTS

Spotlight on primary healthcare access

Unstaffed or non-functional health facilities: Ijeododo's ultra-modern hospital, built in 2023, remains empty without personnel or equipment, while Gbaji was entirely left out of PHC allocations. Families still travel long distances for basic care, risking lives during emergencies.

Unequal distribution of health services: Egan has two PHCs, one well-staffed, while nearby Ijeododo struggles with none. Such disparities mean neighboring communities face very different health outcomes despite being in the same district.



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

Reliance on unsafe alternatives: In Gbaji, the absence of a PHC forces families to depend on traditional healers or travel to Apapa or Badagry General Hospital. This reliance exposes households to preventable complications, especially for women and children.

Transportation barriers to urgent care: Poor road access in Ijeododo makes the 7 km trip to Alimosho General Hospital especially dangerous during the rainy season. For pregnant women or sick children, delays can mean life or death.

Limited awareness of government health schemes: While urban communities like Agege, Ikorodu, and Ajeromi have several PHCs linked to the Ilera Eko scheme, many residents are unaware of it and continue to pay out of pocket. This deepens financial strain on households already living in poverty.



Primary Healthcare Centers (PHCs) in Lagos

Goal 4

Quality Education

Completion rates and teacher qualification for primary schools have marginally improved but momentum is negative for secondary education and ICT proficiency among young people



By 2024, 90% of children completed primary school, yet only 68% completed secondary education. The share of qualified secondary teachers fell from 100% to 96%, while ICT skill acquisition stalled as 40% of students lacked a home computer.

Rising costs of uniforms, textbooks, and transport forced dropouts, even as programs like EkoEXCEL (14,000 teachers trained) and Project Zero (30,000 out-of-school children re-enrolled) delivered progress at entry levels.

Exhibit 3.3.12. Completion rate (primary education) [4.1.2]

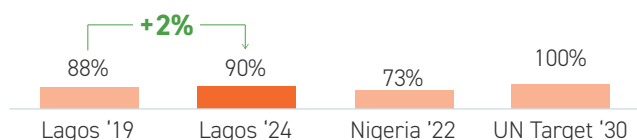


Exhibit 3.3.13. Completion rate (secondary education) [4.1.2]

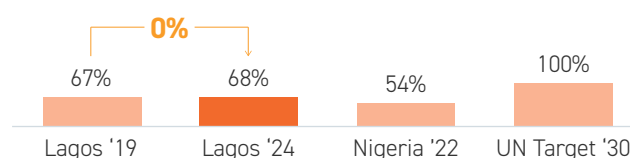


Exhibit 3.3.14. Proportion of youth and adults with ICT skills [4.4.1]

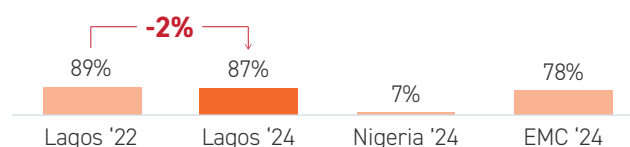
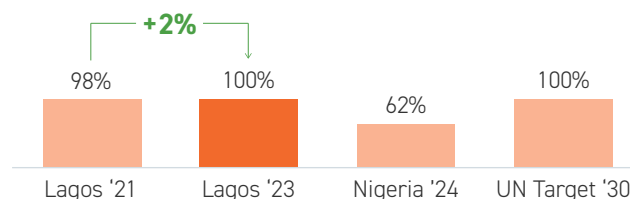


Exhibit 3.3.15. Proportion of qualified teachers (primary school) [4.c.1]



Positive Trend



Mixed Trend



Negative Trend

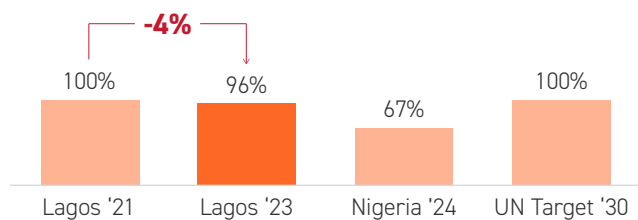


Flat Trend

[Indicator Number]

Source: World Bank; 2022 & 2024 Resident Surveys; Nigeria MICS Data (2023/2024); Nigeria Demographic and Health Survey (2023/2024); Nigeria 2024 VLR Report; NBS GHS Panel Surveys (Waves 4-5); UN Women; UNICEF; Min. of Education; Eko Excel website; Desktop Research; LGAs

Exhibit 3.3.16. Proportion of qualified teachers (secondary school) [4.c.1]



Key Takeaway: Teacher training, ICT access and school subsidies are required for Lagos to meet its education targets

COMMUNITY ENGAGEMENT INSIGHTS

Spotlight on learning access



Few schools for growing populations: Communities like Ijeododo, Araromi, and Gbaji have only one government primary school, forcing children to travel long distances to neighboring areas for secondary education. Families face insecurity risks for younger children and extra costs for transport.

Dilapidated school facilities: Ijeododo schools operate in run-down blocks, some without roofs, while nearby Egan has renovated buildings but suffers severe overcrowding. Unequal infrastructure deepens educational inequality between neighboring communities.



Overcrowded classrooms and teacher shortages: In Egan, pupils sit on floors or tyres with ratios as high as 1 teacher to 170 students. Such conditions limit learning and discourage school attendance, especially for younger children.

Financial barriers to education: Across rural and urban poor areas like Agege, Gbaji, and Makoko, families struggle with costs of uniforms, books, and rising transport fares (N500–1000 daily). Many children drop out to hawk or assist with household income.

Limited access to early and senior secondary education: Transition rates are low, as many children complete only basic schooling. In places like Makoko and Araromi, absence of nearby secondary schools forces students to walk long unsafe distances, discouraging continued education.

Community reliance on private and informal schools: In high-density communities like Agege and Ajeromi, families turn to low-cost private schools, but quality is inconsistent. Without regulation, children risk poor learning outcomes despite enrollment.

Goal 5

Gender Equality



Despite significant improvement in gender-based harms (e.g. violence, early marriage) and female access to mobile phones, political representation for women could be further strengthened.

The share of girls married before 15 fell from 16% in 2022 to 4% in 2024. Reports of violence against women dropped to 3%, while female mobile phone ownership surged to 84%, narrowing the digital gender gap. Despite these gains, women hold only 10% of council seats, well below peers. Conviction rates for gender-based violence remain low despite expanded DSVAs hotlines and shelters.



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

Exhibit 3.3.17. % of ever-partnered women subjected to physical, sexual, or psychological violence [5.2.1.]

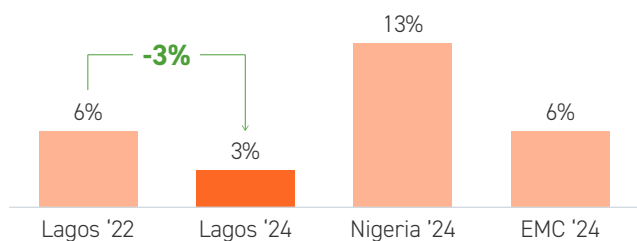


Exhibit 3.3.18. % of women married before the age of 15 [5.3.1.]

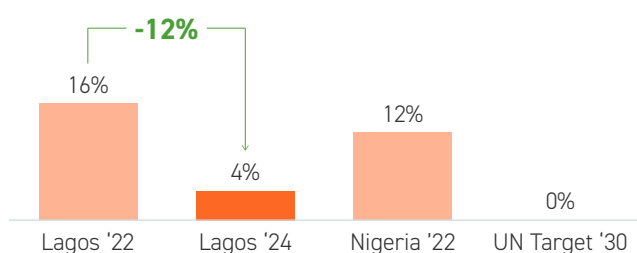


Exhibit 3.3.19. Proportion of seats held by women in state assembly [5.5.1.]

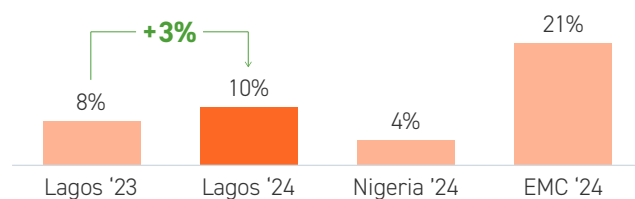
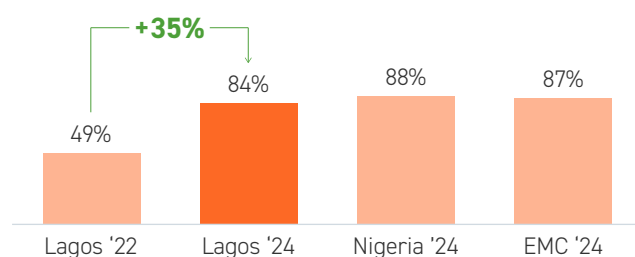


Exhibit 3.3.20. Proportion of women who own a mobile phone [5.b.1.]



Key Takeaway: To translate household gains into equal power, Lagos must expand women's leadership and access to justice

COMMUNITY ENGAGEMENT INSIGHTS

Spotlight on women's empowerment



Low awareness of empowerment schemes: Many women across communities such as Ijeododo, Egan, Gbaji, and Makoko are unaware of government programs like SOCU and vocational training centers. This information gap leaves households stuck in poverty despite available support.

Mistrust and barriers to access: Even when women hear about poverty-alleviation programs, many distrust them or are reluctant to share personal details (like NIN) needed for registration. As a result, families miss out on income opportunities that could improve household stability.

Male-dominated access to opportunities: In several communities, men are more likely to know about government interventions, leaving women excluded from decision-making. This limits family resilience, since women, who manage household welfare, lack resources to support their children.

Strong female participation in nontraditional roles: In Makoko and other communities, women are active in male-dominated trades such as lumbering, electronics repair, and construction. This challenges stereotypes and shows untapped potential for women's broader economic inclusion.

▲ Positive Trend
⊕ Mixed Trend
▼ Negative Trend
↔ Flat Trend
[Indicator Number]

Source: World Bank; 2022 & 2024 Resident Surveys; Nigeria MICS Data (2023/2024); Nigeria Demographic and Health Survey (2023/2024); Nigeria 2024 VLR Report; UN Women; Lagos State House of Assembly; Lagos State DSVAs; NILDS; Desktop Research; LGAs

Shared household decision-making: In places like Igbogbo and Agege, women are visibly part of family and community decision-making. This strengthens household well-being and shows that when women have a voice, communities build resilience faster.



Goal 6

Clean Water and Sanitation

Access to clean drinking water is improving, but sanitation still falls behind, with limited access to properly managed toilets and a decline in protective hygienic practices (e.g. handwashing)



By 2024, 93% of residents accessed safe drinking water, up from 80% in 2019. However, only 15% use safely managed sanitation, unchanged since 2019, and handwashing with soap fell from 70% in 2022 to 46% in informal settlements.

Flooding, high slum density, and rising soap costs undermined hygiene practices, while water gains were largely vendor-driven (bottled/sachet supply). Infrastructure upgrades (Adiyan II, modular plants, 100+ bio-toilets) made progress, but population growth outpaced delivery.

Exhibit 3.1.21. % of population using safely managed drinking water services [6.1.1]

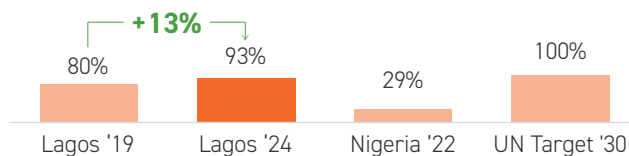


Exhibit 3.1.22. % of population using safely managed sanitation services [6.2.1]

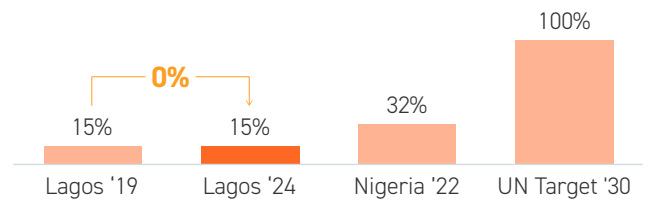
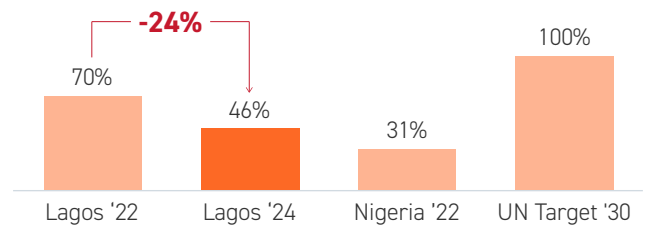


Exhibit 3.1.23. % of population using a hand-washing facility with soap and water [6.2.1]



Key Takeaway: Lagos is in dire need of sanitation interventions to better serve its growing population



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

Spotlight on hygiene and water access gaps

Non-functional water systems: In Gbaji, a fully installed borehole and treatment site broke down after four months due to poor site planning. Families reverted to using contaminated lagoon water, placing women in charge of unsafe purification for daily use.

High cost and scarcity of water: In many communities, water is sold at high prices, becoming a livelihood for vendors but a burden for poor households. Families often skip handwashing or proper hygiene practices because clean water is unaffordable.

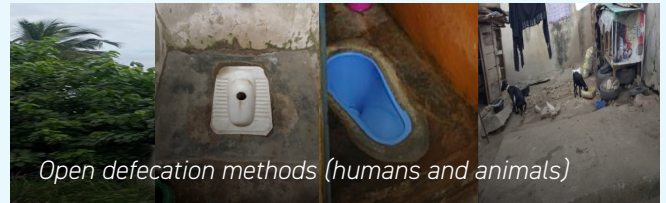


Poor sanitation and waste disposal: Communities like Agege, Ijeododo, and Egan struggle with indiscriminate refuse dumping in drains and canals, leading to flooding and disease outbreaks. Families, especially children, live with constant exposure to unhygienic conditions.



Severe toilet shortages in schools: In Egan and Ijeododo, thousands of students share fewer than a dozen toilets, sometimes 80 pupils per drop-hole. This affects hygiene, dignity, and health for children, particularly girls.

Open defecation as survival practice: Outskirts and waterside communities like Gbaji, Igbogbo, and Makoko rely on rivers, bushes, or drains for defecation. Seasonal floods bring waste back into homes, worsening the spread of disease among vulnerable families.



Goal 7

Affordable and Clean Energy

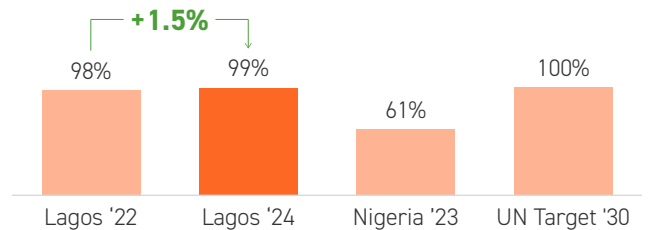
Electricity access is progressing & nearly universal (although often unreliable) and adoption of clean cooking fuels is on the increase due to rising kerosene costs



By 2024, 99% of households had electricity access, up slightly from 97% in 2022. However, average supply is only ~12 hours per day, with heavy reliance on solar, inverters, and generators.

Clean fuel use (mainly LPG) rose from 65% in 2022 to 70% in 2024, still 30 points short of the UN 2030 target of 100%. The decline of kerosene use, driven by subsidy removal and health awareness, has accelerated the switch to LPG.

Exhibit 3.1.24. % of population with access to electricity [7.1.1]



Positive Trend



Mixed Trend



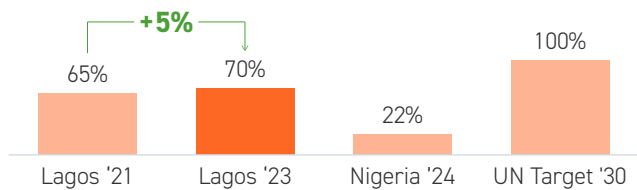
Negative Trend



Flat Trend

[Indicator Number]

Exhibit 3.1.25. % of population with primary reliance on clean fuels for cooking [7.1.2]



Key Takeaway: Electricity access targets are nearly met, but reliability and affordability of clean cooking remain Lagos' unfinished energy challenge.

Goal 8

Decent Work and Economic Growth

Job supply is recovering & financial inclusion is high, however, 1 in 6 young people remain outside work, school, or training.



Real GDP per capita grew 6% between 2022 and 2024, outpacing Nigeria's 1%. Unemployment fell to 6% in 2024, down from 14% in 2021. Financial inclusion reached 97%, boosted by fintech adoption after the 2023 naira redesign.

Yet 16% of Lagos youth remain not in employment, education, or training (NEET). Skills mismatches persist, with graduates concentrated in oversupplied fields while fast-growing sectors such as ICT and logistics report shortages.

Exhibit 3.1.26. Annual growth rate of real GDP per capita [8.1.1]

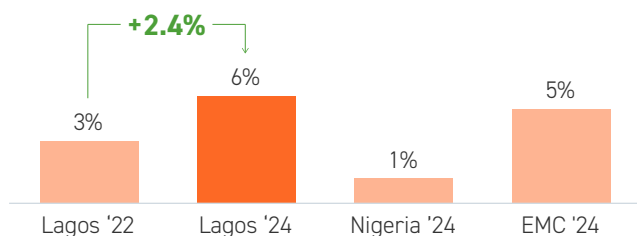


Exhibit 3.1.27. Unemployment rate [8.5.2]

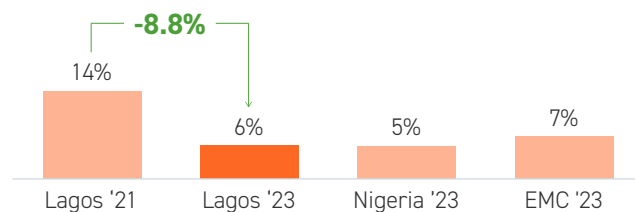


Exhibit 3.1.28. Proportion of youth not in education, employment or training (NEET) [8.6.1]

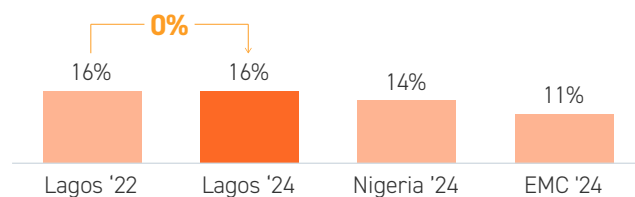
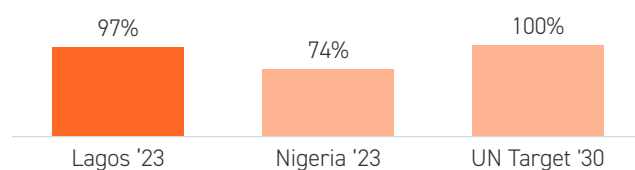


Exhibit 3.1.29. Proportion of adults with an account at a bank or mobile money [8.10.2]



Key Takeaway: Youth NEET remains Lagos' "missing middle" challenge in an otherwise improving jobs landscape

Goal 9

Industry, Innovation and Infrastructure

Economic contributions from high-value industries are rising, but challenging operating conditions deter existing and prospective players. Likewise, although R&D spending is climbing, it remains insufficient to spur innovation-led growth.



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

R&D spending in Lagos remained flat at 0.02% of GDP in 2024, well below Nigeria's 0.28% and ten times lower than peer cities. This underinvestment has limited industrial growth, with MHVTA rising only 1 point to 25%, as firm exits and high FX and power costs weighed on manufacturing despite FTZ incentives.

In contrast, internet penetration climbed to 94%, outpacing Nigeria and peers, driven by broadband expansion and a 4,000 km metro-fibre rollout.

Exhibit 3.1.30. Research and development expenditure as a proportion of GDP [9.5.1]

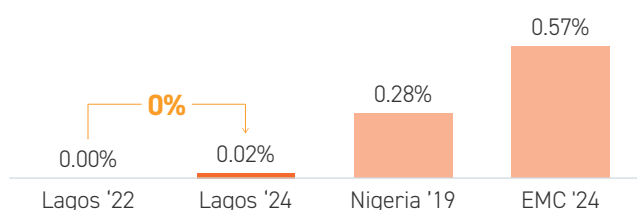


Exhibit 3.1.31. Proportion of medium and high-tech industry value added in total value added [9.5.2]

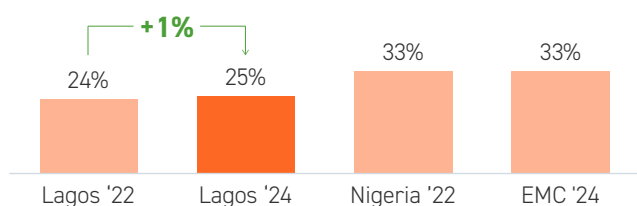
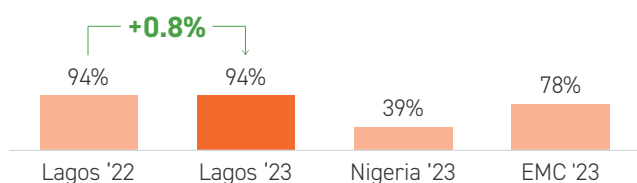


Exhibit 3.1.32. Population using the internet [9.c.1]



Key Takeaway: Lagos' digital economy is strong, but weak R&D spending risks stalling structural transformation

Goal 10

Reduced Inequalities



Although incomes for the bottom 40% are rising to offset inflation, social inequality is worsening as people increasingly feel discriminated against and excluded

Between 2022 and 2024, wages for the bottom 40% rose by 25 percentage points, supported by minimum wage hikes and stipends. However, 21% of Lagosians reported experiencing discrimination in 2024, up from 10% in 2022, far from the SDG target of zero.

Tensions during elections, rising job competition, and ethnic biases contributed to these perceptions, even as incomes grew.

Exhibit 3.1.33. Growth rates of salary among the bottom 40% of the population [10.1.1]

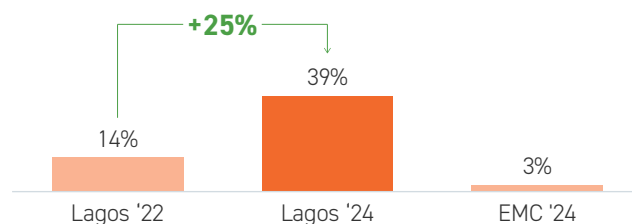
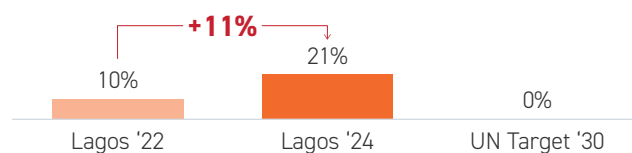


Exhibit 3.1.34. Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months [10.3.1]



Key Takeaway: Monetary inequality is narrowing, but social inequality and perceptions of exclusion are worsening

▲ Positive Trend

⊕ Mixed Trend

▼ Negative Trend

↔ Flat Trend

[Indicator Number]

Source: World Bank; 2022 & 2024 Resident Surveys; Nigeria MICS Data (2023/2024); Nigeria Demographic and Health Survey (2023/2024); Nigeria 2024 VLR Report; TechPoint Africa; Nairametrics; FMCIDE; Desktop Research; LGAs, Nigeria MICS Data (2023/2024); UN Women; Lagos State Government Website; LGAs, PMC National Library of Medicine, Human Rights Watch and Justice and Empowerment Initiatives (JEI); Nigeria: The human cost of a megacity, Danne Institute for Research, Nigeria VLR report 2024, AQI Website, LASEPA; LGAs

Goal 11

Sustainable Cities and Communities

Residents have made modest gains in access to public transportation; however, inadequate housing and pollution remain significant challenges



Access to public transport rose from 62% in 2022 to 65% in 2024, supported by the Blue Line rail, BRT, and ferry expansion. But 70% of residents still live in slums, up 10 points since 2022, and air quality remains poor: PM levels fell from 31 to 25 $\mu\text{g}/\text{m}^3$ but remain 5x WHO safe limits.

Drivers include subsidy removal pushing more commuters to public transport, rapid population growth outpacing housing supply, and dependence on generators/waste burning driving air pollution.

Exhibit 3.1.35. Proportion of urban population living in slums or inadequate housing [11.1.1]

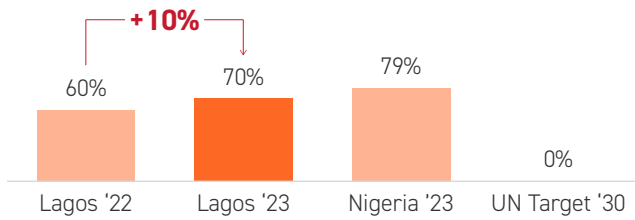


Exhibit 3.1.36. Proportion of population that has convenient access to public transportation [11.2.1]

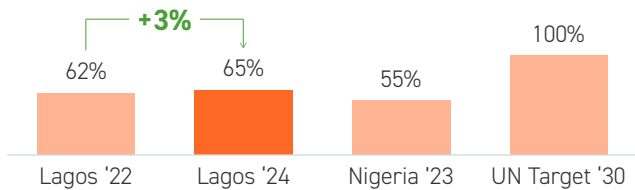
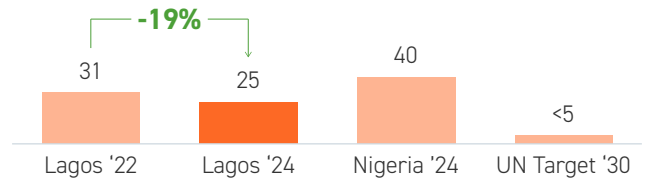


Exhibit 3.1.37. Annual mean levels of fine particulate matter (PM) pollution in cities ($\mu\text{g}/\text{m}^3$) [11.6.2]



Key Takeaway: Urban growth continues to outpace Lagos' housing and environmental infrastructure

Goal 13

Climate Action

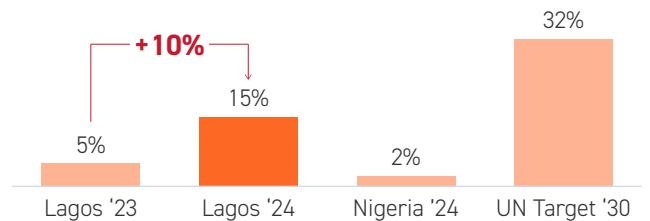
Flood exposure and emissions are rising, outpacing resilience measures.



The share of Lagosians vulnerable to flooding tripled from 5% in 2022 to 15% in 2024. Greenhouse gas emissions rose 16%, from 19 MtCO₂e to 21 Mt.

Drain clearance, early warning systems, and the Lagos Climate Action Plan are underway, but continued settlement in flood-prone areas and generator reliance are escalating risks.

Exhibit 3.1.38. Percent of population vulnerable to flooding [13.1.1]



Positive Trend



Mixed Trend



Negative Trend

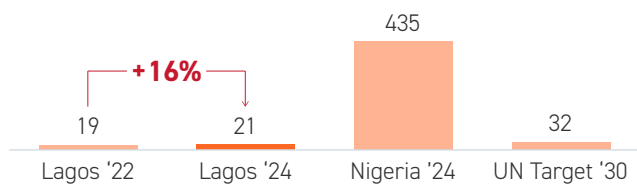


Flat Trend

[Indicator Number]

Source: World Bank; 2022 & 2024 Resident Surveys; Nigeria MICS Data (2023/2024); Nigeria Demographic and Health Survey (2023/2024); Nigeria 2024 VLR Report; TechPoint Africa; Nairametrics; FMCIDE; Desktop Research; LGAs, Nigeria MICS Data (2023/2024); UN Women; Lagos State Government Website; LGAs, PMC National Library of Medicine, Human Rights Watch and Justice and Empowerment Initiatives (JEI); Nigeria: The human cost of a megacity, Danne Institute for Research, Nigeria VLR report 2024, AQI Website, LASEPA; LGAs

Exhibit 3.1.39. Total greenhouse gas emissions per year (million tonne) [13.2.]



Key Takeaway: Climate threats are intensifying faster than resilience efforts can scale

Goal 14

Life Below Water

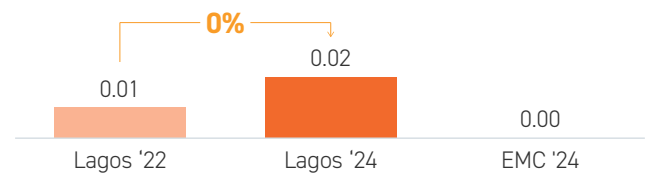
Marine ecosystems remain polluted (largely from human driven-plastic waste) and underfunded particularly for key waterways protection initiatives.



Marine research received just 0.02% of the 2024 research budget, barely an increase from 2022. Meanwhile, plastic waste entering waterways is estimated at 870,000 tonnes annually.

Lagos has committed ₦3 trillion to a groyne project to reduce wave erosion, but risks remain of shifting problems downstream unless paired with wider ecosystem restoration and enforcement.

Exhibit 3.1.40. Proportion of total research budget allocated to research in the field of marine technology [14.a.1]



Key Takeaway: Marine ecosystems remain one of Lagos' weakest SDG areas, with minimal funding and persistent pollution.

COMMUNITY ENGAGEMENT INSIGHTS

Spotlight on coastal livelihoods



Coastal degradation eroding livelihoods: In Araromi and Okegun, industrialization and sand dredging are shrinking coastlines and polluting waters once used for fishing. Families lose both food sources and income as marine life declines.

Unsafe waste disposal into waterways: Communities like Makoko, Gbaji, and Igbogbo dispose of fecal waste and refuse directly into rivers and lagoons. This contaminates water, reduces fish populations, and endangers household nutrition and health.

Dependence on fragile fishing systems: Igbogbo and Makoko maintain symbiotic fishing ties, but climate shifts and pollution threaten catch levels. Families relying on fish for daily food and trade face growing uncertainty.

Unregulated dredging threatening safety: Sand mining near Lagos Lagoon and 3rd Mainland Bridge, as observed in Makoko and Gbaji, raises risks of structural damage. Beyond marine impact, this endangers millions of commuters and coastal families.

Seasonal changes reducing fish supply: During dry months, coastal communities experience dwindling catches, forcing families into alternative livelihoods like raffia weaving or piggery. This seasonal insecurity affects nutrition and household stability.

▲ Positive Trend
⊕ Mixed Trend
▼ Negative Trend
↔ Flat Trend
[Indicator Number]

Source: Brasilia, LCARP, Climate Trace; 2022 & 2024 Resident Survey; Desktop Research; Lagos State Emergency Management Agency (LASEMA); NEMA; LGAs, World Bank; 2022 & 2024 Resident Surveys; Nigeria MICS Data (2023/2024); Nigeria Demographic and Health Survey (2023/2024); Nigeria 2024 VLR Report; UN Women; LGAs

Goal 15

Life on Land

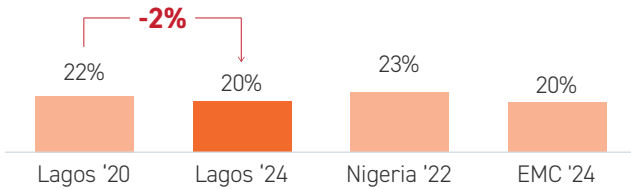
Forest cover is shrinking given continued urban expansion, undermining Lagos' natural climate defenses and biodiversity.



Between 2020 and 2024, Lagos' forest cover declined from 22% to 20%, driven by housing estates, FTZ expansion, and shifting cultivation. Mangroves in coastal areas such as Epe and Ibeju-Lekki are most affected.

The #TreesForLagos program has planted ~20,000 saplings, but survival rates (~60–70%) and species diversity remain limited.

Exhibit 3.1.41. Forest area as a proportion of total land area [15.1.1]



Key Takeaway: Re-greening is outpaced by development, weakening Lagos' natural resilience.

Goal 16

Peace, Justice and Strong Institutions

City safety is improving as violence & bribery incidents decline, yet confidence in state institutions is on the decline as fewer people report crimes.



Between 2022–24, exposure to violence fell from 12% to 8%, and bribery dropped from 42% to 13%. However, only 33% of victims report incidents, down from 62% in 2022, while birth registration fell from 94% to 78%.

These declines reflect stigma, weak legal aid, and post-COVID service disruptions, even as reforms like DSVAs hotlines and digital procurement expanded.

Exhibit 3.1.42. % of population subjected to physical & sexual violence [16.1.3]

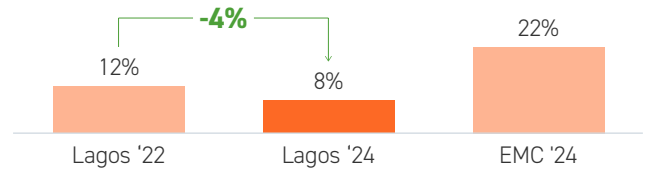


Exhibit 3.1.43. % of violence victims who reported their victimization [16.3.1]

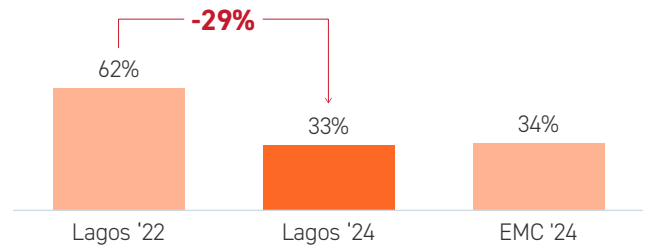


Exhibit 3.1.44. % of victims of bribery from public officials [16.5.1]

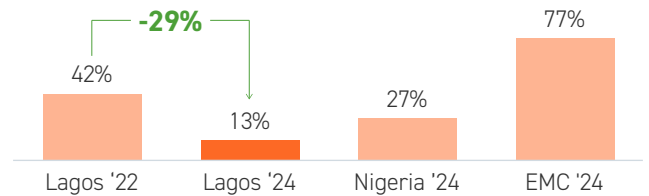
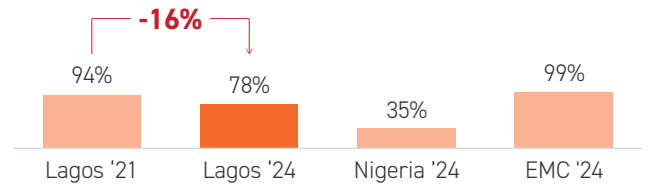


Exhibit 3.1.45. % of children <5 years registered with civil authority [16.9.1]



Key Takeaway: Declining trust in justice systems risks undermining governance gains

Positive Trend

Mixed Trend

Negative Trend

Flat Trend

[Indicator Number]

Goal 17

Partnerships for the Goals

Near-universal internet access indicates Lagos' capacity to connect & partner globally, however, stagnating internal revenue capacity threatens its ability to co-finance those partnerships.



Internet penetration grew from 74% in 2022 to 90% in 2024, near the UN's 2030 target. Yet Lagos' internal revenue remains stuck at 2% of GDP, while the share of the budget funded by domestic taxes fell from 78% to 70%. This reflects rising reliance on transfers and concessional borrowing, even as digital-led growth accelerates.

Exhibit 3.1.46. Total internal revenue as a percentage of GDP [17.1.1]

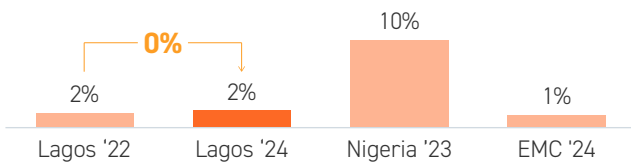


Exhibit 3.1.47. Proportion of domestic budget funded by domestic taxes [17.1.2]

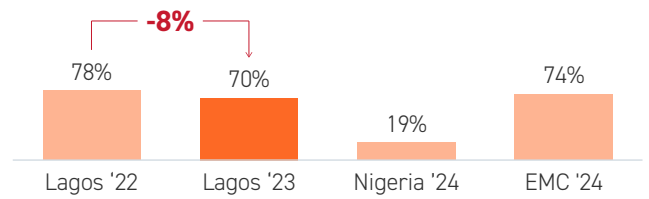
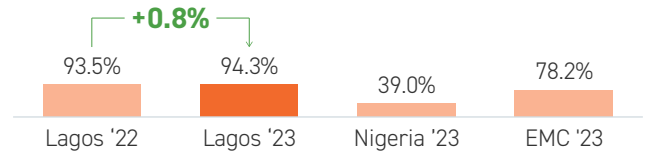


Exhibit 3.1.48. Population using the internet [9.c.1]



Key Takeaway: Lagos is globally competitive on digital access but constrained by weak fiscal foundations.



Positive Trend



Mixed Trend



Negative Trend



Flat Trend

[Indicator Number]

Source: 2022 & 2024 Resident Survey; National Bureau Statistics; Nigeria General Household survey; Desktop Research; LGAs; Budget report; Nigeria VNR 2025 Report; Data Reportal; Jakarta VLR Report; Lagos MEPB Economic Development Update Reports

Closing the Gaps:

Lagos' Priority Pathways to 2030

- 4.1. **Why Lagos Must Focus**
- 4.2. **Pathways for the 9 Prioritized SDGs**
- 4.3. **Going from Momentum to Acceleration**



4 Closing the Gaps: Lagos' Priority Pathways to 2030

4.1. Why Lagos Must Focus

Lagos cannot pursue all 17 SDGs with equal intensity. With limited fiscal space, rising climate risks, and rapid population growth, the State must focus where the gaps are greatest and where it has the strongest levers of influence. Prioritization is therefore not about choosing which SDGs matter, but about sequencing and focusing effort to accelerate impact in the final five years to 2030.

The prioritization process for this VLR followed a three-step assessment:

- **Performance:** Using the baseline evidence from Chapter 2, we assessed which SDGs are improving, stagnant, or deteriorating, and how close each goal is to meeting its 2030 targets.
- **Urgency of gaps:** We identified SDGs where current trajectories place Lagos at serious risk of missing targets, with large-scale social, economic, or environmental consequences.
- **Impact and feasibility:** We selected the SDGs where Lagos State has direct policy levers and where progress would create multiplier benefits across other goals (for example, WASH improvements driving better health and education outcomes).

This filtering process, from all 17 SDGs, down to 12 needing urgent attention, and finally to 9 where Lagos has the most influence, produced the set of priority SDGs for 2025–2030.

The result is a clear focus on nine high-impact SDGs:

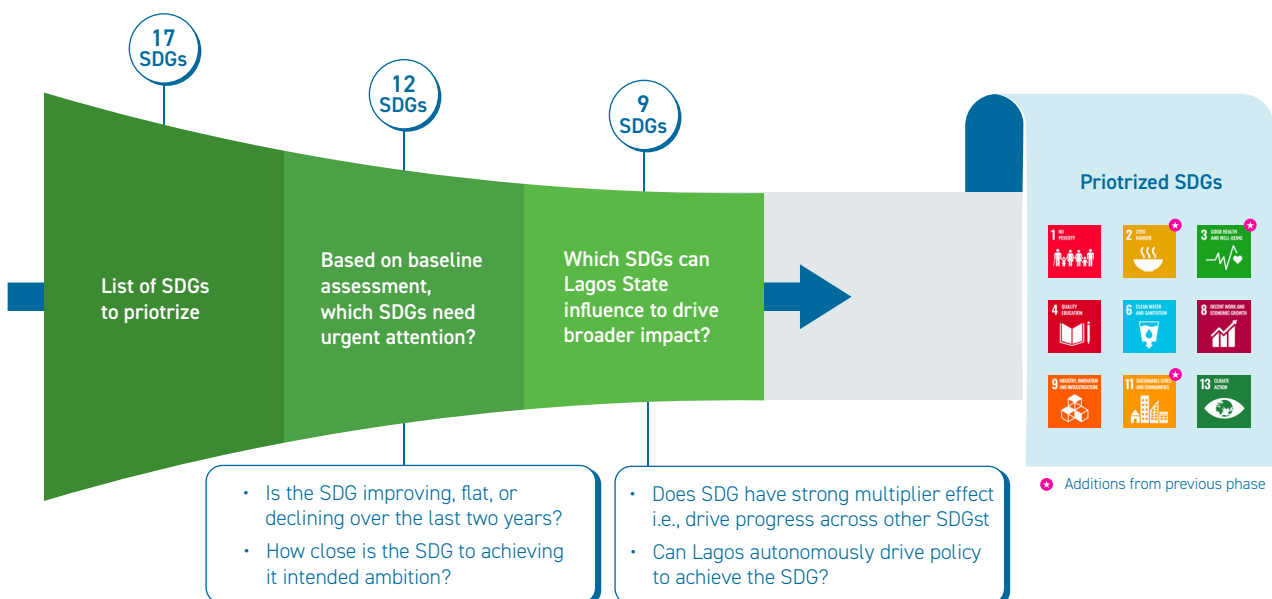
- SDG 1:** No Poverty
- SDG 2:** Zero Hunger
- SDG 3:** Good Health and Well-Being
- SDG 4:** Quality Education
- SDG 6:** Clean Water and Sanitation
- SDG 8:** Decent Work and Economic Growth
- SDG 9:** Industry, Innovation and Infrastructure
- SDG 11:** Sustainable Cities and Communities
- SDG 13:** Climate Action

These nine represent the heart of the Lagos 2025 VLR. They are the areas where progress is most urgent, where State-led action can be most effective, and where acceleration will unlock benefits across the broader development agenda.

The following sections present deep dives for each priority SDG. Each deep dive is structured to show:

- Where Lagos stands (baseline recap),
- Steps already taken by the State (momentum case),
- The gap still to be closed (projections and targets), and
- What Lagos must focus on (priority levers for acceleration).

Exhibit 4.1.1. - Lagos SDG Prioritization Process



Pathways for the 9 Prioritized SDGs

Goal	Headline Takeaway	The Gap to 2030	What Lagos Must Focus On
 SDG 1: No Poverty	Macroeconomic headwinds have raised population below the intl. poverty line, heightening the risk of social exclusion	58-61% of Lagosians (~16M people) could remain below the international poverty line by 2030 under momentum	Scale social protection Create better-paying jobs Raise MSME productivity (esp. Women/youth)
 SDG 2: Zero Hunger	Rising food costs have driven widespread food insecurity, while nutrition outcomes (e.g., Child stunting) has stalled despite various targeted interventions	8-17M residents may be food insecure by 2030	Keep staples affordable Expand food hubs/corridors Improve maternal-child nutrition; strengthen WASH
 SDG 3: Good Health & Well-being	Child mortality has spiked, exposing gaps in maternal/newborn/childcare and protection against rising healthcare costs	Child mortality could reach ~37-46 per 1,000 live births by 2030 vs UN target of 25	Strengthen PHC & neonatal care. Expand immunisation Scale ILERA-EKO Retain skilled health workers
 SDG 4: Quality Education	Primary school completion marginally improved but gap to universal coverage still exists as hardship driven dropouts has dampened momentum	At the current momentum, ~44-84k children risk not completing primary school by 2030	Improve teacher quality/retention, reduce poverty-linked dropouts, expand ICT access
 SDG 6: Clean Water & Sanitation	Clean drinking water access improving yet sanitation lags, as clean, managed toilet access remains limited amidst decline in protective hygienic practices	Despite improvements, up to 1.9M may still lack access to safe water and ~21M without adequate sanitation by 2030	Expand sanitation networks & toilets, protect groundwater and relaunch hygiene campaigns
 SDG 8: Decent Work & Economic Growth	Jobs are recovering and financial inclusion is high, but many young people remain excluded from quality work	Up to 600k youth (16%) could remain NEET by 2030, higher than peer average of 11%.	Grow MSME productivity, align youth skills, scale apprenticeships, attract resilient investment.
 SDG 9: Industry & Innovation	Econ. contr. from high value industries growing but given tough operating conditions that deter players; Similarly, R&D spend rising but is low, constraining innovation	R&D spend could remain flat at ~0.02% of GDP (vs 0.57% peer average)	Boost R&D funding, commercialize innovation, and incentivize high-value manufacturing
 SDG 11: Sustainable Cities & Communities	Inadequate Housing and pollution remain major stress points, despite modest transport gains	15-20M Lagosians risk living in slums and 7-10M without transport access by 2030	Scale affordable housing, upgrade informal settlements, expand non-road transit, and tighten air quality enforcement
 SDG 13: Climate Action	Flood exposure and emissions are rising, outpacing resilience measures	3-5M Lagosians risk flood exposure and emissions could rise to ~39Mt by 2030 (target = 26 Mt)	Upgrade drainage & coastal resilience, scale renewable energy, apply just transition lens

4.3. Going from Momentum to Acceleration



SDG 1: No Poverty
Jobs and Social Protection

Where Lagos Stands

Between 2022 and 2024, poverty levels in Lagos rose sharply from 21% to 67%, nearly aligning with Nigeria's national average of 75.5%. This reversal reflects the combined effect of inflation, subsidy removal, and naira depreciation, which eroded household incomes and pushed millions into poverty. Social protection coverage remains limited at just 16% of residents, and allocations to essential services (health, education, and social care) declined from 18% of the State budget in 2022 to 14% in 2024.

Steps Taken by Lagos

Despite these pressures, Lagos has taken significant steps to cushion households and create opportunities:

- **Cash support:** Eko Cares and Sanwo-Olu Listens have provided direct transfers and palliatives to vulnerable households.
- **Job creation:** More than 200,000 jobs have been supported through the Lagos State Employment Trust Fund (LSETF) and agro-processing initiatives such as the Imota Rice Mill.
- **Health insurance:** The Ilera-Eko scheme has enrolled 1.3 million residents, providing a buffer against catastrophic health spending.

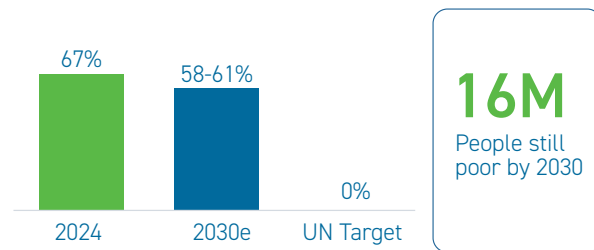
"A lot of the students walk to school due to the increase in the cost of transportation. What used to cost N200 is now between N500 - N1000. All over Lagos, the cost of living has tripled" – **Makoko Residents**



The Gap We Still Need to Close

Even with current efforts, projections show that 58–61% of Lagosians (~16 million people) will still live below the poverty line by 2030. Economic growth alone, at projected rates, will only lift around 2 million out of poverty, leaving the State far off the SDG target.

Exhibit 4.3.1. Projected number of people below the international poverty line by 2030 at current momentum



What We Must Focus on to Close the Gap

Looking ahead, Lagos needs to:

- **Scale social protection** systems such as cash transfers and Ilera-Eko to shield millions more households from shocks.
- **Stimulate creation of better-paying jobs** in growth sectors, ensuring new opportunities match the scale of population growth.
- **Raise productivity in the informal and MSME economy**, particularly for women and youth, so low-earning work can be converted into sustainable livelihoods.



SDG 2: Zero Hunger
Food and Nutrition Systems

Where Lagos Stands

Food insecurity has risen sharply: 63% of residents experienced moderate or severe food insecurity in 2024 (up from ~35% in 2022). Nutrition outcomes are mixed. Child stunting is stable at ~17%, close to global thresholds and well below Nigeria's average, but anaemia among women remains high at ~50%, roughly double peer-city levels. Price shocks (especially staples and transport) continue to outpace household incomes.

Steps Taken by Lagos

Lagos has acted on both availability and affordability while protecting vulnerable groups:

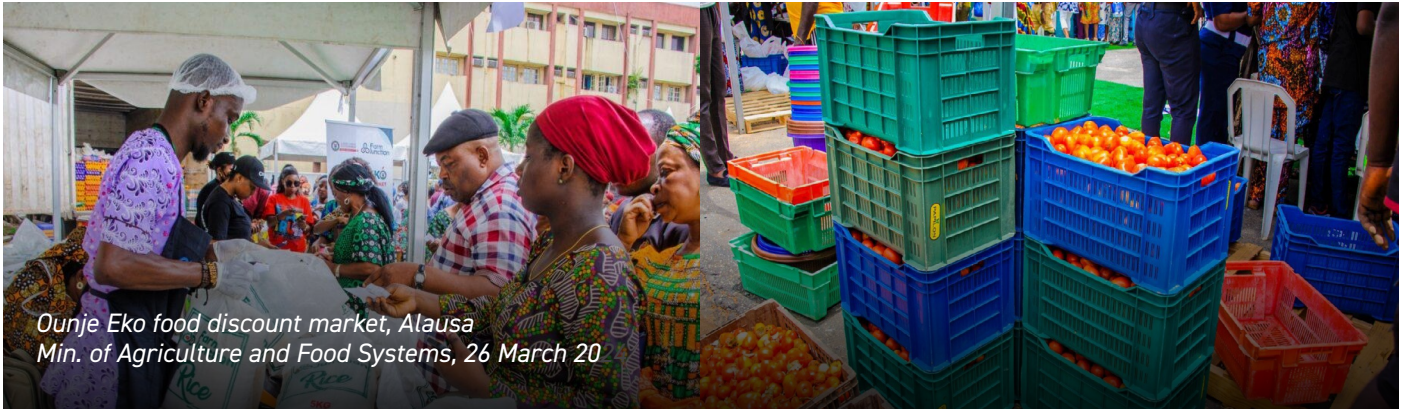
- **Ounje Eko** community markets have supplied discounted staples across LGAs, cushioning households against price spikes.
- **The Imota Rice Mill** has expanded local milling capacity and jobs, improving the domestic share of grain supply and reducing volatility in retail prices.

Source: Lagos State Government Y2025 Citizens Budget; Amnesty International; Youth Business International; Desktop Research; National Bureau of Statistics; Nairametrics; LGAs; BusinessDay

- **A Food Security Hub and satellite storage facilities** are improving post-harvest handling and reducing spoilage on key corridors.
- **School feeding and targeted nutrition** (maternal and child) have helped hold the line on stunting despite inflationary pressure.

“My children now eat twice a day, which is breakfast and dinner, while my wife and I sometimes eat only once a day because eating has become a luxury”

- Lagos Resident



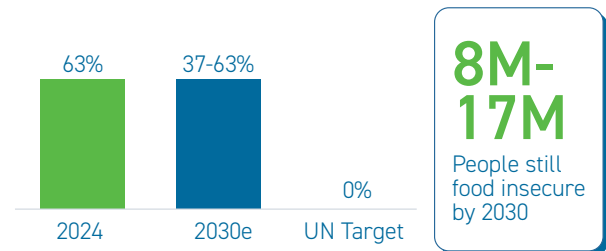
Ounjeko food discount market, Alausa
Min. of Agriculture and Food Systems, 26 March 20

The Gap We Still Need to Close

Even with current measures, Lagos remains far from SDG 2 targets:

- **Food insecurity** is projected to remain elevated through 2030 under momentum, leaving millions, **potentially 8–17 million people**, food insecure without additional action.

Exhibit 4.3.2. Projected food insecurity percentage by 2030 at current momentum



INITIATIVE SPOTLIGHT

The Ounjeko Food Discount Market

Cushioning Food Inflation

Ounjeko (meaning “Lagos Food” in Yoruba) is a hunger eradication program launched by Lagos State to ensure Zero Hunger (SDG 2). The initiative centers on affordable food markets and farmer support schemes to tackle rising food insecurity. In 2024, the government introduced Ounjeko Discount Markets across all 57 local councils, operating on designated days to sell staple foods at 25% subsidized prices. To sustain supply and keep prices down, Lagos State also launched the Ounjeko Farmers’ Subsidy Program – a ₦500 million fund providing a 25% subsidy on inputs like animal feed, fertilizer, and tractor services for local farmers.



In its first phase, held over six editions in early 2024, the program’s discounted markets reached over 250,000 residents across Lagos. By mid-2024, the state scaled up to 63+ market locations, engaging over 3,000 local vendors and SMEs to supply food and logistics. Additionally, the ₦500 million farmer subsidy (active since early 2025) is bolstering food production for Lagos’s 23 million residents. By empowering both consumers and producers, Ounjeko is building a more resilient food system that eases food price pressures and improves food security for the poorest communities.

Key Partners:

- Lagos State Government (policy and funding)
- Lagos State Ministry of Agriculture and Food Systems (design and rollout of the program)
- Local governments and community councils (market site management) Farmers' associations (beneficiaries of subsidies and suppliers of produce)
- SMEs and local vendors (logistics, market sales, and distribution)

Impact

25% Discount on food items

63+ # of participating markets in Lagos

250k+ # of programme beneficiaries



OUNJE ÈKÒ Phase II
FOOD DISCOUNT MARKETS
...Supporting Communities With Affordable Food

COURTESY OF:
Babajide Sanwo-Olu
Governor of Lagos State



OUNJE ÈKÒ Phase II
FOOD DISCOUNT MARKETS
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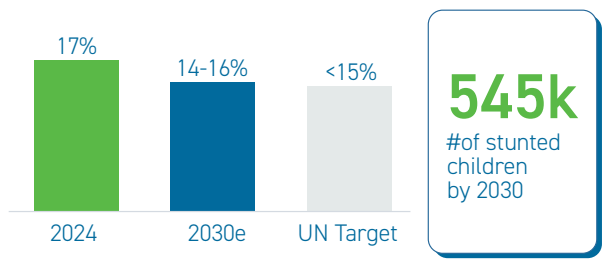
- Nutrition outcomes show stunting near threshold but anaemia stubbornly high; without scale-up, anaemia will remain >40% by 2030, more than double peer benchmarks.

What We Must Focus on to Close the Gap

To bend the curve by 2030, Lagos must intensify three levers already in motion:

- **Keep staples affordable at scale:** Institutionalize food-corridor logistics and hub-and-spoke storage to cut transport and spoilage costs; sustain Ounje Eko supply during peak inflation months.
- **Protect mothers and children:** Expand targeted nutrition (iron/folate, fortified staples, SBCC) and school feeding in high-burden LGAs to drive anaemia down while keeping stunting on a declining path.
- **Reduce disease-driven malnutrition:** Pair nutrition with WASH and primary healthcare (safe water, sanitation, cholera prevention, deworming) in vulnerable communities where food insecurity and illness compound.

Exhibit 4.3.3. Projected percentage of stunted children at current momentum





SDG 3: Good Health and Wellbeing
Maternal and Child Survival

Where Lagos Stands

Child survival remains one of Lagos’ most urgent health challenges. Between 2022 and 2024, under-five mortality rose from 15 to 46 deaths per 1,000 live births, while neonatal mortality doubled to 25 per 1,000. These trends mean that Lagos is currently losing around 20,000 children every year to preventable causes. Out-of-pocket spending on healthcare also increased, with 18% of households paying directly for services, reflecting the limited reach of health insurance. At the same time, some areas show progress: HIV incidence has declined and road traffic fatalities are down modestly, suggesting that focused campaigns can deliver impact.

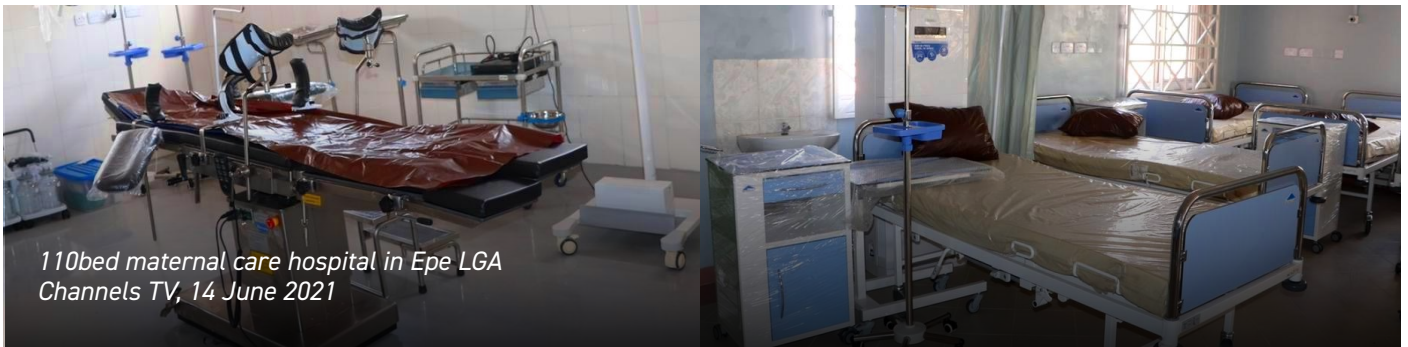
Steps Taken by Lagos

The State has responded with targeted interventions to strengthen maternal and child health services:

- **Maternal & Child Centres (MCCs):** New MCCs have been opened to expand access to skilled birth attendants and emergency obstetric care.
- **Ilera-Eko health insurance:** Coverage was expanded to over 1.3 million residents, with free delivery services included for pregnant women.
- **Workforce deployment:** Midwives and nurses have been trained and posted to underserved communities to boost capacity.
- **Health campaigns:** State-wide awareness drives, mobile testing centres, and HIV outreach have contributed to declines in new infections.

“I registered at the Amuwo-Odofin Maternal and Child Centre when my pregnancy was five months gone... I was cared for, monitored, and educated throughout. Before this centre, I would have had to travel much farther for such comprehensive care.”

– Lagos Mother

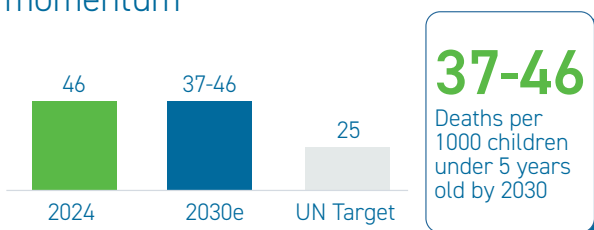


110bed maternal care hospital in Epe LGA
 Channels TV, 14 June 2021

The Gap We Still Need to Close

Even with these efforts, momentum projections show that Lagos will continue to record ~20,000 preventable child deaths annually through 2030, far from the SDG target. Health system constraints, weak PHC infrastructure, high medicine costs, and workforce attrition, mean progress will stall unless interventions are scaled.

Exhibit 4.3.4. Projected proportion of under-5 deaths by 2030 at current momentum



What We Must Focus on to Close the Gap

To bend the curve, Lagos must to :

- **Strengthen primary and neonatal care** by upgrading health centres and ensuring newborns have urgent care access within communities.
- **Expand immunization coverage** to reach every child, including those in hard-to-reach riverine and peri-urban settlements.
- **Scale Ilera-Eko to make maternal and child healthcare affordable** for millions more households.
- **Retain and train health workers**, offering fair pay and career development to slow emigration.
- **Integrate WASH** into health interventions, since water-borne diseases remain a major contributor to child deaths.

Source: Lagos Min. of Health; Agro Nigeria; AliveandThrive.org; Desktop research; LGAs, Nigeria Health Watch



SDG 4: Quality Education
From Access to Completion

- **EkoEXCEL:** retrained and upskilled more than 14,000 teachers, improving classroom delivery and standardizing curriculum.
- **Project Zero:** re-enrolled over 30,000 out-of-school children, bringing vulnerable children back into classrooms.
- **Digital bootcamps:** rolled out coding and ICT training, equipping thousands of young people with technology skills.

Where Lagos Stands

Lagos has made substantial progress in expanding access to education, but completion and learning quality remain uneven. By 2024, 90% of children completed primary school, close to the global SDG target. Yet, only 68% completed secondary school, with poor households most at risk of dropout. Teacher attrition is rising, with the share of qualified secondary teachers slipping to 96%, and ICT access remains unequal, with 40% of school-age children lacking a computer at home. These gaps show that while enrolment is strong, poverty-linked dropouts and skills readiness remain challenges.

Steps Taken by Lagos

The State has launched major reforms to drive improvements across access, quality, and digital readiness:

“I’ve never seen such transformation in Mushin’s public schools. My kids rush to school, come home teaching us new words, and speak in the kind of clear sentences I associate with private schools, that’s priceless”
- Lagos Parent

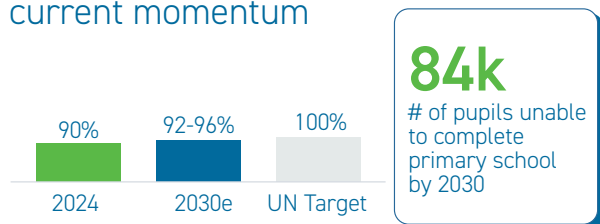


Beneficiaries of the Project Zero Initiative
 Lagos State Government, 24 April 2025

The Gap We Still Need to Close

Despite these interventions, momentum projections show that ~84,000 children will still be unable to complete primary education by 2030. Secondary completion will also remain below 80% without stronger measures to keep children enrolled.

Exhibit 4.3.4. Projected primary school completion rate by 2030 at current momentum



What We Must Focus on to Close the Gap

To deliver universal quality education, needs to :

- **Improve teacher retention and deployment** by incentivizing service in disadvantaged LGAs and scaling continuous training.
- **Drive enrolment and completion** for out-of-school children through targeted outreach, cost subsidies, and school feeding.
- **Reduce poverty-linked dropout rates** by expanding relief measures (uniforms, transport, and nutrition support) for vulnerable households.
- **Strengthen ICT and digital access** so every Lagos child leaves school with foundational digital skills.

Source: WHO; Lagos Min. of Health; Desktop Research; LGAs; WaterAid Nigeria; Min. of Environment, The Times



SDG 6: Clean Water and Sanitation Universal WASH Access

Where Lagos Stands

Lagos has made progress on water access but continues to struggle with sanitation and hygiene. By 2024, 93% of residents had access to safe drinking water, up 13 percentage points from 2019 and significantly above Nigeria's national average. However, only 15% of residents use safely managed sanitation, a rate that has remained stagnant since 2019. Handwashing with soap declined from 70% in 2022 to 46% in informal settlements, reflecting economic pressure and weakening of hygiene practices after COVID-19. The divide is stark: while water access is near universal, sanitation and hygiene remain far behind, leaving millions exposed to preventable diseases.

Steps Taken by Lagos

The State has implemented a range of initiatives to expand WASH access and resilience:

- **Adiyon II rehabilitation:** Lagos rehabilitated and expanded major waterworks to boost supply.
- **Mini-treatment plants:** small-scale treatment facilities were rolled out in peri-urban and underserved areas.
- **Sanitation expansion:** over 100 bio-toilets were installed in informal settlements to improve sanitation.

- **Hygiene campaigns:** State-led handwashing and WASH campaigns promoted household hygiene during and after COVID-19.
- **Public-private partnerships:** encouraged private providers to expand bottled and sachet water distribution, bridging utility supply gaps.

"You can hardly find waste bins on the streets of Lagos. So, how will the government encourage cleanliness if these things are not provided? And when you throw waste on the floor, they will say you have violated the law "

– Oshodi Resident



INITIATIVE SPOTLIGHT

“Project Zero” Education Programme

Re-enrolling out of school children

Project Zero is Lagos State's flagship intervention for Quality Education (SDG 4), aiming for “zero tolerance” for out-of-school children. The program targets children of primary school age who dropped out or never attended school, especially due to poverty, and works to track, enroll, or re-enroll them into public schools. To lower barriers, the government provides each child a “Back-to-School” kit including uniforms, sandals, backpacks, and learning materials at no cost.

As of 2024, about 12,000 formerly out-of-school children have been successfully enrolled or re-enrolled in Lagos public primary schools through Project Zero. Notably, the initiative has supported thousands of girls, helping to delay early marriages and prevent teenage pregnancies. The government has invested in accommodating new learners, building classrooms, hiring 2,000 teachers, and improving facilities.

By reducing child labor, street begging, and youth crime, Project Zero is laying the groundwork for a more literate, skilled, and inclusive society in Lagos.

Key Partners:

- Lagos State Government (funding and oversight)
- Lagos State Universal Basic Education Board (LASUBEB – implementation lead)
- Public school teachers and headteachers (identification and enrollment of pupils)
- NGOs and civil society partners (community outreach, advocacy, donor support)
- Parents and local community leaders (mobilization and sensitization)



Impact

12k+ # of out of school children re-enrolled in school

2k+ # of female pupils re-enrolled in school

2k+ # of teachers hired



The Gap We Still Need to Close

Momentum projections show that by 2030, up to 1.9million Lagosians could still lack access to clean water, and over 21 million will remain without safely managed sanitation. Even with ongoing infrastructure projects, Lagos is not yet on track to achieve universal WASH.

Exhibit 4.3.5. Projected percentage of population with access to clean water by 2030 at current momentum

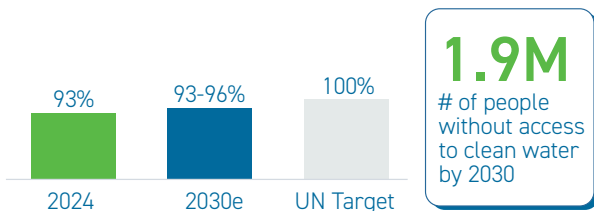
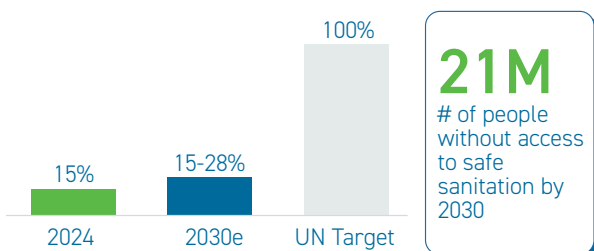


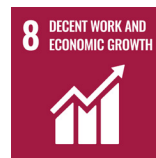
Exhibit 4.3.6. Projected percentage of population with access to safely managed sanitation by 2030 at current momentum



What We Must Focus on to Close the Gap

To deliver universal WASH by 2030, Lagos need to:

- **Expand safe water networks and production capacity**, ensuring public utilities reach more residents while regulating vendors.
- **Protect groundwater and water quality**, enforcing wastewater treatment in high-risk LGAs to reduce contamination.
- **Scale household toilets and wastewater treatment facilities** in informal and peri-urban settlements.
- **Promote hygiene adoption** through renewed behaviour change campaigns and subsidies for soap and hygiene products in vulnerable communities.



SDG 8: Decent Work and Economic Growth Youth and MSME Productivity

Where Lagos Stands

Lagos' economy has shown resilience, but jobs are not keeping pace with population growth, and youth remain disproportionately excluded. By 2024, real GDP per capita grew by ~6%, outpacing Nigeria's 1%. Unemployment has declined from its peak, but depending on measurement, 19-37% of the labour force remains unemployed, with youth most affected. Around 16% of young people are not in education, employment, or training (NEET).

MSMEs provide more than 70% of jobs but operate largely informally, with low productivity and vulnerability to shocks.

Steps Taken by Lagos

The State has worked to stimulate jobs, expand access to finance, and attract new industries:

- **LSETF and GIPP:** provided loans, training, and internships, supporting more than 200,000 jobs.
- **Major infrastructure projects:** the Lekki Deep Sea Port and Blue Line Rail created thousands of construction and logistics jobs.
- **Financial inclusion:** fintech expansion, boosted by the naira redesign, lifted account ownership to 97%, opening opportunities for MSMEs and households.

"We have been able to expand from operating out of a home kitchen to securing our own standard processing facility, which in turn has led us to the final stages of acquiring our NAFDAC license." - **LSETF Beneficiary**



The Gap We Still Need to Close

Momentum projections show that by 2030, unemployment will be between the 4% - 6% range, which is less than comparable emerging markets, but matches labour force growth, indicating that the employment gap will persist. Without significant structural change, Lagos also risks a persistent youth employment gap of ~600,000 young people as youth NEET is also projected to stay flat by 2030.

Exhibit 4.3.6. Projected unemployment rate by 2030 at current momentum

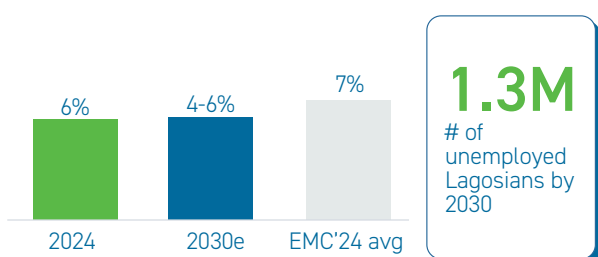
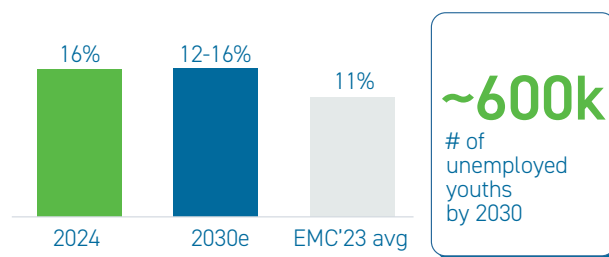


Exhibit 4.3.7. Projected youth NEET by 2030 at current momentum



What We Must Focus on to Close the Gap

To ensure inclusive growth by 2030, Lagos needs to:

- **Grow MSME productivity** through formalization, easier access to finance, and technology adoption.
- **Scale youth apprenticeships and employer-linked training**, matching skills to high-demand industries such as logistics, construction, ICT, and creative sectors.
- **Attract and retain investors** by improving infrastructure, reducing business costs, and supporting sector diversification into manufacturing and high-value services.
- **Formalize skills in the informal economy** so workers can transition into better-paying, sustainable jobs.



SDG 9: Industry, Innovation and Infrastructure
Driving R&D and High-Value Growth

Where Lagos Stands

Lagos has emerged as a hub for digital adoption, but research and industrial investment remain far below global peers. By 2024, internet penetration reached 94%, one of the highest in Africa. Venture capital inflows and a vibrant fintech sector have positioned Lagos as a continental technology leader. However, R&D expenditure remains negligible at 0.02–0.05% of GDP, compared to 0.28% for Nigeria and around 0.3–0.5% in peer cities. Medium- and high-tech value added to GDP is just 3.7%, leaving Lagos' economy vulnerable to external shocks and low productivity growth.

Steps Taken by Lagos

The State has begun laying the foundation for innovation and infrastructure-led growth:

- **LASRIC innovation fund:** ₦1 billion fund launched to support startups and early-stage research.
- **Infrastructure rollout:** more than 4,000 km of fibre optic cables installed, expanding internet access and strengthening the digital backbone.

- **Tax and power incentives:** policies introduced to lower business costs and attract investors to industrial clusters.

"We need concessional financing to support SMEs with alternative energy solutions. Most SMEs cannot afford the cost of solar systems or other reliable energy sources"

- Lagos Startup Founder



The Gap We Still Need to Close

Momentum projections show that Lagos' industry share of GDP will only reach ~16–18% by 2030, well below the 20–25% resilience threshold. Without greater investment, R&D spending will remain at one-tenth of peer averages, and industrial diversification will stall.

Exhibit 4.3.8. Projected R&D spend as % of GDP by 2030 at current momentum

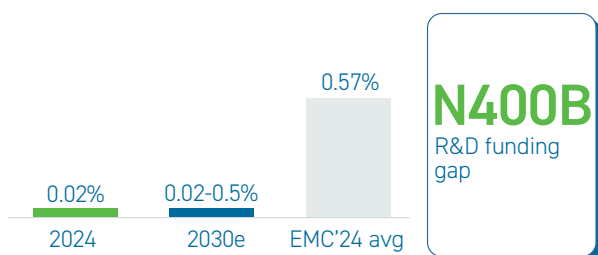
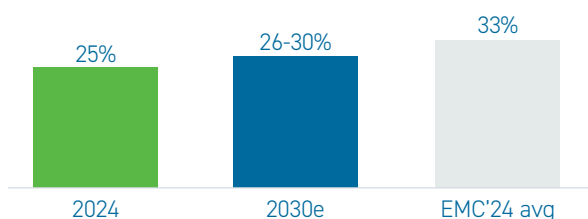


Exhibit 4.3.9. Projected MHTVA as % of GDP by 2030 at current momentum



What We Must Focus on to Close the Gap

To transform Lagos' economic structure by 2030, the State needs to:

- **Boost R&D funding** by leveraging public budgets, private sector contributions, and international partnerships.
- **Commercialize research** through proof-of-concept hubs, stronger university–industry collaboration, and SME incubation.
- **Incentivize high-value industries** such as manufacturing, creative industries, and green tech to deepen local value chains.
- **Upgrade enabling infrastructure** (reliable energy, transport, logistics) to lower costs and support business scale-up.



SDG 11: Sustainable Cities and Communities
Housing, Slums and Transit

Where Lagos Stands

Urban growth continues to outpace infrastructure provision in Lagos. By 2024, 70% of residents lived in slum-like conditions, up from 60% in 2022. The city's housing deficit is estimated at 3.4 million units, leaving millions in unsafe or overcrowded dwellings. Access to public transport has improved only slightly, with 65% of residents reporting convenient access, and congestion costs the economy an estimated ₦4 trillion annually in lost productivity. Air pollution also remains severe: PM_{2.5} levels are at 25µg/m³, nearly five times the WHO safe threshold.

Source: Source: Lagos State Employment Trust Fund; Desktop Research; LGAs; World Bank; National Bureau of Statistics; World Population Review; LAMATA

The Lagos Blue and Red Rail Lines



Modernizing Transportation in Lagos

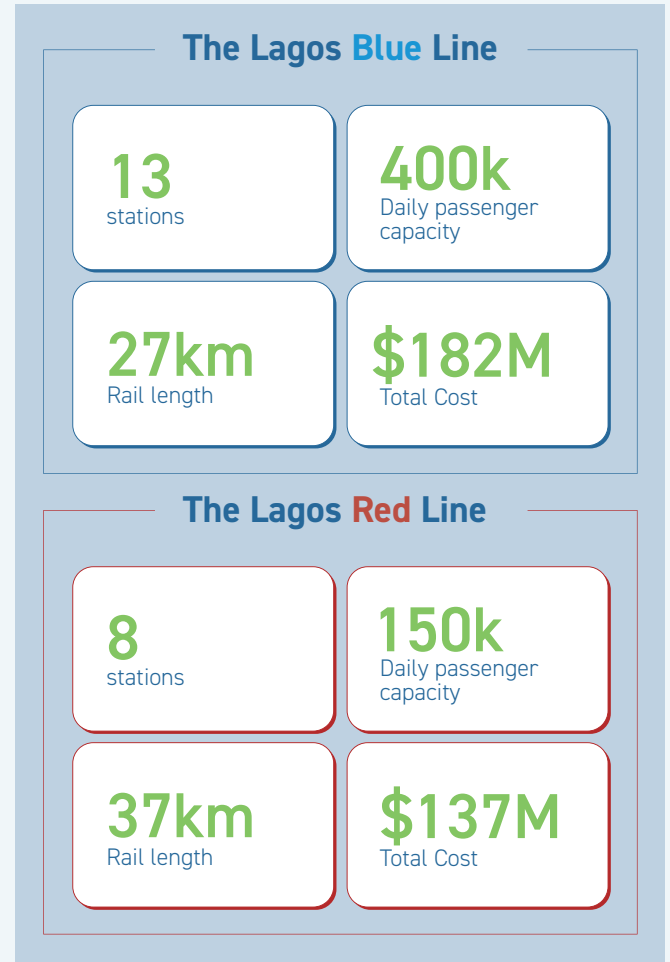
The Lagos State Government has embarked on an ambitious expansion of its rapid transit network through the Blue and Red Rail Lines, bolstering sustainable infrastructure in line with SDG 9. The Blue Line is a 27 km electric metro rail from Okokomaiko to Marina constructed by Lagos Metropolitan Area Transport Authority (LAMATA). Phase 1 (13 km, five stations) opened in September 2023, making it West Africa’s first electrified light rail. The Red Line, meanwhile, is a 37 km rail project running from Agbado to Marina, sharing the Nigerian Railway Corporation’s corridor and designed to reduce commuter stress along one of Lagos’s busiest routes. Together, the Blue and Red Lines target Lagos’s most congested corridors, aiming to revolutionize urban mobility by moving mass commuters efficiently and spurring economic growth through improved connectivity.

2 years after launch, the Blue rail has safely transported 5 million passengers, and has helped ease Lagos’s notorious road traffic, cutting travel times on its corridor from 2 hours by car to as little as 15–30 minutes by train. By its first anniversary, the Blue Line had safely transported about 2 million passengers. The system currently runs up to 76 trips a day, with a passenger capacity of roughly 150,000 daily. The Red Line, scheduled for full commissioning in 2025, is projected to carry 500,000 passengers daily, connecting key districts like Ikeja, Oshodi, Yaba, Ebute Metta, and Marina.

Key Partners:

- Lagos State Government (primary financier and policy driver)
- Lagos Metropolitan Area Transport Authority (LAMATA – project execution and operations)
- Nigerian Railway Corporation (corridor sharing and integration for Red Line)

- Federal Government of Nigeria (support for land acquisition and enabling frameworks)
- International partners (technical contractors and rolling stock suppliers from China and Europe)



Steps Taken by Lagos

The State has made progress in expanding housing and mobility options, and in addressing urban environmental risks:

- **Affordable housing PPPs:** new units delivered under schemes such as Lagos HOMS, alongside slum upgrades in Makoko, Badia East, and other informal communities.
- **Transport expansion:** rollout of the Blue Line rail, extension of BRT corridors, introduction of last-mile buses, and expanded LAGFERRY services.
- **Environmental enforcement:** installation of air quality sensors and stricter controls on generator emissions and waste burning.

“The cost of transport from Epe to Ajah increased from N400 to N1,300... Deployment of BRT buses to Epe will ease the suffering of the less privileged and force down the cost of transportation”, **Epe Resident**



The Gap We Still Need to Close

Even with current investments, projections show that by 2030, 15–20 million Lagosians will still live in slums, and 7-10 million will lack reliable access to public transport. Environmental pressures from congestion and pollution will also remain severe without a structural shift.

Exhibit 4.3.10. Projected slum population by 2030 at current momentum

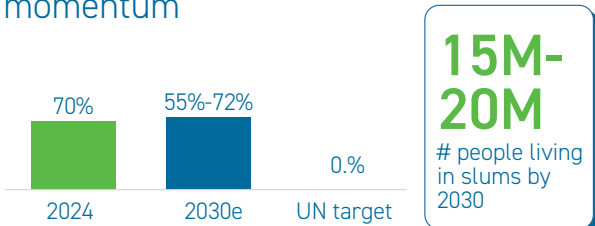
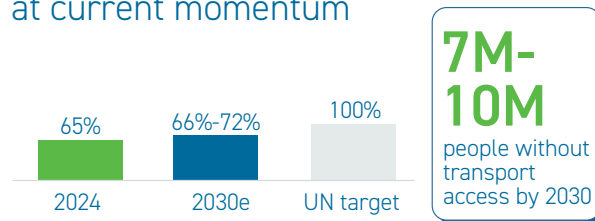


Exhibit 4.3.9. Projected number of people with transport access by 2030 at current momentum



What We Must Focus on to Close the Gap

To improve livability, Lagos must:

- Scale up affordable housing delivery through PPPs and targeted financing tools, ensuring low-income households can access safe homes.
- Upgrade informal settlements with in-situ improvements (drainage, sanitation, electricity, roads) so residents live in healthier, safer conditions.
- Expand non-road transport (rail, water, BRT) to decongest roads, cut pollution, and connect underserved areas.
- Tighten air quality enforcement to reduce risks from emissions and solid waste burning.



SDG 13: Climate Action
Building Resilience and Cutting Emissions

Where Lagos Stands

Climate risks are intensifying, threatening lives, livelihoods, and infrastructure across Lagos. Between 2022 and 2024, the share of residents vulnerable to flooding tripled from 5% to 15%, leaving nearly 5–6 million people at risk of displacement. At the same time, greenhouse gas emissions rose from 19 MtCO₂e to 21 MtCO₂e, reflecting continued reliance on diesel generators, inefficient transport, and unmanaged waste. These pressures make Lagos one of the world’s most climate-vulnerable megacities, with low-lying coastal communities such as Badagry and Epe already experiencing severe impacts.

Steps Taken by Lagos

In response, the State has scaled up adaptation and mitigation measures:

- **Drainage clearance and flood warnings:** intensified drain cleaning and the introduction of early flood alert systems in high-risk LGAs.
- **Climate Action Plan (LCAP):** adopted a comprehensive roadmap to guide mitigation and resilience investments.

Source: World Bank; National Bureau of Statistics; World Population Review; Desktop Research; LGAs; LAMATA; Nigerian Meteorological Agency; Lagos Min. of Environment; Lagos Urban Development Initiative; Climate Trace, Aljazeera, People’s Gazette

- **Emissions monitoring (MRV):** began tracking greenhouse gases to support climate policy decisions.
- **Renewable and clean energy pilots:** tested cleaner buses, solar-powered systems, and renewable options to reduce reliance on diesel.

“We the fishermen in this area do not have rest of mind at all ... Before we know it, we have lost some properties like our net, our engine, boats to violent ocean surges” - **Coastal resident, Badagry**



Flooded Lagos Street
Vanguard, 4 July 2024

INITIATIVE SPOTLIGHT

The Lagos State Flood Risk Insurance Project

Protecting livelihoods

Flooding is one of the most persistent threats to Lagos, disrupting lives, livelihoods, and critical infrastructure every year. To strengthen resilience, the Lagos State Government, in collaboration with the United Nations Development Programme and the Insurance Development Forum, launched the Flood Risk Insurance Cover in May 2023.

This pioneering initiative, co-funded by the German Government through the InsuResilience Solutions Fund (ISF), is the first sub-sovereign parametric flood insurance scheme in Africa.

The program introduces an index-based risk transfer mechanism that provides rapid payouts when flooding thresholds are exceeded. This ensures that relief funds reach vulnerable communities quickly, while enabling the State to stabilize local economies and speed up the reconstruction of essential infrastructure.



Beyond immediate response, the initiative builds financial resilience, reduces fiscal pressure during disasters, and positions Lagos as a leader in climate risk management.

Key Partners:

- Lagos State Government – Policy leadership, fiscal integration, disaster relief deployment
- United Nations Development Programme (UNDP) – Technical support via the Insurance and Risk Finance Facility (IRFF) Insurance Development Forum (IDF) – Industry design, coordination, and global expertise
- German Government / InsuResilience Solutions Fund (ISF) – Co-financing support
- Technical & Reinsurance Partners – AXA Climate, AXA Mansard, Swiss Re, JBA Risk Management, ICEYE, African Risk Capacity Ltd

Impact

4M+

of residents potentially protected from severe flood impacts

\$7.5M

Payout capacity for catastrophic floods



The Gap We Still Need to Close

Momentum projections show that by 2030, 13–17% of Lagosians (3-5m people) will still be flood-exposed, with coastal communities most at risk. Emissions could climb to 31–39 MtCO₂e by 2030 under a business-as-usual scenario, well above the Lagos Climate Plan target of 26.1 MtCO₂e.

Exhibit 4.3.8. Proportion of population vulnerable to flooding & Gap to target

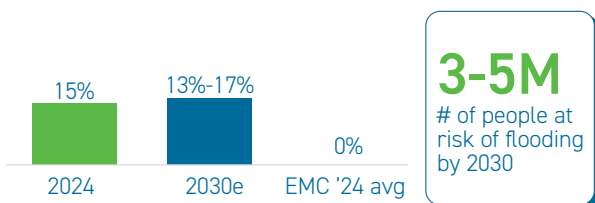
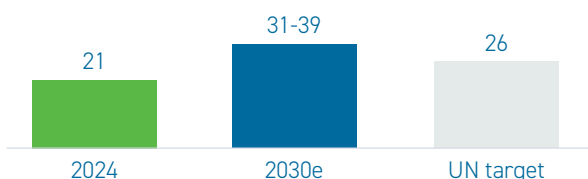


Exhibit 4.3.9. Annual GHG Emissions & Gap to target (MtCO₂e)



What We Must Focus on to Close the Gap

To protect its residents and economy, Lagos needs to:

- **Upgrade drainage and coastal defenses** to protect vulnerable **neighborhoods** and key assets from flooding and sea-level rise.
- **Strengthen coastal resilience** through mangrove restoration, shoreline protection, and climate-smart urban planning.
- **Scale renewable energy** and low-carbon transport, reducing dependency on generators and high-emission buses.
- Apply a just transition lens, **ensuring that vulnerable households and informal workers are supported** in the shift to a low-carbon economy.

4.3. From Momentum to Acceleration: Cross-Cutting Action Levers

The deep dives across Lagos' nine priority SDGs reveal a consistent story. While each SDG presents its own targets and bottlenecks, the underlying drivers of progress, and the barriers to acceleration, are shared. This means that

Source: World Bank; National Bureau of Statistics; World Population Review; Desktop Research; LGAs; LAMATA; Nigerian Meteorological Agency; Lagos Min. of Environment; Lagos Urban Development Initiative; Climate Trace

Lagos' pathway to 2030 is not a scatter of disconnected projects, but a coherent strategy anchored on a few cross-cutting levers.

These levers define where Lagos must channel effort and investment to achieve maximum impact across multiple SDGs at once.

A Stimulate Economic Growth and Create Jobs

B Improve Living Conditions of Lagosians

C Enhance Human Capacity

D Advance Climate and Sustainability Agenda

E Promote Inclusive and Equitable Development

A Stimulate Economic Growth and Create Jobs

Jobs and livelihoods are central to reducing poverty (SDG 1), ending hunger (SDG 2), and building resilience (SDG 13). MSMEs provide 72% of Lagos jobs but remain largely informal and low productivity. Without scale-up, 1 million youth risk remaining excluded from work by 2030.

Key drivers from SDG deep-dives:

- Poverty will not decline unless job creation matches population growth.
- Food security depends on affordable supply chains and agro-processing jobs.
- GDP growth must outpace 3% to lift incomes sustainably.

Focus Areas:

Create high quality jobs	Recognize informal skills
Boost MSME productivity	Scale apprenticeships
Grow local MSMEs	Accelerate research uptake
Expand foreign investment	Attract advanced industries

B Improve Living Conditions of Lagosians

Slum proliferation (SDG 11), unsafe sanitation (SDG 6), and transport congestion undermine health, productivity, and inclusion. Today, 70% of Lagosians live in slum-like conditions, and over 30 million lack safe sanitation.

Key drivers from SDG deep-dives:

- Housing deficit of 3.4 million units; slum population projected to remain >20m.
- WASH divide widening as water access has improved but sanitation is stagnant.
- Congestion costs ₦4 trillion annually

Focus Areas:

Lower staple food costs	Safeguard groundwater quality
Strengthen food supply chains	Expand sanitation coverage
Enhance early life nutrition	Promote hygiene practices
Improve emergency child care	Prioritize WASH interventions
Expand immunization coverage	Expand housing access
Increase women's health cover	Reduce housing costs
Build resilient health staff	Upgrade informal settlements
Expand maternal healthcare	Scale mass transit
Expand safe water access	

C Enhance Human Capacity

Human capital outcomes, health (SDG 3) and education (SDG 4), are the foundation for productivity. Yet, 20,000 preventable child deaths occur annually, and 84,000 children risk not completing school by 2030.

Key drivers from SDG deep-dives:

- Child mortality worsening despite MCC expansion.
- Secondary completion stalled at 68%, with poverty-linked dropouts.
- Teacher attrition and health worker emigration threaten service delivery.

Focus Areas:

Improve teacher quality	Reduce dropout barriers
Achieve universal child enrolment	Expand vocational training

D Advance Climate and Sustainability Agenda

Flood risk and emissions are Lagos' most urgent long-term threats (SDG 13), with ripple effects across housing, health, and food. Without stronger adaptation, 13–17% of residents could face flooding by 2030, and emissions could reach 39 MtCO₂e.

Key drivers from SDG deep-dives:

- Drainage & coastal defense lagging behind urbanization
- Energy reliance on generators keeps emissions high
- Waste burning contributes to both pollution (SDG 11) and climate emissions

Focus Areas:

Improve flood resilience	Protect marine ecosystems
Strengthen coastal resilience	Promote clean energy
Scale emissions MRV system	Expand waste-to-value systems

E Promote Inclusive and Equitable Development

Across the deep dives, the most vulnerable, women, youth, informal settlers, are disproportionately excluded.

Gender parity is improving (SDG 5), but women remain underrepresented in leadership. Poverty and hunger are concentrated in informal settlements.

Key drivers from SDG deep-dives:

- 16% of households covered by social protection.
- Women's anaemia twice peer averages.
- Informal slum dwellers most exposed to health and sanitation risks.

Focus Areas:

Scale targeted social protection

Together, these levers show that Lagos' pathway to 2030 is both urgent and achievable. By focusing resources on jobs, living conditions, human capacity, climate resilience, and inclusion, Lagos can deliver accelerated progress across all nine priority SDGs. This approach also ensures that interventions are mutually reinforcing: jobs reduce poverty and hunger; WASH and housing improve health; education strengthens economic growth; and climate resilience safeguards all other gains.

The challenge is significant. But by committing to these cross-cutting interventions, and aligning government, private sector, and community partners around them, Lagos can shift from momentum to acceleration, ensuring that millions of residents are not left behind and that Africa's largest city stays on track toward the SDG 2030 targets.

Exhibit 4.3.1. Priority pathways for accelerating SDG progress in Lagos State

Action levers identified to address SDG performance gaps in Lagos State

NON-EXHAUSTIVE

 <p>1 NO POVERTY No Poverty</p>	<p>Extreme poverty</p> <ul style="list-style-type: none"> 1.1 Create high-quality jobs 1.2 Boost MSME productivity 1.3 Provide targeted credit assistance 	
 <p>2 ZERO HUNGER Zero Hunger</p>	<p>Food insecurity</p> <ul style="list-style-type: none"> 2.1 Lower staple food costs 2.2 Strengthen food supply chains 	<p>Child stunting</p> <ul style="list-style-type: none"> 2.3 Enhance early-life nutrition
 <p>3 GOOD HEALTH AND WELL-BEING Good Health and Wellbeing</p>	<p>Child mortality</p> <ul style="list-style-type: none"> 3.1 Improve emergency childcare 3.2 Expand immunization coverage 3.3 Increase women's health cover 3.4 Build resilient health staff 3.5 Expand maternal healthcare 	
 <p>4 QUALITY EDUCATION Quality Education</p>	<p>Learning outcomes</p> <ul style="list-style-type: none"> 4.1 Improve teacher quality 4.2 Achieve universal child enrolment 4.3 Reduce dropout barriers 	
 <p>6 CLEAN WATER AND SANITATION Clean Water and Sanitation</p>	<p>Clean water</p> <ul style="list-style-type: none"> 6.1 Expand safe water access 6.2 Safeguard groundwater quality 	<p>Safe sanitation</p> <ul style="list-style-type: none"> 6.3 Expand sanitation coverage 6.4 Promote hygiene practices 6.5 Prioritize WASH interventions
 <p>8 DECENT WORK AND ECONOMIC GROWTH Decent Work & Economic Growth</p>	<p>Unemployment</p> <ul style="list-style-type: none"> 8.1 Grow local MSMEs 8.2 Expand foreign investments 	<p>Youth NEET</p> <ul style="list-style-type: none"> 8.3 Expand vocational training 8.4 Recognize informal skills 8.5 Scale apprenticeships
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Industry & Innovation</p>	<p>R&D spend</p> <ul style="list-style-type: none"> 9.1 Accelerate research uptake 	<p>Industry share of GDP</p> <ul style="list-style-type: none"> 9.1 Attract advanced industries
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES Sustainable Cities & Communities</p>	<p>Slum population</p> <ul style="list-style-type: none"> 11.1 Expand housing access 11.2 Reduce housing costs 11.3 Upgrade informal settlements 	<p>Transport access</p> <ul style="list-style-type: none"> 11.4 Scale mass transit
 <p>13 CLIMATE ACTION Climate Action</p>	<p>Flood vulnerability</p> <ul style="list-style-type: none"> 13.1 Improve flood resilience 13.2 Strengthen coastal resilience 	<p>Pollution control</p> <ul style="list-style-type: none"> 13.3 Scale emissions MRV system 13.4 Protect marine ecosystems 13.5 Promote clean energy 13.6 Expand waste-to-value systems

A Stimulate Economic growth and create jobs

B Improve economic conditions of Lagosians

C Enhance Human Capacity

D Advance Climate and Sustainability Agenda

E Promote Inclusive and Equitable Development

From Ideas to Action:

Lagos' 2030 Flagship Projects

- 5.1. **Going from Priorities to Programmes**
- 5.2. **The Flagship Project Portfolio**
- 5.3. **The Lagos SDG Deal Book**



5 From Ideas to Action: Lagos' 2030 Flagship Projects

5.1. Going from Priorities to Programmes

The first four chapters of this Review established where Lagos stands today, where the gaps to 2030 remain, and which SDGs the State must prioritize to achieve impact. The analysis showed that progress is uneven: poverty and hunger are rising, health and education face stubborn gaps, WASH and housing infrastructure lag demand, and climate risks are accelerating. Chapter 4 distilled these challenges into nine SDGs where Lagos has both the greatest urgency and the strongest levers of influence.

But focus alone is not enough. To shift from evidence to delivery, Lagos has translated these SDG priorities into a set of cross-cutting intervention areas: stimulate economic growth and jobs, improve living conditions, enhance human capacity, advance climate and sustainability, and promote inclusion and equity. These five levers capture the systemic changes Lagos must drive over the next five years.

From these levers, Lagos has now defined 12 thematic programmes. Each programme provides a coherent platform to concentrate projects, align MDAs and partners, and mobilize financing. Together, they form the backbone of the Lagos 2030 Action Portfolio:

1. Universal Health & Care
2. Social Protection & Just Transition
3. Clean Air, Waste & Energy Transition
4. Industry & MSME Productivity
5. Sanitation Infrastructure & WASH Enforcement
6. Youth Jobs & Employer-Linked Skills
7. Universal Basic Education & Completion
8. Affordable Housing & Slum Upgrading
9. Clean Water Production & Distribution
10. Flood Management & Coastal Resilience
11. Food Security & Nutrition
12. Urban Mobility & Access

Each programme is designed to be practical and investable. They translate the momentum gaps identified in the baseline and gap analysis into a delivery platform with clear ownership, accountability, and flagship projects.

In the next section, we present the Flagship Project Portfolio: 38 high-impact projects nested within these programmes. These projects represent Lagos' 2030 Deal Book, tangible commitments that MDAs and partners can finance, implement, and measure.

Exhibit 5.1.1. - From Priorities to Programmes:
11 Focus Programmes for The Lagos State Government



5.2. The Flagship Project Portfolio

The 12 thematic programmes outlined in Section 5.1 translate directly into a portfolio of flagship projects that are both ambitious and investment-ready. These projects were drawn from the momentum gaps identified in Chapter 4, the high-impact interventions defined in the action plan, and evidence from community engagements. Each programme has been anchored on 2–3 flagship projects, together making up a portfolio of 20–25 initiatives. These projects are designed to:

- Close critical 2030 gaps (e.g., 200,000 new housing units, 21 million health insurance enrollees, 100k youth apprenticeships).
- Showcase investable opportunities that development partners and private investors can co-finance.
- Deliver visible impact for Lagosians, grounded in real community priorities (safe homes, affordable food, accessible transport, cleaner air).

A Stimulate Economic Growth and Create Jobs

A1. Industry and MSME Productivity

Unlock a more productive, innovative economy with better-paying jobs, strengthening MSMEs and formalization, boosting R&D and its commercialization, securing reliable industrial power, and targeting high-value investment. Projects include:

- **Investment incentives:** Provide targeted incentives such as special economic zones (incl. Lekki Free Zone) to attract FDI and expand high-value industrial jobs
- **R&D fund:** Boost fund and expand scope to include solution commercialization to catalyze end-to-end innovation
- ★ **LSETF productivity clinics:** Expand access to blended finance, bookkeeping, e-commerce, and POS for 100k MSMEs; offer tax-to-credit incentives
- **SME export readiness:** Scale certification and logistics support to prepare SMEs for light manufacturing and creative exports

Market modernization: Upgrade priority markets with power, sanitation, fire safety, and digital payments; expand trader cooperatives for bulk sourcing.

A2. Youth Jobs & Employer-Linked Skills

Enable youth to transition into decent, future-ready work

★ Projects in the Lagos SDG deal book

at scale by expanding employer-linked training and apprenticeships, recognizing prior skills, and improving matching into real jobs. Projects include:

- **Apprenticeships @ scale:** Expand employer-contracted training across logistics, ICT, creative, and construction; provide stipends and job guarantees
- **Digital & creative studios:** Offer micro-grants and shared studios for animation, music, gaming, IP support, and distribution
- **Women-in-work programme:** Expand care economy enterprises, formalize home-based businesses, and upgrade market safety

B Improve Living Conditions of Lagosians

B1. Sanitation Infrastructure & WASH Enforcement

Ensure safe sanitation and hygiene for every community by expanding household and public toilets, and sustaining hygiene behaviours while protecting groundwater. Projects include:

- **Wastewater treatment for growth corridors:** Construct new/rehab WWTPs for high-risk basins; enforce industrial pre-treatment standards
- ★ **Safe toilets for all:** Expand shared bio-digesters in dense communities; promote hygiene behaviour change and school WASH programmes
- **Regulatory upgrade & monitoring:** Enforce sanitation standards; establish protection zones; run routine testing and publish open dashboards

B2. Affordable Housing and Slum Upgrade

Enable youth to transition into decent, future-ready work at scale by expanding employer-linked training and apprenticeships, recognizing prior skills, and improving matching into real jobs. Projects include:

- ★ **Lagos affordable homes 2030:** Deliver 200,000 mixed-income units via PPP; release serviced land, fast-track approvals, and meet local content targets
- ★ **Urban slum renewal programme:** Upgrade 10 in-situ areas (e.g., Makoko, Ajegunle, Badia East) with drainage, paved access, lighting, toilets, and waste services
- **Inclusive housing finance:** Scale rent-to-own and subsidized mortgages; guarantee windows for low-income buyers; digitize mortgage systems

B3. Clean Water Production and Distribution

Ensure safe, reliable and affordable drinking water for all by expanding production and distribution, strengthening quality, and accelerating last-mile household connections. Projects include:

- ★ **Adiyan II & Ishashi optimization:** Restore and expand treatment capacity; deploy pressure-zoned networks, smart metering, and NRW reduction
- **Community mini-plants & kiosks:** Install modular systems in peri-urban LGAs with licensed vendors to assure water quality
- **Last-mile PPP distribution:** Operate and maintain secondary networks under performance-based contracts for uptime and quality

B4. Food Security and Nutrition

Ensure year-round access to affordable, nutritious food supply, stabilizing staple prices, strengthening local production and logistics to cut losses, and improving maternal and child nutrition support.

- **Lagos central food security systems/logistics hub:** Scale hub to cut high post-harvest losses and reduce prices
- ★ **Produce for Lagos outgrower initiative:** Scale initiative with state-backed purchase into Ounjẹ Èkó to guarantee local supply and insulate against shocks
- **Lagos mother, infant and child initiative:** Expand scope and coverage (incl. NUMEPLAN, MMS, MNCAHN, LFBI, school feeding) to address maternal and child undernutrition

B5. Urban Mobility and Access

Ensure fast, affordable, and reliable citywide mobility, and cut commute times, through scaled high-capacity mass transit.

- ★ **Lagos green rail & additional rail lines:** Fast-track completion of existing lines and construct new ones to expand affordable urban mobility
- **New LAGFERRY jetties & terminals:** Complete construction of 13 terminals (MWID & LASWA) to improve boarding capacity and reduce unreliable access
- **Lagos electric BRT:** Fast-track and scale deployment to expand mass-transit capacity and replace high-emission operations

B6. Universal Health Care

Improve maternal and child health & cut preventable deaths by strengthening primary and emergency/ neonatal care, closing immunization gaps, expanding affordable insurance coverage, and stabilizing the workforce and essential medicines.

- ★ **Ilera Eko scale-up:** Expand coverage to universal enrolment by 2030; offer premium subsidies for the poor and strengthen provider networks
- **MCC & PHC upgrades:** Upgrade neonatal/emergency readiness, staffing systems, supply-chain reliability, and telehealth pilots

★ Projects in the Lagos SDG deal book

- **Zero-dose & routine immunization surge:** Expand outreach to reach zero-dose children in peri-urban LGAs; deploy digital tracking and reminders

C Enhance Human Capacity

C1. Universal Basic Education and Completion

Achieve universal primary completion by identifying and enrolling every out-of-school child, removing poverty-linked cost barriers, and securing foundational literacy and numeracy through stronger teaching and targeted support. Projects include:

- ★ **Project zero +:** Bring out-of-school children back into classrooms; provide uniforms, transport support, and community trackers
- **EKOEXCEL:** Scale teacher development, digital content, coaching, and secondary-level retention incentives
- **Safe learning facilities:** Priorities school construction in flood-risk or overcrowded areas

D Advance Climate and Sustainability Agenda

D1. Clean Air, Waste and Energy Transition

Build a cleaner, lower-emission Lagos enabling targeted citywide emissions tracking

- **Clean bus & generator standards:** Enforce emissions limits; expand low-sulphur fuel/CNG/e-buses; tighten inspection and compliance
- ★ **Waste-to-value initiative:** Convert organics to compost/biogas; enforce EPR with producers; build new recycling facilities
- **Municipal energy efficiency:** Retrofit public buildings with solar and smart meters

D2. Flood Management & Coastal Resilience

Protect people and economic assets from climate threats by strengthening flood management, coastal resilience, and risk financing mechanisms

- ★ **Stormwater drainage programme:** Expand pumps, basins, and smart sensors; establish routine desilting contracts with KPIs
- **Coastal defense & mangrove restoration:** Strengthen shoreline protection from Badagry to Epe; expand co-management with coastal communities

- **Resilience financing:** Expand micro-insurance pilots; scale evacuation routes and flood warning systems

E Promote Inclusive and Equitable Development

E1. Universal Basic Education and Completion

Strengthen social protection systems and inclusion by expanding safety nets, improving grievance redress, and supporting vulnerable groups in the context of climate and economic transition.

- ★ **Eko cares 2.0:** Disburse cash transfers linked to education/health outcomes; expand grievance redress and digital targeting
- **Women-focused safety nets:** Expand maternal insurance, childcare credits, and GBV response services; strengthen livelihoods grant
- **Just transition support:** Scale skills training and micro-grants for workers displaced by climate and transport reforms

5.3. The Lagos SDG Deal Book

The Lagos VLR goes beyond presenting a project wish-list. It introduces a Deal Book: a practical, investment-facing index that maps flagship projects to the institutions, partners, and financing instruments required for delivery.

Only the most strategic projects, those with scale (catalytic impact, and financing potential) are included here. For each, the Deal Book specifies:

- Lead MDA accountable for delivery
- Partners (private developers, DFIs, NGOs, corporates)
- Indicative costs & potential funding route (PPP, blended finance, climate funds, municipal bonds, philanthropy)
- Expected outcomes by 2030

One example is the Ilera-Eko Scale-Up project: expanding health insurance from 1 million to 21 million Lagosians by 2030. With seed investment of \$30 million OPEX over five years, and partnerships already in motion (World Bank, BMGF, IsDB, USAID, JICA), this project is positioned to lift 2 million people out of poverty and prevent thousands of child deaths.

- ★ Projects in the Lagos SDG deal book

Exhibit 5.3.1. illustrates how each flagship project in the Lagos 2030 portfolio is matched to the most suitable financing pathway. Some projects, such as Urban Slum Renewal, Project Zero+, and the Citywide Drainage Upgrade, will depend primarily on State CapEx and budget allocations, given their strong public-good nature and need for direct fiscal commitment.

Others, like Affordable Homes 2030, Adiyari II & Ishashi Water Plants, and Mass Transit expansions, are best delivered through Public-Private Partnerships (PPPs), leveraging private capital and technical expertise while the State provides land, guarantees, or regulatory support.

Transformative social and economic projects, such as the Ilera-Eko Health Scale-Up, Food Security Hubs, and Industrial Parks & R&D, align well with Development Finance Institutions (DFIs), whose concessional lending can catalyze scale. Meanwhile, climate-focused initiatives, Flood & Coastal Resilience, Waste-to-Value, and Clean Bus Fleet Standards, are positioned to access green finance and climate funds, given their alignment with mitigation and adaptation goals.

Smaller, socially targeted projects like Maternal & Child Nutrition, Women-focused Safety Nets, and Digital Bootcamps are best suited to philanthropic and foundation partners, who can deploy catalytic capital into underserved areas. Finally, cross-cutting innovations such as Youth Apprenticeships @ Scale, Inclusive Housing Finance, and Flood Micro-Insurance will require blended finance approaches, combining concessional public funds with private investment to de-risk new models. Together, this financing menu demonstrates that Lagos is not relying on a single funding source, but strategically matching each initiative to the instrument best able to unlock delivery. It signals a pragmatic, investable approach that blends fiscal discipline, private sector partnership, concessional funding, and climate-aligned finance.

Chapter 5 is the pivot point of this Review. It translates the evidence of Chapter 2, the priorities of Chapter 4, and the cross-cutting levers into a concrete portfolio of projects and investments.

These projects are more than infrastructure pipelines. They are the delivery vehicles for the State's 2030 agenda: vehicles that will expand opportunity for young people, safeguard vulnerable families, make water and housing accessible, build resilience against floods, and create the conditions for inclusive economic growth.

By distilling ambitions into programmes, projects, and a Deal Book, Lagos demonstrates a willingness to move from diagnosis to delivery.

The next chapter sets out how this will be achieved: through governance structures, partnerships, financing frameworks, and accountability systems that will ensure that the Lagos 2030 portfolio is not only announced but fully delivered.

PROGRAM	PROJECT	SCOPE	COST	FINANCING ROUTE	KEY PARTNERS	LEAD MDA
A1 Industry & MSME Productivity	MSME Productivity Clinics	Scale LSETF clinics to fund, digitise, and formalise 300,000 MSMEs by 2030 across all LGAs	\$30M	<ul style="list-style-type: none"> Blended & Innovative Finance Lagos State Financing 	<ul style="list-style-type: none"> DFIs & Philanthropic Org Commercial banks/MFI Fintech/PSP5 SME/Market Association 	Ministry of Commerce, Cooperative Trade and Investment
A2 Youth Jobs & Employer linked skills	Employability Support Project (LSESP)	Train and place 500,000 NEET youth by 2030 through LSETF employability programs, scaled cohort trainings, apprenticeships and job matching	\$125M	<ul style="list-style-type: none"> DFIs/MDBs Lagos State Financing Philanthropy 	<ul style="list-style-type: none"> DFIs & Philanthropic Org Employer consortia & artisan guilds Assessment/certification bodies 	Ministry of Commerce, Cooperative Trade and Investment
B1 Sanitation Infra. & WASH Enforcement	Waste Water Treatment for Growth Corridors	Build or rehabilitate 3 WWTPs with trunk/feeder sewers and industrial pre-treatment in 3 priority basins	\$890M	<ul style="list-style-type: none"> Blended & Innovative Finance DFI's/MDBs 	<ul style="list-style-type: none"> MDBs Green climate funds Private concessionaires Industrial Estate Associations 	Ministry of Environment & Water Resources
B2 Affordable Housing & Slum Upgrading	Lagos Affordable Homes 2030	Deploy serviced-land PPPs with on-site affordable quotas and faster approvals to build large mixed-income estates across Lagos, shrinking the housing deficit and slowing slum growth	\$1.2B	<ul style="list-style-type: none"> Private Sector Blended & Innovative Finance Lagos State Financing 	<ul style="list-style-type: none"> MDBs/DFIs Private developers Pension funds Philanthropic & concessional housing finance 	Ministry of Housing, Ministry of Physical Planning and Urban Development
B2 Affordable Housing & Slum Upgrading	Urban Slum Renewal Programme	Upgrade informal settlements (slums) with on site drainage, paving, streetlights, toilets and basic tenure through micro-phased works that avoid displacement	\$900M	<ul style="list-style-type: none"> DFI's/MDBs Lagos State Financing 	<ul style="list-style-type: none"> Donor agencies MDBs/DFIs Philanthropic urban development funds 	Ministry of Housing, Ministry of Physical Planning and Urban Development
B3 Clean Water Production & Distribution	Adiyan II & Ishashi Optimisation	Fix and finish key plants (Adiyan II, Ishashi, Iju), repair leaky networks and expand metering so more Lagosians get safe, piped water	\$670M	<ul style="list-style-type: none"> Private Sector DFI's/MDBs Blended & Innovative Finance 	<ul style="list-style-type: none"> MDBs/DFIs Concessional Finance Funds PPP utility operators Billing/collection partners 	Ministry of Environment & Water Resources
B4 Food Security & Nutrition	Lagos Outgrower Initiative	Contract smallholders and medium farms on seasonal offtake, route harvests through the Food Systems & Logistics Hub for grading and storage, and supply Ounjé Eko and public buyers to reduce waste and stabilize food prices	\$190M	<ul style="list-style-type: none"> Private Sector Blended Finance 	<ul style="list-style-type: none"> MDBs/DFIs Aggregators/Farmer Coops. Logistics & Storage Hubs 	Ministry of Agriculture & Food Systems

A Stimulate Economic growth and create jobs

B Improve economic conditions of Lagosians

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D Advance Climate and Sustainability Agenda

E Promote Inclusive and Equitable Development

PROGRAM	PROJECT	SCOPE	COST	FINANCING ROUTE	KEY PARTNERS	LEAD MDA
B5 Urban Mobility & Access	Lagos Rail Transit Expansion	Construct and operate 4 new rail lines spanning over 210km to expand transport access and serve 3M+ daily riders in Lagos by 2030	\$9.6B	<ul style="list-style-type: none"> Blended Finance DFI's/MDBs Lagos State Financing 	<ul style="list-style-type: none"> MDBs/DFIs PPP consortia Private rail operators 	Ministry of Transportation, Ministry of Finance, Ministry of Physical Planning and Urban Development
B6 Universal Health & Care	Ilera-Eko Scale-Up	Scale Lagos health insurance scheme (Ilera Eko), a social protection program using subsidies to protect families from catastrophic health costs, guaranteeing affordable care and strengthening maternal and child health	\$30M	<ul style="list-style-type: none"> DFI's/MDBs Lagos State Financing Philanthropy 	<ul style="list-style-type: none"> MDBs/DFIs Philanthropic org Health Provider networks Enrolment/ Payment Processors 	Ministry of Health
C1 Universal Basic Education & Completion	Project Zero+	Deploy cost relief levers (meals, uniforms and school kits) to drive large-scale re-enrolment and sustained retention of 84k out-of-school children, enabling Lagos State to achieve universal primary completion by 2030	\$60M	<ul style="list-style-type: none"> Lagos State Financing DFI's/MDBs Philanthropy 	<ul style="list-style-type: none"> MDBs/DFIs Philanthropic/ Civil society M&E Partners 	Ministry of Education
D1 Clean Air, Waste Energy & Industrial Standards	Waste-to-Value	Deploy a \$400M WTE plant and supporting material recovery facilities to reduce landfill use, generate clean power for up to 2M residents and support the state's energy transition by 2030	\$427M	<ul style="list-style-type: none"> DFI's/MDBs Lagos State Financing 	<ul style="list-style-type: none"> MDBs/DFIs Concessional climate funds IPP1 /WTE Developers Recyclers/MRF operators 	Ministry of Environment & Water Resources
D2 Flood Management & Coastal Resilience	Stormwater Drainage Upgrade	Upgrade drainage basins, install pumping stations and scale routine desilting, backed by emergency flood abatement teams and removal of structures blocking drains to protect ~5M Lagosians and eliminate urban flooding by 2030	\$185M	<ul style="list-style-type: none"> DFI's/MDBs Lagos State Financing 	<ul style="list-style-type: none"> MDBs/DFIs PPP operators Dredging & Civil contractors 	Ministry of Environment & Water Resources
E1 Social Protection & Just Transition	Eko Cares 2. MSME0.	Provide digitally-targeted cash transfers and grievance redress mechanisms to protect Lagos' poorest households during shocks, using LASRRA digital ID and LASSR to reach about 1M households by 2030	\$217M	<ul style="list-style-type: none"> Lagos State Financing Philanthropy 	<ul style="list-style-type: none"> Payments providers NGOs 	Ministry of Women Affairs and Poverty Alleviation

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Exhibit 5.3.2. Indicative Financing Route for Dealbook Projects

PROGRAM	COST	LAGOS STATE FINANCING	PRIVATE SECTOR FINANCING	BLENDED & INNOVATIVE FINANCE	DFI & MULTI-LATERAL SUPPORT	PHILANTHROPY & NON-PROFIT CAPITAL
A1 MSME Productivity Clinics	\$30M	☆		☆		
A2 Employability Support Project (LSESP)	\$125M	☆		☆	☆	
B1 Waste Water Treatment for Growth Corridors	\$890M			☆	☆	
B2 Lagos Affordable Homes 2030	\$1.2B	☆	☆	☆		
B2 Urban Slum Renewal Programme	\$900M	☆			☆	
B3 Adiyari II & Ishashi Optimization	\$670M		☆	☆	☆	
B4 Lagos Outgrower Initiative	\$190M		☆	☆		
B5 Lagos Rail Transit Expansion	\$9.6B	☆		☆	☆	
B6 Ilera-Eko Scale-Up	\$30M	☆			☆	☆
C1 Project Zero+	\$60M	☆			☆	☆
D1 Waste-to-Value	\$427M	☆			☆	
D2 Stormwater Drainage Upgrade	\$185M	☆			☆	
E1 Eko Cares 2.0	~217M	☆				☆

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Delivering the Vision:

Governance & Partnerships

- 6.1. **Institutional Framework for Delivery**
- 6.2. **Partnerships for Acceleration**
- 6.3. **Financing the Lagos 2030 Portfolio**
- 6.4. **Performance Management and Data**



6 Delivering the Vision: Governance & Partnerships

6.1. Institutional Framework for Delivery

To translate ambition into outcomes, Lagos must ensure that its institutions are equipped to deliver. The Office of Sustainable Development Goals (OSDG) sits at the heart of this framework. Established in 2019, the OSDG has grown into the State's core delivery unit for the SDGs: supervising implementation, coordinating across ministries, departments and agencies (MDAs), and reporting progress both nationally and globally. Around this core, the governance framework relies on three pillars of accountability:

- **MDA SDG Champions:** Each priority ministry has designated senior "champions" responsible for embedding SDG targets into sector plans, annual budgets, and monitoring frameworks. This ensures the flagship projects identified in Chapter 5 are directly linked to operational budgets and day-to-day management.
- **National Linkages:** The OSDG works closely with the Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs), ensuring Lagos' progress contributes to Nigeria's Voluntary National Reviews and international commitments.
- **Stakeholder Forum:** A standing platform will bring together private sector, civil society, academia, and community voices to co-design solutions, strengthen implementation, and ensure that delivery reflects lived realities.

6.2. Partnerships for Acceleration

Lagos cannot deliver the SDGs alone. The scale of investment needed far outstrips public resources. Success will depend on a whole-of-society approach that mobilizes private capital, development partners, philanthropy, and civil society.

- **Private Sector:** Expanding PPPs in housing, water, and transport; investing in digital innovation, fintech, and green industries; and supporting MSME productivity through finance and technology.
- **Development Finance Institutions (DFIs):** Scaling concessional finance for health insurance, food hubs, industrial parks, and flood resilience. DFIs are critical to lowering the cost of capital and sharing risk for large-scale infrastructure.
- **Philanthropy and Foundations:** Providing catalytic funds for social interventions: maternal and child

nutrition, gender-based violence response, and digital skilling for youth. These investments often plug critical gaps where public or commercial finance may not reach.

- **Civil Society and Communities:** Ensuring that interventions are inclusive, accountable, and rooted in the realities of Lagos' residents. Community participation, from Makoko to Badagry, from Egan to Ikorodu, will remain the anchor of "leave no one behind."

6.3. Financing the Lagos 2030 Portfolio

The flagship projects outlined in Chapter 5 will require unprecedented levels of investment. Lagos is adopting a blended financing model, strategically matching each project to the most appropriate instrument.

- **State CapEx and Budgets:** to fund core public goods such as slum upgrading, Project Zero+, and drainage infrastructure.
- **Public-Private Partnerships (PPPs):** for capital-intensive projects like Affordable Homes 2030, Adiyin II Water Plant expansion, and Blue/Red Line transit systems.
- **Development Finance Institutions:** to drive concessional investment in social and economic sectors including health, agriculture, and industrial innovation.
- **Philanthropy and CSR:** to support targeted programmes that protect the most vulnerable.
- **Blended & Innovative Finance:** for inclusive and experimental models like Youth Apprenticeships at Scale and Flood Micro-Insurance.

6.4. Performance Management and Data

One of Lagos' greatest innovations is embedding performance management and data into the heart of the VLR. Delivery will be monitored through four mechanisms:

- **Annual SDG Stocktake:** publishing a yearly progress report against the 88+ localized indicators, updated through the Lagos Data Compendium.
- **Digital Dashboard:** a public-facing platform, allowing citizens and partners to view real-time progress by SDG, programme, and flagship project.

- **Citizen Scorecards:** surveys and focus groups in Lagos communities such as Makoko, Agege, Badagry, and Ikorodu to track perception, equity, and access.
- **Independent Reviews:** academic and independent think tanks engaged to validate data, assess delivery, and recommend adjustments.

This Voluntary Local Review has followed a deliberate journey. Chapter 2 provided the baseline of where Lagos stands. Chapter 4 defined the SDGs that matter most. Chapter 5 outlined the flagship projects that can change lives.

This chapter ensures that these ambitions will not remain aspirational. By embedding delivery in strong institutions, mobilizing a whole-of-society partnership, financing through innovative blends, and ensuring transparency through data and citizen voice, Lagos is demonstrating that the SDGs can be more than a reporting exercise, they can be a delivery blueprint.

The task ahead is urgent. But with governance anchored in the OSDG, partnerships spanning government, private sector, donors, and citizens, and accountability mechanisms that give Lagosians a voice, the State can accelerate progress and safeguard its future.

Lagos is ready to deliver!

Annexes and Metadata

Exhibits

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Deal Book Charters





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Exhibit 3.1.14	SDG 4: Quality Education	Proportion of youth and adults with ICT skills [4.4.1]
Exhibit 3.1.15	SDG 4: Quality Education	Proportion of qualified teachers (primary school) [4.c.1]
Exhibit 3.1.16	SDG 4: Quality Education	Proportion of qualified teachers (secondary school) [4.c.1]
Exhibit 3.1.33	SDG 10: Reduced Inequality	Growth rates of salary among the bottom 40% of the population [10.1.1]
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Exhibit 5.3.2	Chapter 5: Flagship Projects Overview	Financing Menu and Pathways

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From Ideas to Action: Lagos' 2030 Flagship Projects

\$14.5B
Total Project Value

PROGRAM	PROJECT	SCOPE	COST	FINANCING ROUTE	KEY PARTNERS	LEAD MDA
A1 Industry & MSME Productivity	Productivity Clinics	Scale LSETF clinics to fund, digitise, and formalise 300,000 MSMEs by 2030 across all LGAs	\$30M	<ul style="list-style-type: none"> Blended & Innovative Finance Lagos State Financing 	<ul style="list-style-type: none"> DFIs & Philanthropic Org Commercial banks/MFI Fintech/PSP5 SME/Market Association 	Ministry of Commerce, Cooperative Trade and Investment
A2 Youth Jobs & Employer linked skills	Employability Support Project (LSESP)	Train and place 500,000 NEET youth by 2030 through LSETF employability programs, scaled cohort trainings, apprenticeships and job matching	\$125M	<ul style="list-style-type: none"> DFIs/MDBs Lagos State Financing Philanthropy 	<ul style="list-style-type: none"> DFIs & Philanthropic Org Employer consortia & artisan guilds Assessment/certification bodies 	Ministry of Commerce, Cooperative Trade and Investment
B1 Sanitation Infra. & WASH Enforcement	Waste Water Treatment for Growth Corridors	Build or rehabilitate 3 WWTPs with trunk/feeder sewers and industrial pre-treatment in 3 priority basins	\$890M	<ul style="list-style-type: none"> Blended & Innovative Finance DFI's/MDBs 	<ul style="list-style-type: none"> MDBs Green climate funds Private concessionaires Industrial Estate Associations 	Ministry of Environment & Water Resources
B2 Affordable Housing & Slum Upgrading	Lagos Affordable Homes 2030	Deploy serviced-land PPPs with on-site affordable quotas and faster approvals to build large mixed-income estates across Lagos, shrinking the housing deficit and slowing slum growth	\$1.2B	<ul style="list-style-type: none"> Private Sector Blended & Innovative Finance Lagos State Financing 	<ul style="list-style-type: none"> MDBs/DFIs Private developers Pension funds Philanthropic & concessional housing finance 	Ministry of Housing, Ministry of Physical Planning and Urban Development
B2 Affordable Housing & Slum Upgrading	Urban Slum Renewal Programme	Upgrade informal settlements (slums) with on site drainage, paving, streetlights, toilets and basic tenure through micro-phased works that avoid displacement	\$900M	<ul style="list-style-type: none"> DFI's/MDBs Lagos State Financing 	<ul style="list-style-type: none"> Donor agencies MDBs/DFIs Philanthropic urban development funds 	Ministry of Housing, Ministry of Physical Planning and Urban Development
B3 Clean Water Production & Distribution	Adiyan II & Ishashi Optimisation	Fix and finish key plants (Adiyan II, Ishashi, Iju), repair leaky networks and expand metering so more Lagosians get safe, piped water	\$670M	<ul style="list-style-type: none"> Private Sector DFI's/MDBs Blended & Innovative Finance 	<ul style="list-style-type: none"> MDBs/DFIs Concessional Finance Funds PPP utility operators Billing/collection partners 	Ministry of Environment & Water Resources
B4 Food Security & Nutrition	Lagos outgrower initiative	Contract smallholders and medium farms on seasonal offtake, route harvests through the Food Systems & Logistics Hub for grading and storage, and supply Ounje Eko and public buyers to reduce waste and stabilize food prices	\$190M	<ul style="list-style-type: none"> Private Sector Blended Finance 	<ul style="list-style-type: none"> MDBs/DFIs Aggregators/Farmer Coops. Logistics & Storage Hubs 	Ministry of Agriculture & Food Systems

B5 Urban Mobility & Access	Lagos Rail Transit Expansion	<p>Construct and operate 4 new rail lines spanning over 210km to expand transport access and serve 3M+ daily riders in Lagos by 2030</p>	\$9.6B	<ul style="list-style-type: none"> • Blended Finance • DFI's/MDBs • Lagos State Financing 	<ul style="list-style-type: none"> • MDBs/DFIs • PPP consortia • Private rail operators 	Ministry of Transportation, Ministry of Finance, Ministry of Physical Planning and Urban Development
B6 Universal Health & Care	Ilera-Eko Scale-Up	<p>Scale Lagos health insurance scheme (Ilera Eko), a social protection program using subsidies to protect families from catastrophic health costs, guaranteeing affordable care and strengthening maternal and child health</p>	\$30M	<ul style="list-style-type: none"> • DFI's/MDBs • Lagos State Financing • Philanthropy 	<ul style="list-style-type: none"> • MDBs/DFIs • Philanthropic org • Health Provider networks • Enrolment/Payment Processors 	Ministry of Health
C1 Universal Basic Education & Completion	Project Zero+	<p>Deploy cost relief levers (meals, uniforms and school kits) to drive large-scale re-enrolment and sustained retention of 84k out-of-school children, enabling Lagos State to achieve universal primary completion by 2030</p>	\$60M	<ul style="list-style-type: none"> • Lagos State Financing • DFI's/MDBs • Philanthropy 	<ul style="list-style-type: none"> • MDBs/DFIs • Philanthropic/Civil society Developers • M&E Partners 	Ministry of Education
D1 Clean air, waste energy & industrial standards	Waste-to-Value	<p>Deploy a \$400M WTE plant and supporting material recovery facilities to reduce landfill use, generate clean power for up to 2M residents and support the state's energy transition by 2030</p>	\$427M	<ul style="list-style-type: none"> • DFI's/MDBs • Lagos State Financing 	<ul style="list-style-type: none"> • MDBs/DFIs • Concessional climate funds • IPP1 /WTE Developers • Recyclers/MRF operators 	Ministry of Environment & Water Resources
D2 Flood management & coastal resilience	Stormwater Drainage Upgrade	<p>Upgrade drainage basins, install pumping stations and scale routine desilting, backed by emergency flood abatement teams and removal of structures blocking drains to protect ~5M Lagosians and eliminate urban flooding by 2030</p>	\$185M	<ul style="list-style-type: none"> • DFI's/MDBs • Lagos State Financing 	<ul style="list-style-type: none"> • MDBs/DFIs • PPP operators • Dredging & Civil contractors 	Ministry of Environment & Water Resources
E1 Social Protection & Just Transition	Eko Cares 2.	<p>Provide digitally-targeted cash transfers and grievance redress mechanisms to protect Lagos' poorest households during shocks, using LASRRA digital ID and LASSR to reach about 1M households by 2030</p>	\$217M	<ul style="list-style-type: none"> • Lagos State Financing • Philanthropy 	<ul style="list-style-type: none"> • Payments providers • NGOs 	Ministry of Women Affairs and Poverty Alleviation

A Stimulate Economic growth and create jobs

B Improve economic conditions of Lagosians

C Enhance Human Capacity

D Advance Climate and Sustainability Agenda

E Promote Inclusive and Equitable Development

MSME Productivity Clinics | Expand LSETF Clinics to enhance productivity of 300K MSMEs Through Low-cost Lending, Business Advisory, and Digital Access by 2030



Linked SDGs



Objectives

Scale LSETF¹ Productivity Clinics, bundling low-cost lending (9% interest), business support advisory & relevant payment channels (via existing fintech partners) to reach 300K MSMEs by 2030

Project context

- Lagos has a large, predominantly informal MSME base. Many firms lack affordable credit, proper structure & digital payment access, limiting productivity & bankability
- To address this gap, LSETF has provided loans, trainings, mentorship, and market access to MSMEs, but current traction is insufficient to cover Lagos' MSME base (~1-3Mn)
- Building on this foundation, MSME Productivity Clinics will scale coverage in underserved LGAs, turning existing programmes into a citywide, high-throughput delivery model

Project details

- **Ambition:** Support 300,000 MSMEs by 2030, raising adoption of simple records and digital payments, and increasing throughput into LSETF low interest loans (9%)
- **Delivery model:**
 - **Target & Acquisition:** Micro & small businesses, incl. women- & youth-led firms, in low-coverage LGAs & major markets, sourced through LSETF liaison offices, LMIS² referrals, trade associations, & market-day activations
 - **Value proposition:** Clinic provide **bundled service** incl. business coaching on simple sales/expense tools, onboarding to POS and e-commerce platforms, & preparing clients for LSETF's 9% loan product
- **Funding utilisation:**
 - **Clinic operations:** Rent/fit out small sites and pop-ups, cover staff, training and outreach costs
 - **Loan capital:** Add capital to the LSETF 9% loan pool, keep a portion for clinic clients, increase with growth
 - **Digital onboarding:** Pay merchant sign-up/caution fees and software licences for business productivity tools

Lead MDA

Ministry of Commerce, Cooperative Trade & Investment

Coordinating Agency

Lagos State Employment Trust Fund (LSETF), LASMI⁴

Potential Partners

- DFIs
- Philanthropic
- Fintech platforms
- Business Development Providers
- Liaison Actors (e.g., LGAs)

Traction

40K+

+ MSMEs supported

200K+

New jobs created

Estimated Cost

\$30M

5-year Capital & OPEX

Return Profile

Impact-Adjusted Return: needs concessional financing (<9%) to scale lending funding while ensuring margins to cover OPEX

Financing Route

- Blended & Innovative Finance
- Lagos State Financing

Outcomes

1.5M

New jobs created³

Impact

300K

MSMEs supported

Risks and Mitigation

Risks	Mitigation
Funding gap	Leverage concessional finance from MDB's/DFIs to reduce pressure on state budgets
Low uptake by informal MSMEs	Build awareness through low-cost P2P channels (e.g., market associations) and ensure clinics are visible in local councils
Repayment risk	Phased disbursements, early-warning triggers and targeted aftercare including simple repayment plans
Network coverage at scale	Use LSETF liaison offices, Job Hubs and LMIS touchpoints for fixed clinics, with scheduled pop ups in underserved markets; publish a monthly clinic roster by LGA

¹ Lagos State Employment Trust Fund ² Labour Market Information System ³ Job creation proxy (X5 with current rate of 40MSME's resulting in 200K jobs)

⁴ Lagos State Microfinance Institution

Source: LASG MDAs

Employability Support Project (LSESP) | Scale coverage of skills centres & apprenticeships to train & place 500K residents by 2030 to help close YNEET gap by 2030



Linked SDGs



Objectives

Train and place 500,000 NEET⁴ youth by 2030 through LSETF¹ employability programs, scaled cohort trainings, apprenticeships and job matching

Project context

- Although learning centres graduate thousands yearly, roughly 16% of Lagos youth remain NEET² lacking practical skills, work experience, & clear pathways to employment
- LSETF addresses this through training bootcamps, technical & vocational certifications & supports job placement initiatives. Despite progress, efforts remain far below the scale required to reach 1.6M by 2030
- This project will scale coverage of LSETF's employability and job placement programs to close ~31% of the NEET gap by 2030

Project details

- **Ambition:** Train and empower ~500,000 Lagos residents (particularly women, vulnerable groups) by 2030, closing 31% of Youth NEET gap
- **Delivery model:**
 - **Training & skills bootcamp:** LSETF provides short vocational and employability programs in ICT, creative industries, construction, and growth sectors
 - **Apprenticeship & internship:** Participants placed in on-the-job learning with registered firms; participants receive starter kits, mentorship, and employability certification
 - **Job Placement & labour market linkages:** LSETF organises job fairs, open days, and recruitment drives; provides transport, supports interviews and trade tests; tracks job outcomes
- **Funding utilisation:**
 - **Centre capacity:** Support trainers, curricula, digital learning, consumables, and expansion of training bootcamps
 - **Apprenticeship support:** Fund stipends, starter kits & small grants for top apprentices
 - **Placement support and tracking:** Fund job fairs, employer outreach, & data collection

Lead MDA

Ministry of Commerce, Cooperative Trade & Investment

Coordinating Agency

Lagos State Employment Trust Fund (LSETF)

Potential Partners

- DFIs
- Philanthropies
- Private sector
- Local actors
- Infrastructure & EdTech

Traction

~20K+ Youths trained through LSETF in the past 6 years

Estimated Cost

\$125M 5-year OPEX

Return Profile

Social impact Core social return (jobs and skills) with startup toolkits requiring subsidies; not directly commercial

Financing Route

- Blended & Innovative Finance
- Lagos State Financing
- Philanthropy

Outcomes

~400K

Youths certified from training

~420K

Youths placed in jobs⁴

Impact

~420K

Youths equipped with vocational skills & training

Risks and Mitigation

Risks	Mitigation
Capacity constraint at centres	Co-fund instructors and tools, run double and weekend shifts, and phase expansion by district demand
Quality dilution at larger trainee volumes	Use standard curricula and trainer rosters, and run simple assessments and trade tests before scaling next phase
Placement shortfall	Use LSETF job matching & employer open days, & publish 3-6 months placement metric for accountability

¹Lagos State Employment Trust Fund ² Not in Education, Employment, or Training ³ Local Council Development Area ⁴ Includes contract/full time jobs, paid internships and self employment

Source: LASG MDAs

Lagos Affordable Homes 2030 | Build 200,000 new affordable homes by 2030 to cut Lagos' housing deficit and create millions of local jobs



Linked SDGs



Objectives

Build or rehabilitate 3 wastewater treatment plants in priority basins and enforce industrial pre-treatment so less sewage reaches rivers and lagoons

Project context

- Only ~2% of sewage is treated, and septic compliance is ~5%, leaving rivers and lagoons exposed to untreated effluent
- Lagos has identified priority catchments and wastewater treatment plant (WWTP) options and is developing PPP/O&M¹ and enforcement approaches for industrial pre-treatment
- This project aims to build/rehabilitate 3 priority WWTPs with trunk sewers and enforce pre-treatment through testing and penalties to lift safe treatment coverage

Project details

- **Ambition:** Deliver wastewater treatment for at 3 high-risk basins and industrial hubs by 2030
- **Delivery model:**
 - Build 3 wastewater treatment plants in key basins (e.g., Lekki, Amuwo-Odofin, Apapa-Oshodi)
 - Lay trunk and lateral sewers to connect dense communities and industrial areas
 - Enforce industrial pre-treatment with inspections, labs, and penalties
 - Operate plants under PPP contracts with performance targets and cost recovery
- **Funding utilisation:**
 - Construct plants and extend sewer networks
 - Equip labs and hire inspectors
 - Add sludge-to-energy or co-processing units to cut O&M costs

Lead MDA

Ministry of Environment & Water Resources

Coordinating Agency

LSWMO³, LSWC⁴

Potential Partners

- Multilateral development banks
- Green climate funds
- Green bond investors
- Private concessionaires
- Private developers/PPP operators

Traction

Waste water treatment plants were announced as bankable projects in the 2024 Lagos Climate Adaptation and Resilience Plan (LCARP)

Estimated Cost

\$890M

5-year total (incl. \$137.5M OPEX)

Return Profile

Impact-Adjusted Market Return: Industry effluent fees and user charges with concessional financing

Financing Route

- Blended & Innovative Finance
- DFI's/MDBs

Outcomes

2M

Residents benefit from cleaner environment²

Impact

3 Plants

built/rehabbed with 500-800K PETC¹

Risks and Mitigation

Risks	Mitigation
Financing delays	Secure long-term concessional financing & sign multi-year PPP contracts to avoid delays or disruptions
Flow shortfall (under-loading)	Phase sewers toward each plant, mandate connections for new builds, & lock minimum industrial flows with pre-treatment
Weak industrial compliance	Issue enforceable permits and apply penalties as required
Tariff pushback	Keep a low lifeline fee, raise charges only after service improves

¹ PPP – Public Private Partnerships; O&M – Operations & Maintenance; PETC- People equivalent treatment capacity ² Assuming 3 plants operate at 500-800k people equivalent capacity ³ Lagos State Wastewater Management Office ⁴ Lagos State Water Corporation
 Source: LASG MDAs

Lagos Affordable Homes 2030 | Build 200,000 new affordable homes by 2030 to cut Lagos' housing deficit and create millions of local jobs



Linked SDGs



Objectives

Deploy serviced-land PPP's with on-site affordable quotas and faster approvals to build large mixed-income estates across Lagos, shrinking the housing deficit and slowing slum growth

Project context

- Lagos carries an estimated ~3-million-unit housing deficit and only ~25% of households are in formal housing
- State programs exist (e.g., HOMS¹) but have only constructed ~10k houses since launch, clear progress, but far below need
- This project aims to unlock large serviced sites, inclusionary PPP delivery, and stronger end-user finance so annual output rises materially, and the formal share grows

Project details

- **Ambition:** Reach a 40k homes/year run-rate by 2030 to build 200,000 homes by 2030 and narrow today's housing deficit
- **Delivery model:**
 - Government services land with roads, drainage, water, and power before developers mobilize
 - Developers engaged through public-private partnerships, required to include affordable housing quotas
 - Families purchase through rent-to-own or concessional mortgages, capped at 30% of income
 - Sales proceeds and guarantees recycled into new phases, targeting 200,000 homes
- **Funding utilisation:**
 - Prepare land and trunk infrastructure
 - Provide grants to deliver affordable units within estates
 - Capitalize mortgage/guarantee window to unlock private finance

Lead MDA

Ministry of Housing, Ministry of Physical Planning & Urban Dev.

Coordinating Agency

LASURA¹, LBIC¹, LSLB¹

Potential Partners

- Multilateral banks
- Private developers
- Pension funds
- Philanthropic & concessional housing finance

Traction

10K houses built since launch

Estimated Cost

\$1.2B 5-year CAPEX (revolving fund)

Return Profile

Impact-Adjusted Market Return: (State/donor concessional support + commercial sales of mid/high-income units)

Financing Route

- Private Sector
- Blended & Innovative Finance
- Lagos State Financing

Outcomes

1M
Lagosians gain access to decent housing²

2M
Increase in jobs from construction

Impact

200K affordable homes delivered by 2030

Risks and Mitigation

Risks	Mitigation
Cost spikes	Lock framework contracts with indexed pricing & pool bulk &/or local procurement of core materials
Land disputes	Expand digital land registry and release serviced land with clear titles
Delays and abandonment	Use performance-linked PPP contracts, bridge financing, and create a "fast-track approvals" desk in Planning Ministry
Low affordability uptake	Hardwire quotas in PPP contracts and pair with rent-to-own plus mortgage guarantees for median-income buyers

PPPs – Public Private Partnerships; LASURA – Lagos State Urban Renewal Agency; LBIC - Lagos State Building Investment Company; HOMS – Home Ownership Mortgage Scheme; ¹ Lagos State Land Bureau ² Assumes at least 5 housed people per home

Source: LASG MDAs

Urban Slum Renewal | Upgrade major slums with drainage, lighting, and toilets to give slum residents safer & healthier living conditions



Linked SDGs



Objectives

Upgrade informal settlements (slums) with on site drainage, paving, streetlights, toilets, basic tenure, through micro-phased works that avoid displacement

Project context

- Many large informal settlements (e.g., Makoko/Iwaya, Ajegunle, Badia East, Bariga, Mushin) still face flooding, poor sanitation, weak lighting, and insecure tenure
- Lagos policy favors in-situ renewal under LASURA to upgrade communities without displacement, using standard templates and community input
- This project aims to apply a standard block-by-block package (drains, paved lanes, lights, toilets, etc) & tie each finished block into city water and drainage, keeping areas flood-safe & clean

Project details

- **Ambition:** Upgrade the highest-risk slums first (Makoko, Ajegunle, Badia East, Bariga, Mushin, etc.) in situ, without displacement, to cover ~50% of residents in the worst conditions by 2030
- **Delivery model:**
 - Upgrade slums without displacement, using standard designs for lanes, drains, lighting, toilets and waste bays
 - Residents help map blocks, co-design improvements, and monitor works, ensuring upgrades reflect local needs
 - Contractors complete one block at a time; once finished, water and waste utilities are connected immediately
 - Households are provided with land documentation to strengthen occupancy rights and allow service enrolment
- **Funding utilisation:**
 - Finance block-level works (drains, paving, toilets, lights, waste pads)
 - Support tenure documentation and service connections

Lead MDA

Ministry of Housing, Ministry of Physical Planning & Urban Dev.

Coordinating Agency

LASURA¹, LASPEMA³

Potential Partners

- Donor agencies
- Multilateral banks
- Philanthropic urban development funds
- Service operators (e.g., utilities)
- Community facilitators

Traction

9

Upgrades of slum areas ongoing

Estimated Cost

\$900M

5-year CAPEX

Return Profile

Social Impact: Public/donor funded; benefits are social and fiscal via property values

Financing Route

- DFI's/MDBs
- Lagos State Financing

Outcomes

3.6M

Lagosians with healthier & safer living conditions²

Impact

50%

of slum areas upgraded by 2030

Risks and Mitigation

Risks	Mitigation
Operations & Maintenance Gaps	Sign simple service contracts & set aside a small monthly community fee with a city backup to keep services running
Eviction concerns	Put a clear no eviction rule in all contracts and build lane-by-lane with nearby temporary space so families stay in their homes
Delays/poor quality from contractors	Split work into small lots with performance bonds, hold weekly joint site walks, and replace defaulting contractors
Residual flooding	Size drains to match upstream capacity, keep maintenance access routes open, and fix choke points before paving

¹ LASURA – Lagos State Urban Renewal Agency; BoQs – Bill of Quantities (measured work to be performed) ² Assuming 50 slum areas are upgraded ³ Lagos State Planning and Environmental Monitoring Agency

Source: LASG MDAs

Adiyan II & Ishashi Optimisation | Rehabilitate and expand Lagos' main water plants to provide safe piped water to 2 million more residents by 2030



Linked SDGs



Objectives

Finish and fix key plants (Adiyan II, Ishashi, Iju), repair leaky networks, and expand metering so more Lagosians get safe, piped water

Project context

- Public supply reaches too few households; many rely on tankers, sachets, or boreholes that are costly and sometimes unsafe
- Lagos is completing Adiyan II, rehabilitating Ishashi/Iju, and planning network and metering upgrades, but losses and aging equipment still limit output
- This project aims to complete the plants, fix the leakiest districts with meters, and professionalize last-mile billing so an additional 2M+ residents get reliable, safe water

Project details

- Ambition:** Increase treated water production by 70 million gallons/day and reach 2 million more Lagosians by 2030
- Delivery model:**
 - Finalize Adiyan II to add 70 million gallons per day capacity with equipment and commissioning
 - Upgrade Ishashi and Iju with new pumps, filters, and controls to restore capacity
 - Implement district metering, pressure zones, and replace high-loss mains to cut leaks and improve billing
 - Explore private operators for last-mile distribution under service-level agreements
- Funding utilisation:**
 - Commission Adiyan II and plant rehabilitation
 - Fund metering, mains replacement, and billing systems
 - Maintain an operations reserve

Lead MDA

Ministry of Environment & Water Resources

Coordinating Agency

Lagos Water Corporation (LWC)

Potential Partners

- Multilateral banks
- Concessional climate funds
- Development Finance Institutions (DFIs)
- PPP utility operators

Traction

80%

Adiyan II at completion

Estimated Cost

\$670M

5-year total (incl. \$100M OPEX)

Return Profile

Impact-Adjusted Market Return: Concessional plant financing paired with household billing and PPP operations

Financing Route

- Private Sector
- DFI's/MDBs
- Blended & Innovative Finance

Outcomes

2M+

Additional residents with access to safe piped water¹

Impact

70M+

Gallons/day of treated water produced

Risks and Mitigation

Risks	Mitigation
Tariff pushback	Keep a low "lifeline" bill for the poorest, raise prices only after service improves
Network leaks	Pay bonuses for leak reduction, show a public leak/repair map, and install pressure-control valves in burst-prone zones
Power/chemicals breaks	Sign year-round supply contracts, keep backup generators and minimum stock on site, and fit energy-saving equipment
Procurement delays	Use standard contract templates, get funder sign-off before tender, and pre-order long-lead parts early

¹ Assuming 1M gallons/day can serve 7,500 households with 5 people per household

Source: LASG MDAs

Produce for Lagos Outgrower Initiative | Contract farmers and move produce through the Epe logistics hub to cut price spikes, reduce waste, and secure affordable supply for



Linked SDGs



Objectives

Contract smallholders and medium farms on seasonal offtake, route harvests through the Food Systems & Logistics Hub for grading and storage, and supply Ounjé Èkó and public buyers to reduce waste and stabilize prices across Lagos

Project context

- Lagos faces persistent food-price volatility and depends heavily on external supply; food inflation has been high and contributes materially to overall inflation pressures
- Lagos has launched discount markets through Ounjé Èkó and is developing a central Food Systems & Logistics Hub to strengthen storage and market access
- The project aims to ensure steady food supply, reduce waste, and make retail prices more predictable

Project details

- **Ambition:** Stand up an offtake-backed outgrower network tied to the Food Systems & Logistics Hub, supplying at least 500k tonnes of priority staples per year to key public buyers
- **Delivery model:**
 - Engage farmers with guaranteed offtake supported by input credit and extension services
 - Manage ward sheds and contracted trucks for grading, crating, and storage
 - Grade, store, and distribute food through Ounjé Èkó markets and other outlets
 - Direct crops needing processing to partner processors to reduce waste
- **Funding utilisation:**
 - Finance input credit and advisory services
 - Build/upgrade depots and fit out central hub equipment
 - Develop digital traceability and mini-labs
 - Cover programme management and 5-yr operations & maintenance

Lead MDA

Ministry of Agriculture & Food Systems

Coordinating Agency

LSADA⁴

Potential Partners

- Multilateral development banks
- Development finance institutions
- Commercial banks
- Impact/Food-systems hubs

Traction

150 cold and dry trucks commissioned at 2025 launch, supported by a ₦500bn offtake fund

Estimated Cost

\$60M 5-year total (incl. \$25M OPEX)²

Return Profile

Impact-Adjusted Market Return: Affordable retail via Ounjé Èkó paired with commercial storage/logistics fees

Financing Route

- Private Sector
- Blended Finance

Outcomes

4.5M Residents with access to affordable food³

25K Jobs created³

Impact

500K+ tonnes/year of staple food produced

Risks and Mitigation

Risks	Mitigation
Funding delays	Ring-fence program funds and sign multi-season vendor and transport contracts to avoid gaps
Price-spike from shocks	Operate a small buffer stock at the hub to smooth city supply during shocks, replenished post-spike
Public pushback on prices	Keep lifeline price points at Ounjé Èkó and publish weekly price boards
Farmer delivery shortfalls	Tie input credit to delivery, offer on-spec/on-time bonuses, and keep backup suppliers for shortfalls

¹ PPP – Public Private Partnerships; O&M – Operations & Maintenance; PETC- People equivalent treatment capacity ² ₦500bn fund covers guarantees to buy crops, truck fleet, and basic hub buildings; however, financing still needed for finishing hub equipment (graders, IT, labs), extra rural depots ('sheds'), digital traceability, management and 5-year running costs (power, staff, maintenance ³ Assuming the average Nigerian consumes 100-120kg of staple foods/year; Assuming project creates 40-60 jobs per 1k tonnes produced ⁴ Lagos State Agricultural Development Authority
Source: LASG MDAs

Lagos rail transit expansion | Build 4 rail lines to serve an additional 3M+ daily riders, expanding convenient public transport access from 65% to 75% of Lagosians



Linked SDGs



Objectives

Construct and operate 4 new rail lines spanning over 210 km to expand transport access and serve 3M+ daily riders in Lagos by 2030

Project context

- Only ~65% of Lagosians have convenient access to public transport; population growth is outpacing expansion, leaving 10–12M people underserved
- 2 rail lines are running, more planned, but peri-urban areas remain underserved
- This project will deliver 4 new rail lines, creating over 3M daily capacity and pushing transport access to ~75%

Project details

- **Ambition:** Reach ~75% transport access by 2030 via new rail corridors and serving an additional 3M+ riders daily
- **Delivery model:**
 - Complete the Green Line, already under phased construction
 - Advance the Purple Line from design into construction
 - Add the Yellow and Orange Lines as part of the network build-out
 - Procure and deploy trains to carry more than 3M passengers daily
- **Funding utilisation:**
 - Finance construction of ~210 km of rail track, stations, and viaducts
 - Procure high-capacity trains to handle 3M+ daily riders
 - Build depots, signalling, and electrification for reliable operations
 - Finance ticketing, safety systems, and retail integration
 - Line costs:
 - Green line: ~\$2.6B (70km; 1M daily passengers)
 - Purple line: ~\$2B (57km; 1.3M daily passengers)
 - Yellow line: ~\$1.6B (34km; 486K daily passengers)
 - Orange line: ~\$2.2B (48km; 378K daily passengers)

Lead MDA

Lagos State Ministry of Transportation, MOF¹, MPPUD²

Coordinating Agency

Lagos Metropolitan Area Transport Authority

Potential Partners

- Multilateral banks
- Development Finance Institutions (DFIs)
- PPP consortia and private rail operators

Traction

N146B (\$95M)

funding secured from Federal Government of Nigeria

Estimated Cost

\$9-10B

CAPEX

Return Profile

Impact-Adjusted Return (public investment and concessional finance + PPPs and ticket sales revenue)

Financing Route

- Blended Finance
- DFI's/MDBs
- Lagos State Financing

Outcomes

3M+

Additional daily riders

Impact

75%

Population with access to convenient transport

Risks and Mitigation

Risks	Mitigation
Mechanical failures delay operations	Prioritise maintenance training, source reliable parts, and pilot alternative rolling stock
Land acquisition delays and utility relocation slow construction	Streamline approvals with LASG and pre-clear critical corridors early
Ridership is below projections, limiting revenue	Improve feeder service integration and launch awareness campaigns to boost usage

¹ Ministry of Finance ² Ministry of Physical Planning and Urban Development
Source: LASG MDAs

ILERA EKO Scale-Up | Expanding affordable health coverage to 21 million Lagos residents, reducing high poverty rates and child deaths



Linked SDGs



Objectives

Scale Lagos health insurance scheme (Ilera Eko), a social protection program using subsidies to protect families from catastrophic health costs, guaranteeing affordable care and strengthening maternal and child health

Project context

- 67% of Lagos residents live below the poverty line, with most paying healthcare costs out-of-pocket
- Only 16% of residents are covered by social protection, driving extreme poverty and high child mortality
- This project aims to expand access to affordable healthcare in Lagos to address this problem by scaling subsidies and driving mass awareness to boost enrollment

Project details

- **Ambition:** Grow coverage from ~1.3 million to 21 million people by 2030
- **Delivery model:**
 - Affordable premiums set at N15k (\$10)/year per individual; N55k (\$36) for a family of four; N80k (\$52)/for a family of six, with N10k (\$7)/for each additional dependent under 23
 - Government subsidies cover 75% of public servants' premiums and provide one-year free coverage for pensioners
 - Telemedicine-enabled "Virtual Booths" and enrolment agents make registration simple for informal sector households
- **Funding utilisation:**
 - Grow insurance pool for Ilera Eko by blending government subsidies, donor contributions, and enrollee premiums to subsidise enrollments
 - Strengthen provider capacity to deliver quality services
 - Finance awareness campaigns to accelerate uptake

Lead MDA

Lagos State Ministry of Health

Coordinating Agency

Lagos State Health Management Agency

Potential Partners

- Multilateral development banks
- Global health funds
- Concessional social protection funds
- Development Finance Institutions (DFIs)
- Philanthropic foundations

Traction

1.3M Lagosians covered by 2024

Estimated Cost

\$30M 5-year OPEX (~\$1.40 per enrollee)

Return Profile

Impact-Adjusted Returns (govt subsidies, donor co-funding, and enrollee premiums + social gains from poverty reduction)

Financing Route

- DFI's/MDBs
- Lagos State Financing
- Philanthropy

Outcomes

2M Lifted out of poverty | **6K** Reduction in child deaths

Impact

21M Enrollees by 2030

Risks and Mitigation

Risks	Mitigation
Funding sustainability	Secure donor co-funding, grow premium base, and increase government health budget gradually as program scales
Operational delivery risk	Invest in training, phased rollout, and performance-linked provider payments
Policy continuity risk	Embed in Lagos UHC ¹ law & Nigeria NHIA ² Act, and strengthen enforcement & accountability

¹ UHC Universal Health Coverage; ² NHIA National Health Insurance Act
Source: Lagos State Ministry of Health; LASG MDAs

Project Zero+ | Re-enrolling 84K out-of-school children by removing cost barriers and sustaining attendance through tracking



Linked SDGs



Objectives

Deploy cost-relief levers (meals, uniforms and school kits) to drive large-scale re-enrollment and sustained retention of 84,000 out-of-school children, enabling Lagos State to achieve universal primary completion by 2030

Project context

- Lagos has persistent out-of-school population (~96k), driven by rising costs and hidden school expenses due fuelled by subsidy cuts + naira devaluation
- By 2025, Project Zero had re-enrolled ~32k children, but ongoing shocks keep adding at-risk households. Without scale, up to 84k may still be out of school by 2030
- Project Zero+ will expand funding for kits, uniforms, meals, and attendance tracking - building scale and consistency toward universal completion

Project details

- **Ambition:** Reintegrate and retain 84K OOSC¹ by 2030, so Lagos remains on track for universal primary completion
- **Delivery model:**
 - OOSC student re-enrolment:
 - OOSC identified via class registers and referrals from SBMCs² and CSOs³
 - Schools report repeat absences for teacher visits; cases also from door-to-door checks, outreach, radio/TV
 - Returning pupils get kits – uniform, sandals, socks, bag, books, writing tools – to remove cost barriers
 - Each child placed in nearest school; attendance tracked for up to 8 weeks to ensure retention
 - **School feeding program:**
 - Mid-day meals in priority LGAs, prepared locally to maximise nutrition within budget
- **Funding utilisation:**
 - Procure and distribute starter packs (uniform, bag, books, writing materials) at re-enrollment
 - Pay stipends + registers for local monitors to record absences and follow up with teachers/parents
 - Contract vendors to provide daily meals in priority schools to stabilise attendance

Lead MDA

Lagos State Ministry of Education

Coordinating Agency

Lagos State Universal Basic Education Board

Potential Partners

- Multilateral banks
- Global education funds
- Development Finance Institutions (DFIs)
- Philanthropic foundations
- Civil society organisations & NGOs (for sensitisation support)

Traction

~32K

students re-enrolled by 2025

Estimated Cost

\$60M

5-year OPEX

Return Profile

Social impact (fully subsidy-funded; social returns via education completion and poverty reduction)

Financing Route

- Lagos State Financing
- DFI's/MDBs
- Philanthropy

Outcomes

116K⁶

Total students re-enrolled via Project Zero

Impact

100%

Primary completion rate

Risks and Mitigation

Risks	Mitigation
Data gaps on the true OOSC ¹ stock	Quarterly LASUBEB ⁴ –LGEA ⁵ –community tracker data reconciliation sessions
Risk of pupils dropping out to access kits	Give full kits upfront, but make future support (e.g., school meals, learning materials) conditional on continued attendance
Contractors report kits without enrollments	Require both head-teacher sign-off before vendor payments are released and periodic audits

¹ OOSC Out-of-school children ² SBMC School-Based Management Committees ³ CSO Civil Society Organizations ⁴ LASUBEB Lagos State Universal Basic Education Board ⁵ LGEA Local Government Education Authority ⁶ ~32K students re-enrolled as at Aug 2025

Source: Lagos State Universal Basic Education Board – Project Zero Impact Statement; LAGS MDAs

Waste-to-Value | Converting Lagos' waste into energy and fuels to power 2M residents and cut landfill use by 30%



Linked SDGs



Objectives

Deploy a \$400M waste-to-energy plant and supporting material recovery facilities to reduce landfill use, generate clean power for up to 2M residents, and support the State's energy transition by 2030.

Project context

- Lagos GHG¹ emissions will exceed 26Mt post-2030, putting it off-track to achieve net-zero by 2030
- Poor waste management is a key driver of Lagos' rising GHG¹ emissions; Lagos generates ~14K tonnes of waste daily, most of which ends in open dumpsites, contributing to methane emissions and flooding from blocked drainage. Recycling is minimal and landfill dependency remains high (80% of landfill capacity nearly exhausted)
- This project will establish a \$400M WTE² facility, supported by material recovery and biogas plants, to convert waste into power and fuel, cut landfill reliance, and reduce dumping that worsens floods

Project details

- **Ambition:** Divert ~30% of waste from landfills by 2030, avoiding ~2–3 MtCO₂e³ annually and supporting a circular economy
- **Delivery model:**
 - Build and operate a waste-to-energy plant to convert municipal waste into grid electricity
 - Run materials recovery facilities to sort waste and extract recyclables before landfill or incineration
- **Funding utilisation:**
 - **Waste-to-energy plant:** Fund construction and operations of large-scale plant to convert municipal waste into electricity
 - **Materials recovery:** Finance sorting lines and equipment to extract recyclables before disposal

Lead MDA

Lagos State Ministry of Environment & Water Resources

Coordinating Agency

LAWMA⁴, LASEPA⁵, LASURA⁶

Potential Partners

- Multilateral development banks
- Concessional climate and environment funds
- Development Finance Institutions (DFIs)
- Bilateral donors
- Philanthropic foundations

Traction

Formalised partnership for WTE plant with Dutch firm, Harvest Waste

Estimated Cost

\$427M CAPEX

Return Profile

Impact-adjusted returns (tariff and tipping-fee backed PPP; commercial returns + social and climate benefits)

Financing Route

- DFI's/MDBs
- Lagos State Financing

Outcomes

2M Population with clean power	30% Reduction in landfill waste
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Impact

2 Mt CO₂e Reduction in GHG emissions

Risks and Mitigation

Risks	Mitigation
Local communities may oppose WTE ² sites	Engage early, explain safeguards, and highlight jobs and power benefits
Heavy rains could disrupt plant operations	"Link sites to drainage upgrades and activate Lagos" early

¹ GHG Greenhouse gas ² WTE Waste-to-energy ³ MtCO₂e Million tonnes of CO₂ equivalent ⁴ Lagos State Waste Management Authority

⁵ Lagos State Environmental Protection Agency ⁶ Lagos State Urban Renewal Agency

Source: Lagos State Waste Management Authority; LASG MDAs

Stormwater Drainage Upgrade | Reducing flood vulnerability by rehabilitating drains and scaling flood management systems to cut flood risk for 6.3M Lagosians by 2030



Linked SDGs



Objectives

Upgrade drainage basins, install pumping stations, and scale routine desilting (backed by emergency flood abatement teams and removal of structures blocking drains) to protect 6.3M Lagosians and eliminate urban flooding by 2030

Project context

- 15% of Lagosians (~3.5M) are currently flood-vulnerable; projected to rise to ~5M by 2030 due to blocked drains, heavier rainfall, and unregulated construction
- Routine clearing and major systems exist, but secondary drains re-block and construction over channels keeps areas exposed
- This project will scale basin upgrades, pumping stations, emergency clearing, and removal of obstructing structures to restore flow and protect high-risk corridors

Project details

- **Ambition:** Eliminate urban flooding in high-risk zones and protect ~5M Lagosians by 2030
- **Delivery model:**
 - Rebuild 200km of drainage channels, incl. raising roads to improve water flow
 - Extend and line secondary drains to increase flow and reduce backwash into streets and properties
 - Install compact pump stations at low points to evacuate water
 - Award dredging contracts with KPIs on volume cleared, drain uptime, and quality checks
 - Demolish structures built over channels; applying 7m setbacks after issuing formal notices
- **Funding utilisation:**
 - Finance excavation, lining & widening of 200km of drainage corridors, incl. road elevation
 - Procure & install compact pumps with basic flow control and power systems
 - Fund routine desilting contracts
 - Install low-cost water level sensors at high-risk outfalls to trigger early intervention

Lead MDA

Lagos State Ministry of Environment & Water Resources

Coordinating Agency

Lagos State Office of Drainage Services and Water Resources

Potential Partners

- Multilateral development banks
- Climate and resilience funds
- Development Finance Institutions (DFIs)
- Bilateral donors
- Philanthropic foundations
- Private contractors

Traction

>1K illegal structures demolished to restore RoW¹ access; ~12 primary + ~84 secondary channels restored between 2023-2024

Estimated Cost

\$185M CAPEX

Return Profile

Social impact (public and donor funded; social returns from avoided flood losses)

Financing Route

- DFI's/MDBs
- Lagos State Financing

Outcomes

100%
High flood-risk areas made flood-proof

Impact

0M
Flood vulnerable population

Risks and Mitigation

Risks	Mitigation
Enforcement blowback on RoW	Use phased notices, community engagement, and safeguard protocols to reduce litigation risk and build public acceptance
Solid-waste inflow keeps drains re-clogging	Pair desilting contracts with waste enforcement; expand bin coverage and penalise dumping into tertiary drains
Delayed drain clearing before peak rains	Pay vendors only after drains are cleared on schedule, with progress checked weekly by ODSWR ²
Pump stations non-functional during storms	Add routine maintenance to contracts and pay only if uptime is confirmed

¹ ROW Rights of way ² ODSWR Office of Drainage Services and Water Resources
Source: LASG MDAs

Eko Cares 2.0 | Expand digital cash and grievance redress to reach about 1 million households by 2030 and lift coverage beyond 16%



Linked SDGs



Objectives

Provide digitally targeted cash transfers and grievance redress mechanisms to protect Lagos's poorest households during shocks, using LASRRA¹ digital ID and LASSR² to reach about one million households by 2030

Project context

- Only 16% of Lagos residents are covered by social protection, while poverty rose to 67% in 2024. Households need fast, verified shock support, but current systems lack scale
- Lagos is building a unified digital rail for targeting and payments through LASRRA ID, LASSR, NIN and LAG-ID integration, with EKOSHA providing a grievance redress channel
- This project will scale these systems to deliver shock-responsive cash through banks, mobile money and agents, and resolve complaints via community and call-centre pathway

Project details

- **Ambition:** Reach about 1 million poor and vulnerable households by 2030 with timely, verified cash and a simple grievance route, lifting coverage beyond 16%
- **Delivery model:**
 - **Targeting and onboarding:** Use LASRRA IDs with NIN linkage to verify households; community verification in low-coverage LGAs
 - **Disbursement during shocks:** Trigger payments during shocks (price spikes, epidemics, floods) via banks, mobile money, and agents; reconcile to verified lists
 - **Grievance redress:** Collect complaints through community agents, hotlines, and LGA-level EKOSHA officers; resolve via simple case management
- **Funding utilisation:**
 - **Registry and ID:** Finance enumeration, data cleaning, and NIN to LASSR integration across all LGAs
 - **Payment rails:** Fund bank, MNO⁴ and fintech channels including USSD⁵ and agent payouts, and cover fees
 - **Grievance and monitoring:** Fund grievance officers, hotlines, and case logs; deduplicate with NIN and publish monthly resolution metrics

Lead MDA

Min. of Economic Planning & Budget,
Min. of Youth & Social Dev

Coordinating Agency

SPCD⁶, LASRRA¹, EKOSHA³ Unit

Potential Partners

- DFIs
- Philanthropies
- Payment Providers
- Local actors

Traction

~40K

Lagos State has distributed direct cash to households since 2024

Estimated Cost

\$217M

3 shock transfers Capital & OPEX

Return Profile

Social impact: Social transfers and grievance redress are fully non-commercial; designed for poverty reduction

Financing Route

- Lagos State Financing
- Philanthropy

Outcomes

Faster recovery & resilience maintained in households during shocks

Impact

~5M

Poor & vulnerable residents

Risks and Mitigation

Risks	Mitigation
Low awareness or exclusion	Community sensitisation and peer-referral onboarding; targeted registration drives in low-coverage LGAs
Fraudulent claims or ghost entries	Use NIN-linked identity and household verification, with periodic field checks and data audits
Payment failure or delay	Maintain multiple channels (bank, mobile, agent counter) and daily reconciliation to switch beneficiaries to a working route

¹ Lagos State Resident Registration Agency ² Lagos State Single Social Register ³ EKO Social Health Alliance ⁴ Mobile Network Operator ⁵ Unstructured Supplementary Service Data ⁶ Lagos State Social Protection Coordinating Department

Additional Lagos Deals & Opportunities (I/III)

Beyond the 13 big bets in the Deal Book, there are 152 SDG-focused projects open for co-investment with Lagos MDAs

RESPONSIBLE MDA	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT SDG
Lagos State Ministry of Women Affairs and Poverty Alleviation	1. Provision of materials to skills acq. Graduates	N480M for identifying, training, and empowering 1700 indigent residents with tools	SDG 1, SDG 8
	2. Empowerment of women in agriculture with land	Training and empowering 621 women with agricultural products and land at Avia farm	SDG 1, SDG 2, SDG 5
	3. Cash grants for micro businesses support	Cash grants for 287 vulnerable individuals to support micro businesses statewide	SDG 1, SDG 8
	4. Vocational skills training	Training 1500 indigents in vocational skills with starter packs for independence	SDG 1, SDG 8
	5. Livelihood support for widows on intl' widows day	Financial support for 733 widows during International Widows Day celebration	SDG 1, SDG 5
	6. Livelihood support for gbv survivors	Livelihood support for 10 gender-based violence survivors for recovery	SDG 5, SDG 10
	7. Sensitization & distribution of nutritious food items	Sensitizing 490 women on malnutrition with nutritious food distribution	SDG 2, SDG 3
	8. Justice provision for gbv survivors	Justice for 32 gender-based violence survivors through legal processes	SDG 5, SDG 16
	9. Referral of matters for gender based violence survivors	Referring matters for 26 gender-based violence survivors to authorities	SDG 5, SDG 16
	10. Interactive calls via domestic violence lines	Handling 386 calls via three domestic violence hotlines	SDG 5, SDG 16
	11. Empowerment programs for the disenfranchised	Annual training, empowerment for widows, unemployed, disabled	SDG 1, SDG 8
	12. Nutrition program Ounje Lore Awo	Nutritional foods for vulnerable women to reduce hunger	SDG 2, SDG 3
	13. Women economic empowerment policy	Policy for women's education, finance, leadership, addressing barriers	SDG 5, SDG 8, SDG 10
	14. WAPA connect conference for women	Women's networking, discussing leadership, rights, empowerment	SDG 5, SDG 10
	15. International day for rural women celebration	Celebrating rural women's role in agriculture, food security	SDG 1, SDG 2, SDG 5
	16. International widows day celebration	Supporting widows against poverty, injustice, illiteracy	SDG 1, SDG 5, SDG 16
	17. International women's day celebration	Celebrating women's social, economic, cultural achievements	SDG 5, SDG 10
	18. Annual medical screening for women	Screenings for women on cancer, infections, health issues	SDG 3, SDG 5
	19. Menstrual hygiene day celebration	Awareness on menstrual hygiene, promoting pad use	SDG 3, SDG 6
	20. Annual women assembly initiative	Gathering 2,000 women for networking, policy impact	SDG 5, SDG 10, SDG 11
Lagos State Ministry of Health	21. Free primary health services provision	Free immunization, eye, dental, nutrition, and maternal-child services statewide	SDG 3, SDG 10
	22. Health worker training and community engagement	Training health workers and promoting health literacy weekly	SDG 3, SDG 4
	23. Equitable healthcare access for all genders	Ensuring accessible, equitable healthcare services for all residents	SDG 3, SDG 5, SDG 10
	24. Water purification and waste management in phcs	Water purification, boreholes, and waste management in healthcare centers	SDG 3, SDG 6
	25. EMR installation and PHC construction upgrades	Piloting EMR in 70 facilities, upgrading 20 health centers	SDG 3, SDG 9
	26. Addressing of health inequalities in vulnerable communities	Targeting vulnerable groups with specialized healthcare and outreach	SDG 3, SDG 10
	27. Health programs for maternal and child intervention	Funding, maternal-child coordination, reproductive health, and immunization programs	SDG 3, SDG 10

RESPONSIBLE MDA	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT SDG
Lagos State Ministry of Environment and Water Resources <i>(in partnership with: *LAWMA **LSRO ***Conservation & Ecology Dept.)</i>	28. Annual climate change summit	Summit for climate adaptation with academia and policymakers	SDG 13, SDG 16, SDG 11
	29. Lagos has talent climate edition competition	Youth competition for climate solutions via arts, innovation	SDG 13, SDG 9
	30. Upgrade of ikosi biogas project*	Organic waste to biogas, compost, reducing emissions	SDG 7, SDG 13, SDG 11
	31. Lagos energy climate action implementation	Renewable energy for homes, enterprises with UKAID, C40	SDG 7, SDG 13
	32. Development of lagos climate adaptation plan**	Blueprint for resilient infrastructure, community protection, crisis response	SDG 11, SDG 13
	33. Continuous climate change masterclasses for LGAs	Masterclasses for local climate resilience, policy integration	SDG 11, SDG 13
	34. Lagos climate finance plan development	Identifying funding for Climate Actions Implementation program	SDG 8, SDG 13, SDG 17
	35. Anti-open defecation activities in areas	Clean-up, sensitization in Ojodu, Iyana Iba, Oshodi	SDG 3, SDG 6
	36. Maintenance of env. sanitation infrastructure	Public toilets with ramps, solar water, accessibility	SDG 6, SDG 17
	37. Special environmental monitoring gangs	Monitoring teams in Ikoyi Obalende, Ojodu-Berger	SDG 11, SDG 17
	38. Training workshops on environment and waste	Training operators, youths on waste-to-manure repurposing	SDG 2, SDG 6, SDG 15
	39. Env. education and advocacy campaigns	Campaigns for sanitation, consumption on global days	SDG 6, SDG 12, SDG 15
	40. Community recyclables project for plastic	Plastic waste evacuation, recycling banks in communities	SDG 6, SDG 12
	41. Air quality monitoring program	Monitoring air, noise in motor parks for health	SDG 3, SDG 11
	42. Surface water quality monitoring	Analyzing water samples for pollution, improvement strategies	SDG 3, SDG 6, SDG 14
	43. Lagos international climate change summit	Summit on climate solutions, partnerships, sustainable governance	SDG 13, SDG 17
	44. Lagos climate adaptation and resilience plan	Plan for climate change adaptation, resilience in Lagos	SDG 13
	45. Ikosi fruit market biogas plant	Organic waste to clean energy, reducing landfill	SDG 6, SDG 7
	46. Plastic waste management policy	Policy for reducing plastic waste, circular economy	SDG 6, SDG 12
	47. Stakeholders meetings on marine sea turtles***	Meetings in Okun Ajah, Eleko for turtle protection	SDG 14, SDG 17
48. Wetland protection and conservation campaigns***	Advocacy with leaders, NGOs for wetland preservation	SDG 14, SDG 17	
49. Pangolin conservation project***	Partnership with LUFASI for pangolin conservation, reintroduction	SDG 15, SDG 17	
50. Annual walk for nature***	Awareness walk with NCF for biodiversity conservation	SDG 15, SDG 17	
Lagos State Domestic & Sexual Violence Agency	51. Training for nurses on sgbv support	3-day training for nurses on SGBV support	SDG 3, SDG 5
	52. Launch of gbv toll-free line	24/7 toll-free line for gender-based violence survivors	SDG 5, SDG 16
	53. Launch of speak to inu initiative	Tools for domestic violence survivors to seek help	SDG 5, SDG 16
	54. Domestic and sexual violence awareness month	Activities for domestic, sexual violence awareness	SDG 5, SDG 16
	55. Initiative for domestic violence survivors	Support initiatives for domestic violence survivors' equality	SDG 5

Additional Lagos Deals & Opportunities (II/III)

Beyond the 13 big bets in the Deal Book, there are 152 SDG-focused projects open for co-investment with Lagos MDAs

RESPONSIBLE MDA	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT SDG
Lagos State Teaching Service Commission	56. Capacity development for teachers	Training workshops for teachers with consultancy, TESCOM	SDG 4
	57. Issuance of appointment letters to principals	Issuing appointment letters to principals, vice-principals	SDG 4
	58. Annual colloquium for world teachers day	Colloquium for World Teachers Day via WhatsApp	SDG 4
	59. Issuance of housing loans to beneficiaries	Issuing housing loans via direct phone contact	SDG 8
	60. Issuance of car refurbishment loans	Issuing car refurbishment loans via phone contact	SDG 8
	61. Deployment of staff for service efficiency	Inter-district transfers for teaching service efficiency	SDG 4
	62. Sensitization on healthy living for teachers	Sensitizing teachers on health via WhatsApp platform	SDG 3
Lagos State Ministry of Education	63. Recruitment and replacement of teachers	Recruiting new teachers to fill education vacancies	SDG 4
Lagos State Ministry of Special Duties & Intergovernmental Relations	64. Construction of access road to idera relief camp	Road for vehicle, personnel, humanitarian aid access to camp	SDG 9, SDG 11
	65. Construction of kosofe oworonshoki fire station	Fire station for rapid emergency response, community safety	SDG 9, SDG 11
	66. Construction of modern workshop at fire HQ	Workshop for economical vehicle repairs at fire headquarters	SDG 9, SDG 11
	67. Construction of ijegun-egba fire station	Fire station for emergency response, protecting lives, properties	SDG 9, SDG 11
	68. Construction of ijede fire station	Fire station for rapid response, safeguarding community assets	SDG 9, SDG 11
	69. Construction of yaba fire station	Fire station for community safety, emergency response	SDG 9, SDG 11
	70. Construction of ikotun fire station	Fire station for rapid response, protecting lives, properties	SDG 9, SDG 11
	71. Industrial borehole at fire headquarters	Borehole for large-volume water for firefighting, operations	SDG 6, SDG 11
	72. Industrial borehole at isolu fire station	Borehole for ample water for firefighting, station operations	SDG 6, SDG 11
	73. Industrial borehole at ajegunle fire station	Borehole for sufficient water for firefighting, daily needs	SDG 6, SDG 11
	74. Industrial borehole at ebute-efelefun fire station	Borehole for large-volume water for firefighting, operations	SDG 6, SDG 11
75. Industrial borehole at ogombo fire station	Borehole for sufficient water for firefighting, station activities	SDG 6, SDG 11	
Lagos State Parks and Gardens Agency	76. Landscaping and beautification across LGAs	Landscaping, beautification for sustainable communities, climate action	SDG 11, SDG 13, SDG 15
	77. Maintenance of parks and gardens	Ongoing maintenance of parks, gardens for sustainability	SDG 11, SDG 13, SDG 15
	78. Continuous tree planting across LGAs	Tree planting for beautiful, healthy parks, recreation centers	SDG 11, SDG 13, SDG 15
	79. Regular recreational services in parks	Recreational services in parks for sustainable communities	SDG 11, SDG 13, SDG 15
	80. Sensitization for annual tree planting day	Sensitizing residents for annual tree planting day	SDG 11, SDG 13, SDG 15
	81. Tree maintenance across LGAs	Ongoing tree maintenance for climate action, sustainability	SDG 11, SDG 13, SDG 15
	82. Horticultural research devt. in agege and Ikorodu	Horticultural research for sustainable cities, climate action	SDG 11, SDG 13, SDG 15

RESPONSIBLE MDA	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT SDG
Lagos State Primary Healthcare Board	83. Basic health care provision fund program	Healthcare funding for 500,000 vulnerable across 57 LGAs	SDG 3, SDG 10
	84. Sustainable drug revolving fund	Affordable medicines in 310 PHCs for 500,000 residents	SDG 3, SDG 10
	85. Maternal and child intervention committee	Strengthening family health, reducing pregnancy, childhood mortality	SDG 3, SDG 10
	86. Community health mgt. information system	Pilot in 3 LGAs for healthcare planning, data	SDG 3, SDG 17
	87. Collaborative stakeholder engagements	PPPs, community engagement for health campaigns	SDG 3, SDG 17
	88. Immunization and disease control programs	Campaigns across 57 LGAs to vaccinate millions	SDG 3
	89. Family planning and reproductive health services	Family planning, reproductive health for 500,000 annually	SDG 3, SDG 5
	90. Health education campaigns statewide	Health awareness via TV, radio, social media	SDG 3, SDG 10
	91. Mobile health clinics under alaafla eko	Mobile clinics for 200,000–500,000 underserved weekly	SDG 3, SDG 10
	92. Free immunization drives quarterly	Quarterly immunization for 150,000–300,000 beneficiaries statewide	SDG 3, SDG 10
	93. Maternal and child health programs	Annual campaigns for 100,000 mothers, millions of children	SDG 3, SDG 10
	94. Health insurance for underprivileged families	Health insurance for 50,000–150,000 low-income families annually	SDG 3, SDG 10
	95. Training for healthcare workers bi-annually	Training 10,000 healthcare workers for improved patient care	SDG 3, SDG 10
	96. Mental health awareness programs quarterly	Quarterly mental health initiatives for 100,000 individuals	SDG 3, SDG 10
	97. Nutrition and wellness workshops bi-monthly	Nutrition, wellness workshops for 20,000–40,000 rural residents	SDG 2, SDG 3, SDG 10
	98. Disability support services statewide	Disability services for 30,000, promoting health, equality	SDG 3, SDG 10
99. Life-saving drugs initiative annually	Essential drugs for 500,000–1 million residents annually	SDG 3, SDG 10	
Lagos State Employment Trust Fund	100. MSME loan program across LGAs	Loans for 4,097, creating 100,000 jobs in LGAs	SDG 1, SDG 8
	101. Employability support for young people	Job placement, training for 8,035 youths, impacting 11,805	SDG 1, SDG 8
	102. Lagos innovate for tech start-ups	Vouchers, incubation, loans for 1,784 tech talents	SDG 8, SDG 9
	103. Covid-19 recovery and stimulus program	NGN945M grants for 3,671, saving 204,000 jobs	SDG 1, SDG 8
	104. Business support services for msme	Masterclasses, advisory, market access for 15,466 MSMEs	SDG 1, SDG 8
	105. Go-recycling hub in multiple locations	Recycling hubs in six areas, engaging 75 beneficiaries	SDG 13
	106. Digital literacy and agent banking training	Training 88 in Alimosho, Ikorodu, Badagry, impacting 1,217	SDG 1, SDG 8
	107. Job hub project at mamie beauty hub	Beauty professionals' hub for 12 beneficiaries in Abulegba	SDG 1, SDG 8
	108. Ikorodu broiler hub for beneficiaries	Broiler hub in Ikorodu for 67 beneficiaries	SDG 8
	109. Labour market information system launch	Labour data platform with 22,692 job postings, interviews	SDG 8

Additional Lagos Deals & Opportunities (III/III)

Beyond the 13 big bets in the Deal Book, there are 152 SDG-focused projects open for co-investment with Lagos MDAs

RESPONSIBLE MDA	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT SDG
Epe Local Government	110. Erepoto community public restrooms	Two blocks of 8 restrooms for Erepoto sanitation	SDG 6
	111. Erepoto boreholes for potable water	Boreholes for clean drinking water in Erepoto	SDG 6
	112. Solar-powered street lights installation	Solar lights on Salaibu Lamidi, Ayetutu Streets	SDG 7, SDG 11
	113. ICT and vocational centre in epe	ICT, vocational centre for education, skill development	SDG 4, SDG 8
	114. Medical outreach programs in epe	Free NHIS, immunization, COVID-19 vaccinations in Epe	SDG 3
	115. Food bank initiative quarterly	Quarterly food, cash distribution to 5,000 in Epe	SDG 1, SDG 2
Ikosi-Isheri LCDA	116. Rehabilitation of 11 roads in ikosi-isheri	Reconstructing roads with drainage, lighting in Ikosi-Isheri	SDG 9, SDG 11
	117. Ikosi-isheri legislative building construction	Legislative building for grassroots democracy in Ikosi-Isheri	SDG 16
	118. Ikosi-isheri customary court and agencies building	Hub for justice, governance in Ikosi-Isheri	SDG 16
	119. Reconstruction of classrooms at primary school	Renovating classrooms at Ikosi-Isheri Primary School	SDG 4
	120. Empowerment for 500 beneficiaries	Distributing tools, machines to 500 entrepreneurs	SDG 1, SDG 8
Lagos State Ministry of Youth & Social Development (Child Development)	121. Child protection campaigns statewide	Campaigns for child rights, impacting 7,120 directly	SDG 3, SDG 16
	122. Anti-trafficking workshops bi-annually	Workshops against child trafficking, reaching 1,200 directly	SDG 3, SDG 16
	123. Parenting workshops quarterly	Community parenting workshops for 3,000 parents	SDG 3, SDG 4
	124. Legal aid for children statewide	Legal aid for 350 children for justice	SDG 16
	125. Vaccination drives annually	Annual vaccinations for 1,700 children in communities	SDG 3
	126. Child rights awareness quarterly	Quarterly child rights campaigns, reaching 1,000	SDG 16
	127. Nutrition and hygiene programs quarterly	Nutrition, hygiene programs for 900 children	SDG 3, SDG 6
Lagos State Ministry of Agriculture and Food Systems	128. Lagos agripreneurship program	Training 15,000 women, youths in agricultural value chains	SDG 1, SDG 2, SDG 8
	129. Lagos state coconut development project	Enhancing coconut value chain, training for job creation	SDG 1, SDG 2, SDG 8
	130. Lagos agripreneurship scholars program	Exposing students to innovative farming in seven schools	SDG 1, SDG 2, SDG 8
	131. Agricultural value chains enterprise activation	Empowering farmers, stakeholders for productivity, food security, jobs	SDG 1, SDG 2, SDG 8
	132. Apiculture training for youths	Equipping youths with bee-keeping skills for honey production	SDG 1, SDG 2, SDG 8
	133. Cage and pen culture for youth empowerment	Promoting fish farming for youth employment, sustainability	SDG 1, SDG 2, SDG 8
	134. Connection of imota rice mill to power line	Connecting mill to 33KV, installing 5MVA transformer, safety measures	SDG 7, SDG 8, SDG 13
	135. Construction of central food security hub	Logistics hub with storage for 90 days' food supply	SDG 2, SDG 8
	136. Construction of mid-level agro produce hub	Hub in Idi-oro for food preservation, accessibility	SDG 2, SDG 8
	137. Development of red meat value chain	Enhancing red meat production, training youths in butchery	SDG 1, SDG 2, SDG 8
	138. Establishment of 32mtpH imota rice mill	Modern mill for rice production, job creation, sustainability	SDG 1, SDG 2, SDG 8
	139. Eko agro mechanization development program	Modern machinery for farmers to boost productivity, sustainability	SDG 1, SDG 2, SDG 8

RESPONSIBLE MDA	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT SDG
Lagos State Ministry of Energy & Mineral Resources	140. Distribution upgrade and meter installation	Upgrading electrical infrastructure, installing meters in Alimosho, Agege	SDG 7, SDG 8, SDG 13
	141. Operation command center deployment	Energy operations center for infrastructure monitoring, training	SDG 7, SDG 8
	142. EPC and DBOM for blue rail project	PPP model for rail power infrastructure, efficiency	SDG 7, SDG 8, SDG 13
	143. Database for oil and gas facilities	Data on petrol stations, LPG plants, tank farms	SDG 7, SDG 8
	144. Electricity infrastructure improvement in hospitals	Electrification, maintenance, dig. upgrades for hospital power reliability	SDG 3, SDG 7, SDG 8
	145. Electricity improvement in alausa secretariat	Independent power plant, electrification, maintenance for secretariat	SDG 7, SDG 8
	146. Electricity improvement for external agencies	Electrification, renewable projects for agencies outside Alausa	SDG 7, SDG 8, SDG 13
	147. Gas reticulation for lagos homs at sangotedo	LPG reticulation for 24 flats in Sangotedo Homs	SDG 7, SDG 8
	148. Development of lagos state gas policy	Policy for natural gas in power, transport, domestic use	SDG 7, SDG 13
Lagos State Lands Bureau	149. Processing of land titles and certificates	Processing 805 titles, approving 45, and 243 e-certificates collected	SDG 1, SDG 11
	150. Land allocation and management	Identifying, fencing, sensitizing for unallocated government lands	SDG 8, SDG 11
	151. Land registration awareness campaigns	Campaigns, online services for title registration, ownership	SDG 8, SDG 11
	152. Land acquisition and compensation mechanism	Compensation, meetings, dispute resolution for acquired lands	SDG 9, SDG 16



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