



Lagos State Voluntary Local Review

2nd Edition

2025

Abridged

Executive Summary

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:



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.

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.

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. Without stronger action, projections show:

- 58–61% of residents (\approx 20m people) could remain in poverty
- 14–24 million may remain food insecure.
- Flood exposure could reach 13–17% of residents, while emissions could rise toward 39 MtCO_{2e}.
- Service and human capital gaps persist: 2.5m people still lack safe water; 30m+ lack safe sanitation; under-five mortality stands at 46 per 1,000 live; only 68% complete secondary school; and \sim 70% live in slum-like conditions.

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:

1. **Stimulate economic growth and create jobs**
2. **Improve living conditions**
3. **Enhance human capacity development**
4. **Advance climate and sustainability**
5. **Promote inclusive and equitable development**

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

Coordinated Implementation and Next Steps

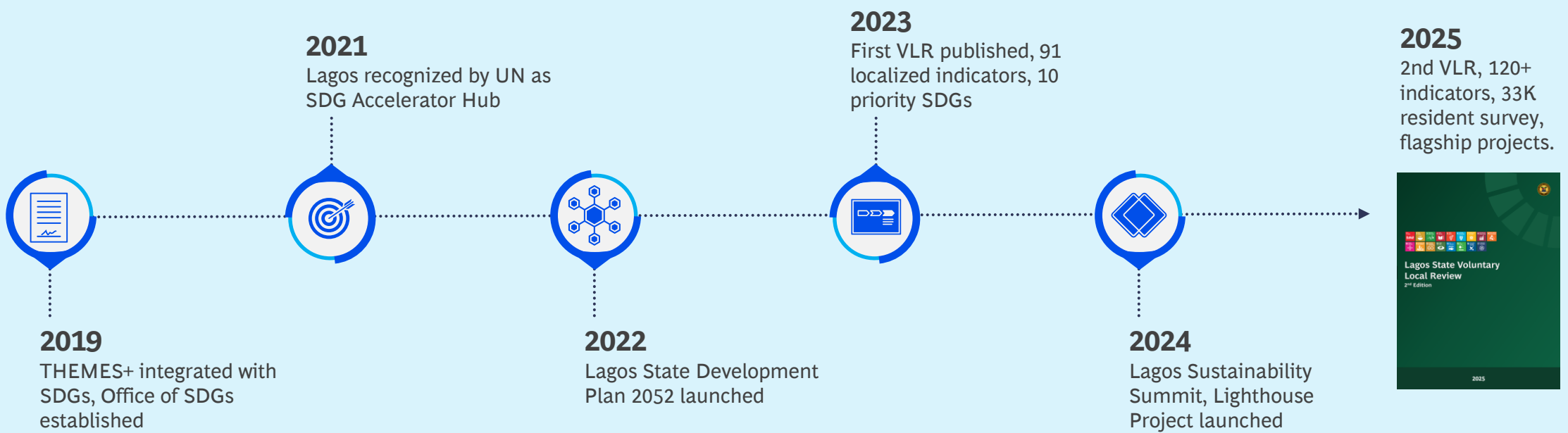
The Office of Sustainable Development Goals (OSDG) is spearheading coordination efforts, bringing together government MDAs, private investors, NGOs, and donor agencies for collaborative action. To ensure effective implementation, The OSDG will coordinate this agenda by:

- Supervising implementation and coordination
- Enabling effective partnerships 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

1

Lagos 2025: Building on Progress, Responding to New Realities

Lagos' SDG Journey: From Pioneer to Acceleration



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.

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.

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
- Global Supply Strains
- Intensifying Climate Risks
- Shifting Migration Patterns
- Youth Demographic Surge
- Geopolitical Conflicts & Energy Shocks

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.

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:** 33k people surveyed across 20 LGAs and covering 61 indicators
- **Deeper community engagement:** field assessments and focus groups were conducted in 8 vulnerable and hard to reach communities
- **Flagship project pipeline:** a curated "deal book" of 13 investment-ready projects have been developed to drive acceleration
- **Accountability mechanisms:** The VLR is linked to a public-facing SDG dashboard and a commitment to frequent updates

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.

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.

Six-Phase Framework for Documenting the VLR

The process was anchored on six core phases:

1. SDG Data Compendium: 48 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

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, and 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.

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).

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

3 The 2025 SDG Baseline: Lagos at a Glance

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
 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
 2 ZERO HUNGER		Rising food costs have driven widespread food insecurity, while nutrition outcomes (e.g., Child stunting) has stalled despite various targeted interventions
 3 GOOD HEALTH AND WELL-BEING		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
 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
 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
 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)
 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 kerosine costs
 8 DECENT WORK AND ECONOMIC GROWTH		Job supply recovering & financial inclusion is high, however, 1 in 6 young people remain outside work, school, or training
 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
 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
 11 SUSTAINABLE CITIES AND COMMUNITIES		Inadequate housing and pollution remain major challenges; However, residents access to public transportation records modest gains
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION		Insufficient local indicators tracked in 2025 baseline
 13 CLIMATE ACTION		Flood exposure and emissions are rising, outpacing resilience measures
 14 LIFE BELOW WATER		Marine ecosystems remain polluted (largely from human driven-plastic waste) and underfunded particularly for key waterways protection initiatives
 15 LIFE ON LAND		Forest cover is shrinking given continued urban expansion, undermining Lagos' natural climate defenses and biodiversity
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS		City safety is improving as violence & bribery incidents decline, yet confidence in state institutions weakening as fewer people report crimes
 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

4

Closing the Gaps: Lagos' Priority Pathways to 2030

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

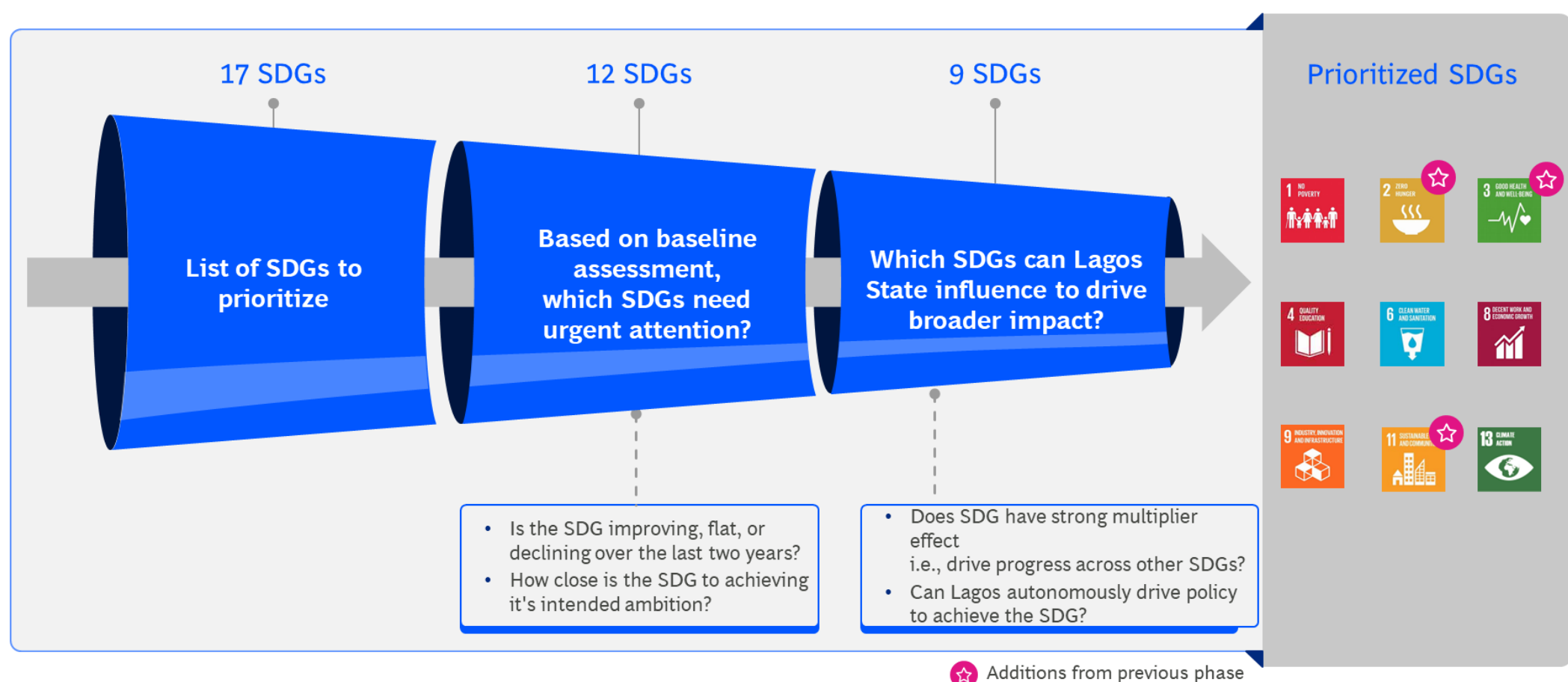
SDG 13: Climate Action

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



4 Closing the Gaps: Lagos' Priority Pathways to 2030

Pathways for the 9 Prioritized SDGs

Goal	Headline Takeaway	The Gap to 2030	What Lagos Must Focus On
 <p>SDG 1: No Poverty</p>	Macroeconomic headwinds have raised population below the intl. poverty line, heightening the risk of social exclusion	58–61% of Lagosians (~22m people) could remain below the international poverty line by 2030 under momentum	<ul style="list-style-type: none"> Scale social protection Create better-paying jobs Raise MSME productivity (esp. Women/youth)
 <p>SDG 2: Zero Hunger</p>	Rising food costs have driven widespread food insecurity, while nutrition outcomes (e.g., Child stunting) has stalled despite various targeted interventions	14–24m residents may be food insecure by 2030	<ul style="list-style-type: none"> Keep staples affordable Expand food hubs/corridors Improve maternal-child nutrition; strengthen WASH
 <p>SDG 3: Good Health and Wellbeing</p>	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	<ul style="list-style-type: none"> Strengthen PHC & neonatal care Expand immunisation Scale ILERA-EKO Retain skilled health workers
 <p>SDG 4: Quality Education</p>	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	<ul style="list-style-type: none"> Improve teacher quality/retention, reduce poverty-linked dropouts, expand ICT access
 <p>SDG 6: Clean Water and Sanitation</p>	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 2.5m may still lack access to safe water and more than 30m without adequate sanitation by 2030	<ul style="list-style-type: none"> Expand sanitation networks & toilets, protect groundwater and relaunch hygiene campaigns
 <p>SDG 8: Decent Work & Economic Growth</p>	Jobs are recovering and financial inclusion is high, but many young people remain excluded from quality work	Up to 660k youth (16%) could remain NEET by 2030, higher than peer average of 11%.	<ul style="list-style-type: none"> Grow MSME productivity, align youth skills, scale apprenticeships, attract resilient investment.
 <p>SDG 9: Industry & Innovation</p>	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)	<ul style="list-style-type: none"> Boost R&D funding, commercialize innovation, and incentivize high-value manufacturing
 <p>SDG 11: Sustainable Cities & Communities</p>	Inadequate Housing and pollution remain major stress points, despite modest transport gains	20–26m Lagosians risk living in slums and 10–12m without transport access by 2030	<ul style="list-style-type: none"> Scale affordable housing, upgrade informal settlements, expand non-road transit, and tighten air quality enforcement
 <p>SDG 13: Climate Action</p>	Flood exposure and emissions are rising, outpacing resilience measures	13–17% of residents risk flood exposure and emissions could rise to 26Mt by 2030 (target = 26 Mt)	<ul style="list-style-type: none"> Upgrade drainage & coastal resilience, scale renewable energy, apply just transition lens

Closing the Gaps: Lagos' Priority Pathways to 2030

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 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: 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	Promote hygiene practices
Enhance early life nutrition	Expand sanitation coverage
Improve emergency child care	Expand housing access
Expand immunization coverage	Reduce housing costs
Increase women's health cover	Prioritize WASH interventions
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 and 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:

Provide targeted credit assistance

Lagos' pathway to 2030 is urgent yet achievable. By prioritizing jobs, living conditions, human capacity, climate resilience, and inclusion, the city can accelerate progress across all nine priority SDGs. The challenge is significant, but with stakeholder alignment around these levers, Lagos can move from momentum to acceleration, ensuring no one is left behind and Africa's largest city stays on track for the 2030 targets.

5

From Ideas to Action: Lagos' 2030 Flagship Projects

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 prioritise 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 intervention areas, Lagos has now defined 12 thematic programmes. Each programme provides a coherent platform to concentrate projects, align MDAs and partners, and mobilise financing. Together, they form the backbone of the Lagos 2030 Action Portfolion (see exhibit 5.1.1 below). 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: 13 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.

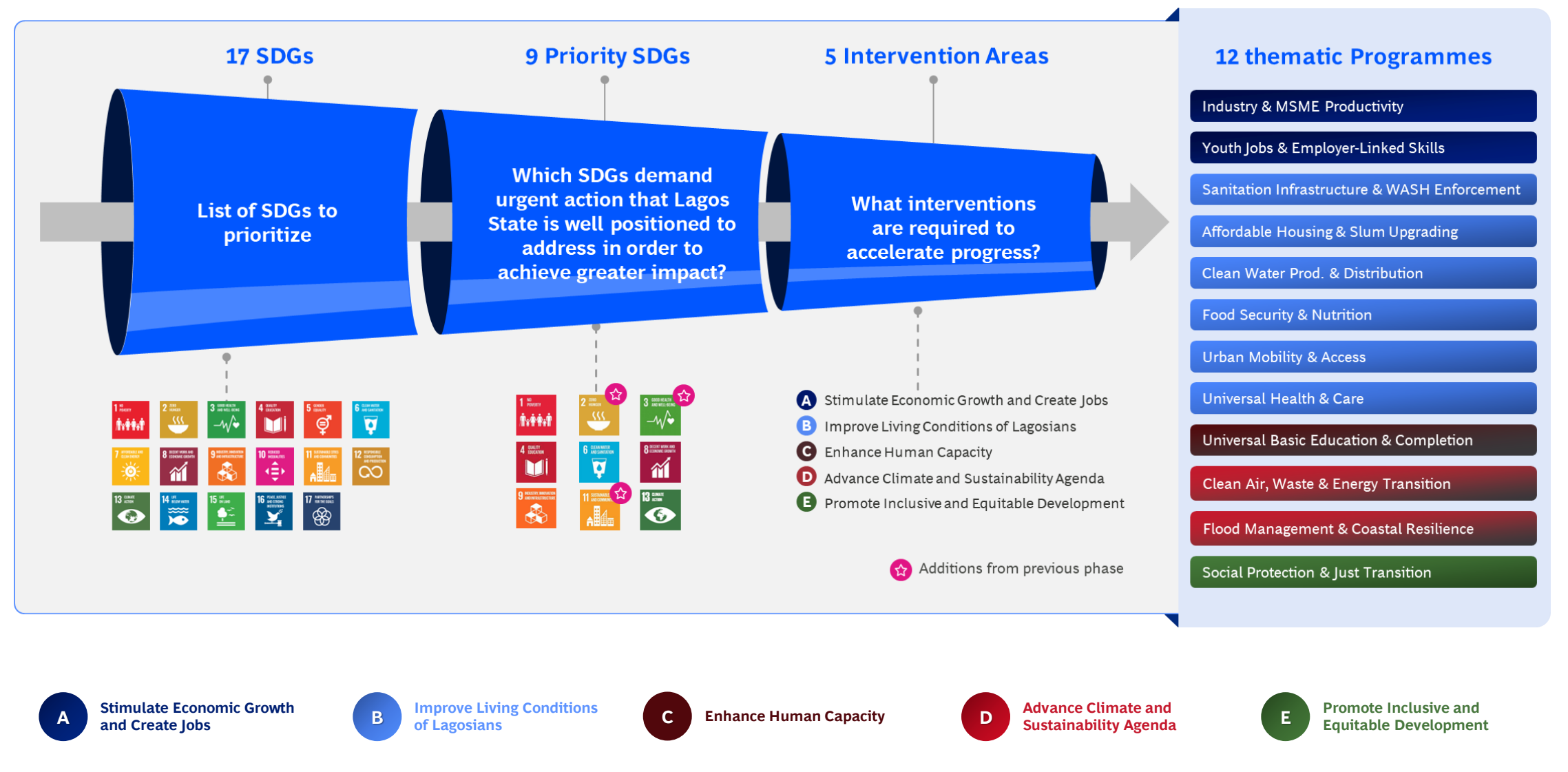
The Lagos SDG Deal Book

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 and potential funding routes (PPP, blended finance, Lagos state financing, philanthropy)
- Expected outcomes by 2030

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



From Ideas to Action: Lagos' 2030 Flagship Projects

\$14.5Bn
Total Project
Value

Exhibit 5.3.1. – The Lagos State SDG Deal Book (selected projects)

Program	Project	Scope	Cost	Financing Route	Key Partners	Lead MDA
A1 Industry & MSME Productivity	LSETF 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, Industry & Cooperatives
A2 Youth Jobs & Employer linked skills	Employability Support Project (LSESP)	Run cohorts in WAPA centres, LASTVEB colleges and LCDA hubs, to train and place 500,000 youths in employment by 2030	\$125M	<ul style="list-style-type: none"> Blended & Innovative Finance Lagos State Financing Philanthropy 	<ul style="list-style-type: none"> DFIs & Philanthropic Org Employer consortia & artisan guilds Assessment/certification bodies 	Ministry of Education
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 inclusionary quotas to build 200,000 homes by 2030 (~40k/yr)	\$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
B2 Affordable Housing & Slum Upgrading	Urban Slum Renewal Programme	Upgrade priority settlements in-situ to improve living conditions for ~3.5M residents	\$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
B3 Clean Water Production & Distribution	Adiyan II & Ishashi Optimisation	Complete production plants and metered DMAs to add capacity and reach 1.3M+ more residents and add ~70M gpd	\$670M	<ul style="list-style-type: none"> Private Sector 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	Guarantee harvest off-take for contracted farmer cooperatives & aggregators to secure produce for Lagos to achieve ≥500k tonnes/year	\$190M	<ul style="list-style-type: none"> Private Sector Blended Finance DFI's/MDBs 	<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	Build and operate four rail lines to lift daily ridership to 3m+ and improve access	\$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
B6 Universal Health & Care	Ilera-Eko Scale-Up	Expand enrolment and provider networks to protect households and improve MCH outcomes	\$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+	Provide kits, meals and attendance tracking to re-enrol and retain 84,000 OOSC 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	Develop WTE plus MRF/biogas to divert ~30% of waste and add grid power	\$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	Rebuild basins and collectors, add pumps and year-round desilting to reduce flooding for ~6.3m people	\$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 2.0.	Shock-responsive cash linked to services	\$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 Living Conditions of Lagosians

C Enhance Human Capacity

D Advance Climate and Sustainability Agenda

E Promote Inclusive and Equitable Development

6

Delivering the Vision: Governance & Partnerships

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.

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 mobilises 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.”

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, Adiyari 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.

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, mobilising 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!

