

Lagos State: 2025 Voluntary Local Review

Lagos Deal Book

September 2025





Content – *Lagos Deal Book*



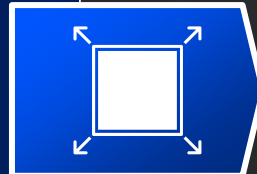
Lagos at a glance



Lagos SDG commitment & context



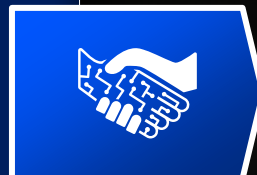
Overview of Priority Impact Portfolio



Project Details



Delivery Capacity



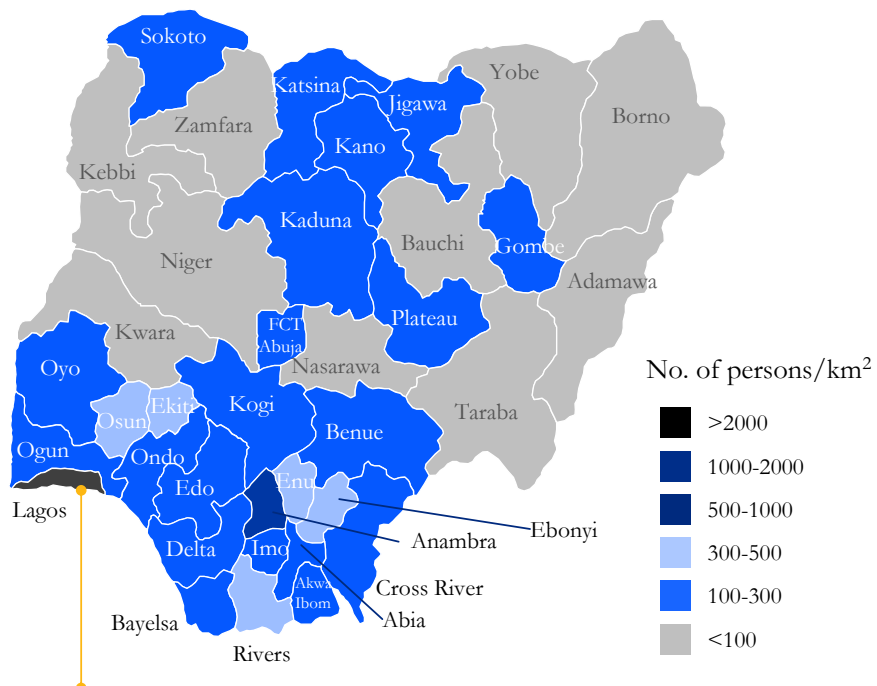
Engagement Process





Given our diversity, scale, and regional connectedness, Lagos remains central to driving sustainable progress across Nigeria & Africa

Lagos at a glance



Lagos: ~0.4% of the total land mass area in Nigeria, and home to >10% of the population of Nigeria i.e., ~30 million



Megacity of People & Diversity

With ~30M people and a young, fast-growing, and diverse population (>250 ethnic groups), Lagos holds strong potential to drive sustainable social dividend for sizeable and diverse portion of Africa



Nigeria's Largest Consumer Market

Home to Nigeria's largest MSME base and one of Africa's largest consumer base, Lagos offers a live environment to scale solutions with national and continental relevance



Trade Gateway to West Africa

Handling ~70% of national trade and holding West Africa's top air hub (MMIA), Lagos is the logistical artery of West Africa, powering regional productivity



Nigeria's Economic Engine

Lagos is Nigeria's finance, manufacturing, and tech capital, contributing ~35% of national GDP — a natural launchpad for inclusive growth with ripple effects across the country



Lagos is committed to achieving the SDG targets within the Decade of Action & has translated that ambition into a pipeline investible opportunities for lasting impact



What we set out to do?

A clear SDG mandate underpins our growth agenda...

Realizing the SDGs sits at the core of Lagos' THEMES+ agenda — our blueprint for inclusive growth — ensuring every policy, program, and investment advances sustainable development

Our commitment is clear: Lagos was the first Nigerian subnational to publish a UN-recognized Voluntary Local Review in 2023, and a 2nd edition published in 2025



Where we are?

... with strong progress delivered, however, sizeable gaps remain

Lagos has delivered visible progress — new rail systems, affordable housing estates, expanded health coverage — proving that large-scale SDG delivery is possible

Yet, persistent gaps in poverty, housing, health and resilience show why acceleration is now urgent, making this the defining moment to unlock transformational action



What we need to do?

As 2030 nears, now is the time to accelerate impact through targeted action

To bend the curve by 2030, Lagos has distilled its focus into 5 cross cutting intervention areas, 12 thematic programmes, anchored by a curated Deal Book of 13 flagship projects

These projects are designed not just to close urgent gaps, but to create cascading impact across multiple SDGs, and deliver a more sustainable future for Lagos state

Key Takeaway

A curated “deal book” of investment-ready projects has been developed as a **tangible pathway for partners to co-invest in SDG acceleration for Lagos State**

Deal book | The Lagos SDG deal book promotes 13 'big-bet' projects costing ~\$14Bn to accelerate Lagos' SDG trajectory (I/II)

Program	Project	Scope	Cost	Financing Route	Key Partners	Lead MDA
A1. Industry & MSME Productivity	LSETF MSME Productivity Clinics	Scale LSETF ¹ clinics to fund, digitise, and formalise 300K 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 Associations 	Ministry of Commerce, Industry & Cooperatives
A2. Youth Jobs & Employer linked skills	Employability Support Project (LSESP)	Train and place 500K Youth NEET ¹ in jobs by 2030 through LSETF ² employability programs, scaled cohort trainings & job matching	\$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	WWT 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 PPP ⁴ s 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
	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 and Distribution	Adiyan II & Ishashi Optimisation	Complete production plants and metered DMAs ³ to add ~70M gpd additional capacity and reach 1.3M+ more residents	\$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

1. Youth Not In Education, Employment or Training; 2. Lagos State Employment Trust Fund; 3. DMA - District Metered Area; 4. Public private partnerships; 5.

Deal book | The Lagos SDG deal book promotes 13 'big-bet' projects costing ~\$14Bn to accelerate Lagos' SDG trajectory (II/II)



Program	Project	Scope	Cost	Financing Route	Key Partners	Lead MDA
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	\$60M	<ul style="list-style-type: none"> Private Sector Blended Finance 	<ul style="list-style-type: none"> MDBs/DFIs Aggregators/ Co-operatives Logistics & Storage Hubs 	Ministry of Agriculture & Food Systems
B5. Urban Mobility & Access	Lagos rail transit expansion	Build and operate four new rail lines to lift daily ridership to 3m+ and improve access	\$8-9B	<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 HH ³ & improve MCH ⁴ 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 ² 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 & standards	Waste-to-Value	Develop Waste-To-Energy plus MRF ¹ /biogas to process ~30% of waste & support 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 Pro. & Just Transition	Eko Cares 2.0	Provide shock-responsive cash transfers to about one million households by 2030, verified through Social IDs	\$217M	<ul style="list-style-type: none"> Lagos State Financing Philanthropy 	<ul style="list-style-type: none"> DFIs/ Philanthropic org Bank/Mobile money agent ID/data system providers 	Ministry of Economic Planning & Budget

1. Material Recovery Facility, 2. Out of School Children; 3. Households; 4. Maternal Health Care



A1

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

<h3>Objective</h3> <p>Scale LSETF Productivity Clinics, bundling low-cost lending (9% interest), business support advisory & relevant payment channels (via existing fintech partners) to reach 300K MSMEs by 2030</p>		<h3>Lead MDA</h3> <p>Ministry of Commerce, Industry & Cooperatives</p>	<h3>Linked SDGs</h3> 										
<h3>Project context</h3> <ul style="list-style-type: none"> 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 	<h3>Traction</h3> <p>~40K+ + MSMEs supported</p> <p>~200K New jobs created</p>	<h3>Coordinating agency</h3> <p>Lagos State Employment Trust Fund (LSETF)</p>											
<h3>Project details</h3> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 utilization: <ul style="list-style-type: none"> 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 		<h3>Potential partners</h3> <ul style="list-style-type: none"> DFIs Philanthropic Fintech platforms Business Development Providers Liaison Actors (e.g., LGAs) 											
<h3>Risks and mitigation</h3> <table border="1"> <thead> <tr> <th>Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Funding gap</td> <td>Leverage concessional finance from MDB's/DFIs to reduce pressure on state budgets</td> </tr> <tr> <td>Low uptake by informal MSMEs</td> <td>Build awareness through low-cost P2P channels (e.g., market associations) and ensure clinics are visible in local councils</td> </tr> <tr> <td>Repayment risk</td> <td>Phased disbursements, early-warning triggers and targeted aftercare including simple repayment plans</td> </tr> <tr> <td>Network coverage at scale</td> <td>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</td> </tr> </tbody> </table>				Risk	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
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<h3>Estimated cost</h3> <p>\$30M 5-year Capital & OPEX</p>	<h3>Return profile</h3> <p>Impact-Adjusted Return: needs concessional financing (<9%) to scale lending funding while ensuring margins to cover OPEX</p>	<h3>Financing route</h3> <ul style="list-style-type: none"> Blended & Innovative Finance Lagos State Financing 	<h3>Impact</h3> <p>300K MSMEs supported</p>	<h3>Outcomes</h3> <p>~1.5Mn New jobs created³</p>									

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)
Source: Desktop Research; BCG Analysis






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



Objective			Lead MDA		Linked SDGs	
Train and place 500,000 NEET ⁴ youth by 2030 through LSETF ¹ employability programs, scaled cohort trainings, apprenticeships and job matching			Ministry of Commerce, Industry & Cooperatives			
Project context		Traction	Coordinating agency			
<ul style="list-style-type: none"> 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 		<p>~20K+</p> <p>youths trained through LSETF in the past 6 years</p>	Lagos State Employment Trust Fund (LSETF)			
Project details			Potential partners			
<ul style="list-style-type: none"> Ambition: Train and empower ~500,000 Lagos residents (particularly women, vulnerable groups) by 2030, closing 31% of Youth NEET gap Delivery model: <ul style="list-style-type: none"> 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 Utilization: <ul style="list-style-type: none"> 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 			<ul style="list-style-type: none"> DFIs Philanthropies Private sector Local actors Infrastructure & EdTech 			
Risks and mitigation						
		Risk	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			
Estimated cost		Return profile		Financing route		Impact
<p>\$125M 5-year OPEX</p>		<p>Social impact: Core social return (jobs and skills) with startup toolkits requiring subsidies; not directly commercial</p>		<ul style="list-style-type: none"> Blended & Innovative Finance Lagos State Financing Philanthropy 		<p>~500K Youths equipped with vocational skills & training</p>
						Outcomes
						<p>~400K Youths certified from training</p> <p>~420K Youths placed in jobs⁴</p>

1. Lagos 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: Desktop Research; BCG Analysis

Wastewater Treatment | Expand and rehabilitate 3 wastewater plants in growth corridors to cut pollution, protect health, and enable safe industrial growth

Objective		Lead MDA	Linked SDGs											
Build or rehabilitate 3 wastewater treatment plants in priority basins and enforce industrial pre-treatment so less sewage reaches rivers and lagoons		Ministry of Environment & Water Resources	   											
Project context	Traction	Coordinating agency												
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> WWTPs were announced as bankable projects in the 2024 Lagos Climate Adaptation and Resilience Plan (LCARP) 	Lagos State Wastewater Management Office												
Project details		Potential partners												
<ul style="list-style-type: none"> Ambition: Deliver wastewater treatment for at 3 high-risk basins and industrial hubs by 2030 Delivery model: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Construct plants and extend sewer networks Equip labs and hire inspectors Add sludge-to-energy or co-processing units to cut O&M costs 		<ul style="list-style-type: none"> Multilateral development banks Green climate funds Green bond investors Private concessionaires Private developers/PPP operators 	Risks and mitigation <table border="1"> <thead> <tr> <th>Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Financing delays</td> <td>Secure long-term concessional financing and sign multi-year PPP contracts to avoid delays or disruptions</td> </tr> <tr> <td>Flow shortfall (under-loading)</td> <td>Phase sewers toward each plant, mandate connections for new builds, and lock minimum industrial flows with pre-treatment</td> </tr> <tr> <td>Weak industrial compliance</td> <td>Issue enforceable permits and apply penalties as required</td> </tr> <tr> <td>Tariff pushback</td> <td>Keep a low lifeline fee, raise charges only after service improves</td> </tr> </tbody> </table>		Risk	Mitigation	Financing delays	Secure long-term concessional financing and sign multi-year PPP contracts to avoid delays or disruptions	Flow shortfall (under-loading)	Phase sewers toward each plant, mandate connections for new builds, and 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
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Estimated cost	Return profile	Financing route	Outcomes	Impact										
\$890M	5-year total (incl. \$137.5M OPEX)	Impact-Adjusted Market Return: Industry effluent fees and user charges with concessional financing <ul style="list-style-type: none"> Blended & Innovative Finance DFI's/MDBs 	2M Residents benefit from cleaner environment ²	3 Plants built/rehabbed with 500-800K PETC ¹										

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
Source: Desktop Research; BCG Analysis




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



Objective		Lead MDA	Linked SDGs			
Deploy serviced-land PPP ¹ 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		Ministry of Housing				
Project context	Traction	Coordinating agency				
<ul style="list-style-type: none"> 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 	10K houses built since launch	LASURA ¹ ; Ministry of Physical Planning; LBIC ¹				
Project details		Potential partners				
<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Prepare land and trunk infrastructure Provide grants to deliver affordable units within estates Capitalize mortgage/guarantee window to unlock private finance 		<ul style="list-style-type: none"> Multilateral banks Private developers Pension funds Philanthropic and concessional housing finance 				
Risks and mitigation						
Risk	Mitigation					
Cost spikes	Lock framework contracts with indexed pricing and pool bulk and/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					
Estimated cost	Return profile	Financing route	Impact	Outcomes		
\$1.2B	5-year CAPEX (revolving fund)	Impact-Adjusted Market Return: (State/donor concessional support + commercial sales of mid/high-income units)	<ul style="list-style-type: none"> Private Sector Blended & Innovative Finance Lagos State Financing 	200K affordable homes delivered by 2030	1M Lagosians gain access to decent housing ²	2M Increase in jobs from construction

1. PPPs – Public Private Partnerships; LASURA – Lagos State Urban Renewal Agency; LBIC - Lagos State Building Investment Company; HOMS – Home Ownership Mortgage Scheme; 2. Assumes at least 5 housed people per home
Source: Desktop Research; BCG Analysis

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

Objective		Lead MDA	Linked SDGs											
Upgrade informal settlements (slums) on site—drainage, paving, streetlights, toilets, basic tenure—through micro-phased works that avoid displacement		Ministry of Housing	  											
Project context	Traction	Coordinating agency												
<ul style="list-style-type: none"> 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) and tie each finished block into city water and drainage, keeping areas flood-safe and clean 	9 Upgrades of slum areas ongoing	LASURA ¹ Ministry of Physical Planning												
Project details		Potential partners	Risks and mitigation											
<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Finance block-level works (drains, paving, toilets, lights, waste pads) Support tenure documentation and service connections 		<ul style="list-style-type: none"> Donor agencies Multilateral banks Philanthropic urban development funds Service operators (e.g., utilities) Community facilitators 	<table border="1"> <thead> <tr> <th>Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Oper. & Maintenance Gaps</td> <td>Sign simple service contracts and set aside a small monthly community fee with a city backup to keep services running</td> </tr> <tr> <td>Eviction concerns</td> <td>Put a clear no eviction rule in all contracts and build lane-by-lane with nearby temporary space so families stay in their homes</td> </tr> <tr> <td>Delays/poor quality from contractors</td> <td>Split work into small lots with performance bonds, hold weekly joint site walks, and replace defaulting contractors</td> </tr> <tr> <td>Residual flooding</td> <td>Size drains to match upstream capacity, keep maintenance access routes open, and fix choke points before paving</td> </tr> </tbody> </table>		Risk	Mitigation	Oper. & Maintenance Gaps	Sign simple service contracts and 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
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Estimated cost	Return profile	Financing route	Outcomes	Impact										
\$900M 5-year CAPEX	Social Impact: Public/donor funded; benefits are social and fiscal via property values	<ul style="list-style-type: none"> DFTs/MDBs Lagos State Financing 	3.6M Lagosians with healthier and safer living conditions ²	50% of slum areas upgraded by 2030										

1. LASURA – Lagos State Urban Renewal Agency; BoQs – Bill of Quantities (measured work to be performed) 2. Assuming 50 slum areas are upgraded
 Source: Desktop Research; BCG Analysis

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



Objective		Lead MDA	Linked SDGs		
Finish and fix key plants (Adiyan II, Ishashi, Iju), repair leaky networks, and expand metering so more Lagosians get safe, piped water		Ministry of Environment & Water Resources			
Project context	Traction	Coordinating agency			
<ul style="list-style-type: none"> 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 	80% Adiyan II at completion	Lagos Water Corporation (LWC)			
Project details		Potential partners			
<ul style="list-style-type: none"> Ambition: Increase treated water production by 70 million gallons/day and reach 1.3 million more Lagosians by 2030 Delivery model: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Commission Adiyan II and plant rehabilitation Fund metering, mains replacement, and billing systems Maintain an operations reserve 		<ul style="list-style-type: none"> Multilateral banks Concessional climate funds Development Finance Institutions (DFIs) PPP utility operators 			
Risks and mitigation					
Risk	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				
Estimated cost	Return profile	Financing route	Outcomes	Impact	
\$670M	5-year total (incl. \$100M OPEX)	Impact-Adjusted Market Return: Concessional plant financing paired with household billing and PPP operations	<ul style="list-style-type: none"> Private Sector DFI's/MDBs Blended & Innovative Finance 	2M+ Additional residents with access to safe piped water ¹	70M+ Gallons/day of treated water produced

1. Assuming 1M gallons/day can serve 7,500 households with 5 people per household
Source: Desktop Research; BCG Analysis

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 Lagos








Objective		Lead MDA		Linked SDGs	
Contract smallholders and medium farms on seasonal offtake, route harvests through the Food Systems & Logistics Hub for grading and storage, and supply Ounjẹ Èkó and public buyers to reduce waste and stabilize prices across Lagos		Ministry of Agriculture & Food Systems			
Project context		Traction		Coordinating agency	
<ul style="list-style-type: none"> 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 Ounjẹ 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 		<p>150 cold and dry trucks commissioned at 2025 launch, supported by a ₦500bn offtake fund</p>		Ministry of Economic Planning & Budget	
Project details		Potential partners			
<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 Ounjẹ Èkó markets and other outlets Direct crops needing processing to partner processors to reduce waste Funding utilisation: <ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Multilateral development banks Development finance institutions Commercial banks Impact/Food-systems hubs 			
Risks and mitigation					
		Risk		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 Ounjẹ 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	
Estimated cost		Return profile		Financing route	
<p>\$60M 5-year total (incl. \$25M OPEX)²</p>		<p>Impact-Adjusted Market Return: Affordable retail via Ounjẹ Èkó paired with commercial storage/logistics fees</p>		<ul style="list-style-type: none"> Private Sector Blended Finance 	
Outcomes		Impact			
<p>4.5M Residents with access to affordable food³</p> <p>25K Jobs created³</p>		<p>500K+ tonnes/year of staple food produced</p>			

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



B5

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

<h3>Objective</h3> <p>Construct and operate 2 new rail lines spanning over 120 km to expand transport access and serve 1M daily riders in Lagos by 2030.</p>		<h3>Lead MDA</h3> <p>Lagos State Ministry of Transportation</p>	<h3>Linked SDGs</h3>    											
<h3>Project context</h3> <ul style="list-style-type: none"> 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% 	<h3>Traction</h3> <p>N146bn (\$95M) funding secured from Federal Government of Nigeria</p>	<h3>Coordinating agency</h3> <p>Lagos Metropolitan Area Transport Authority</p>												
<h3>Project details</h3> <ul style="list-style-type: none"> Ambition: Reach ~75% transport access by 2030 via new rail corridors and serving an additional 3M+ riders daily Delivery model: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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) 		<h3>Potential partners</h3> <ul style="list-style-type: none"> Multilateral banks Development Finance Institutions (DFIs) PPP consortia and private rail operators 												
<h3>Estimated cost</h3> <p>\$9-10B CAPEX</p>		<h3>Return profile</h3> <p>Impact-adjusted returns (public investment and concessional finance + PPPs and ticket sales revenue)</p>	<h3>Financing route</h3> <ul style="list-style-type: none"> Blended Finance DFI's/MDBs Lagos State Financing 	<h3>Risks and mitigation</h3> <table border="1"> <thead> <tr> <th>Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Mechanical failures delay operations</td> <td>Prioritise maintenance training, source reliable parts, and pilot alternative rolling stock</td> </tr> <tr> <td>Land acquisition delays and utility relocation slow construction</td> <td>Streamline approvals with LASG and pre-clear critical corridors early</td> </tr> <tr> <td>Ridership is below projections, limiting revenue</td> <td>Improve feeder service integration and launch awareness campaigns to boost usage</td> </tr> </tbody> </table>	Risk	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	<h3>Outcomes</h3> <p>3M+ Additional daily riders</p>	<h3>Impact</h3> <p>75% Population with access to convenient transport</p>
Risk	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													

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






Objective		Lead MDA		Linked SDGs	
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.		Lagos State Ministry of Health			
Project context		Traction		Coordinating agency	
<ul style="list-style-type: none"> 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 		<p>1.3 million Lagosians covered by 2024</p>		Lagos State Health Management Agency	
Project details		Potential partners			
<ul style="list-style-type: none"> Ambition: Grow coverage from ~1.3 million to 21 million people by 2030 Delivery model: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Multilateral development banks Global health funds Concessional social protection funds Development Finance Institutions (DFIs) Philanthropic foundations 			
Risks and mitigation					
Estimated cost		Return profile		Outcomes	
<p>\$30M 5-year (~\$1.40 per OPEX enrollee)</p>		<p>Impact-adjusted returns (govt subsidies, donor co-funding, and enrollee premiums + social gains from poverty reduction)</p>		<p>2M Lifted out of poverty</p>	
		<ul style="list-style-type: none"> DFI's/MDBs Lagos State Financing Philanthropy 		<p>6K Reduction in child deaths</p>	
				<p>21M Enrollees by 2030</p>	

1. UHC = Universal Health Coverage; 2. NHIA = National Health Insurance Act
Source: Lagos State Ministry of Health; Desktop Research; BCG Analysis

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







<h3>Objective</h3> <p>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.</p>		<h3>Lead MDA</h3> <p>Lagos State Ministry of Education</p>	<h3>Linked SDGs</h3>  									
<h3>Project context</h3> <ul style="list-style-type: none"> 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 	<h3>Traction</h3> <p>~32K students re-enrolled by 2025</p>	<h3>Coordinating agency</h3> <p>Lagos State Universal Basic Education Board</p>										
<h3>Project details</h3> <ul style="list-style-type: none"> Ambition: Reintegrate and retain 84K OOSC¹ by 2030, so Lagos remains on track for universal primary completion Delivery model: <ul style="list-style-type: none"> OOSC student re-enrolment <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 		<h3>Potential partners</h3> <ul style="list-style-type: none"> Multilateral banks Global education funds Development Finance Institutions (DFIs) Philanthropic foundations Civil society organisations & NGOs (for sensitisation support) 	<h3>Risks and mitigation</h3> <table border="1"> <thead> <tr> <th>Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Data gaps on the true OOSC¹ stock</td> <td>Quarterly LASUBEB⁴–LGEA⁵–community tracker data reconciliation sessions</td> </tr> <tr> <td>Risk of pupils dropping out to access kits</td> <td>Give full kits upfront, but make future support (e.g., school meals, learning materials) conditional on continued attendance</td> </tr> <tr> <td>Contractors report kits without enrollments</td> <td>Require both head-teacher sign-off before vendor payments are released and periodic audits</td> </tr> </tbody> </table>		Risk	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
Risk	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											
<h3>Estimated cost</h3> <p>\$60M 5-year OPEX</p>	<h3>Return profile</h3> <p>Social impact (fully subsidy-funded; social returns via education completion and poverty reduction)</p>	<h3>Financing route</h3> <ul style="list-style-type: none"> Lagos State Financing DFT's/MDBs Philanthropy 	<h3>Outcomes</h3> <p>116K⁶ Total students re-enrolled via Project Zero</p>	<h3>Impact</h3> <p>100% Primary completion rate</p>								

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; Desktop Research; BCG Analysis

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



Objective		Lead MDA		Linked SDGs							
Deploy a \$400M waste-to-energy plant and supporting materials recovery facilities to reduce landfill use, generate clean power for up to 2M residents, and support the State's energy transition by 2030.		Lagos State Ministry of Environment & Water Resources		  							
Project context		Traction		Coordinating agency							
<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Formalised partnership for WTE plant with Dutch firm, Harvest Waste 		Lagos State Waste Management Authority							
Project details		Potential partners									
<ul style="list-style-type: none"> Ambition: Divert ~30% of waste from landfills by 2030, avoiding ~2–3 MtCO₂e³ annually and supporting a circular economy Delivery model: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Multilateral development banks Concessional climate and environment funds Development Finance Institutions (DFIs) Bilateral donors Philanthropic foundations 									
Risks and mitigation											
Estimated cost		Return profile		Outcomes							
\$427M CAPEX		Impact-adjusted returns (tariff and tipping-fee backed PPP; commercial returns + social and climate benefits)		<table border="1"> <tr> <td style="text-align: center;">2M</td> <td>Population with clean power</td> <td style="text-align: center;">30%</td> <td>Reduction in landfill waste</td> </tr> </table>		2M	Population with clean power	30%	Reduction in landfill waste		
2M	Population with clean power	30%	Reduction in landfill waste								
		Financing route		Impact							
		DFI's/MDBs Lagos State Financing		<table border="1"> <tr> <td style="text-align: center;">2 Mt CO₂e</td> <td>Reduction in GHG emissions</td> </tr> </table>		2 Mt CO₂e	Reduction in GHG emissions				
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Risk	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 warning system										

1. GHG = Greenhouse gas 2. WTE = Waste-to-energy 3. MtCO₂e million tonnes of CO₂ equivalent
 Source: Lagos State Waste Management Authority; Desktop Research; BCG Analysis

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



Objective
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 (~4.5M) are currently flood-vulnerable; projected to rise to ~6.3M 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

Traction

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

Project details

- Ambition:** Eliminate urban flooding in high-risk zones and protect ~6.3M 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

Estimated cost

\$185M CAPEX

Return profile

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

Financing route

- DFT's/MDBs
- Lagos State Financing

Lead MDA

Lagos State Ministry of Environment

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

Linked SDGs



Risks and mitigation

Risk	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

Outcomes

100% High flood-risk areas made flood-proof

Impact

0M Flood vulnerable population

1. ROW = Rights of way; 2. ODSWR = Office of Drainage Services and Water Resources
Source: Desktop Research; BCG Analysis



E1





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

Objective		Lead MDA	Linked SDGs									
Provide digitally targeted cash transfers and grievance redress mechanisms to protect Lagos's poorest households during shocks, using LASRRA ¹ digital ID and LASSR ² to reach about one million households by 2030		Ministry of Economic Planning & Budget (MEPB)										
Project context	Traction	Coordinating agency										
<ul style="list-style-type: none"> 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 	<p>~40K</p> <p>Lagos State has distributed direct cash to households since 2024</p>	LASRRA, EKOSHA Unit										
Project details		Risks and mitigation										
<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 		<table border="1"> <thead> <tr> <th>Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Low awareness or exclusion</td> <td>Community sensitisation and peer-referral onboarding; targeted registration drives in low-coverage LGAs</td> </tr> <tr> <td>Fraudulent claims or ghost entries</td> <td>Use NIN-linked identity and household verification, with periodic field checks and data audits</td> </tr> <tr> <td>Payment failure or delay</td> <td>Maintain multiple channels (bank, mobile, agent counter) and daily reconciliation to switch beneficiaries to a working route</td> </tr> </tbody> </table>			Risk	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
Risk	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											
Estimated cost	Return profile	Financing route	Outcomes	Impact								
<p>\$217M</p> <p>3 shock transfers Capital & OPEX</p>	<p>Social impact: Social transfers and grievance redress are fully non-commercial; designed for poverty reduction</p>	<ul style="list-style-type: none"> Lagos State Financing Philanthropy 	<p>Faster recovery & resilience maintained in households during shocks</p>	<p>~5M</p> <p>Poor & Vulnerable residents</p>								

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
Source: Desktop Research; BCG Analysis



Lagos has institutionalized credibility – giving investors the confidence to commit and the required scale to grow

	Lagos Institutional Advantage	Description
	Unified delivery architecture via a single “front door”	Lagos established the Office of SDGs as a centralized entry point to align investor capital with state priorities —streamlining approvals, coordinating MDAs, and unlocking partnerships through platforms like the Lagos Summit and planned One-Stop-Shop
	Strong fiscal accountability & transparency	Lagos institutionalized transparency through citizen budgets, quarterly reports, and public expenditure reviews —earning top fiscal governance rankings (from platforms like BudgIT’s) and reinforcing investor confidence through credible, visible resource use
	Robust fiscal footing to co-fund projects	Lagos has built Nigeria’s strongest subnational revenue base through consistent IGR growth (IGR rose 45% YoY in 2024, accounting for 34% of Nigeria’s total)—enabling it to co-finance large projects and take on longer-term fiscal commitments
	Proven capability to mobilize external funding & PPP transactions	Lagos enacted a formal PPP Law and established the Office of PPPs to structure and execute complex joint ventures—demonstrated by signed deals including the \$1.5B Lekki Deep Sea Port delivered on time and at scale

Source: Consultant Analysis



Partner With Us



For all enquiries related to the investment opportunities presented in this Deal Book, please contact the Office of Sustainable Development Goals through any of the following channels:

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Appendix

Additional Lagos Deals & Opportunities | Beyond the 13 big bets in the Deal Book, there are 155+ SDG-focused projects open for co-investment with Lagos MDAs (1/7)

Project Name	Project Description	Relevant SDG	Responsible MDA
Provision of materials to skills acquisition graduates	N480M for identifying, training, and empowering 1700 indigent residents with tools	SDG 1, SDG 8	WAPA
Empowerment of women in agriculture with land parcels	Training and empowering 621 women with agricultural products and land at Avia farm	SDG 1, SDG 2, SDG 5	WAPA
Cash grants for micro businesses support	Cash grants for 287 vulnerable individuals to support micro businesses statewide	SDG 1, SDG 8	WAPA
Life skills economic empowerment program	Training 1500 indigents in vocational skills with starter packs for independence	SDG 1, SDG 8	WAPA
Livelihood support for widows on international widows day	Financial support for 733 widows during International Widows Day celebration	SDG 1, SDG 5	WAPA
Livelihood support for gbv survivors	Livelihood support for 10 gender-based violence survivors for recovery	SDG 5, SDG 10	WAPA
Sensitization and distribution of nutritious food items	Sensitizing 490 women on malnutrition with nutritious food distribution	SDG 2, SDG 3	WAPA
Justice provision for gbv survivors	Justice for 32 gender-based violence survivors through legal processes	SDG 5, SDG 16	WAPA
Referral of matters for gbv survivors	Referring matters for 26 gender-based violence survivors to authorities	SDG 5, SDG 16	WAPA
Interactive calls via domestic violence lines	Handling 386 calls via three domestic violence hotlines	SDG 5, SDG 16	WAPA
Free primary health services provision	Free immunization, eye, dental, nutrition, and maternal-child services statewide	SDG 3, SDG 10	Ministry of Health
Health worker training and community engagement	Training health workers and promoting health literacy weekly	SDG 3, SDG 4	Ministry of Health
Equitable healthcare access for all genders	Ensuring accessible, equitable healthcare services for all residents	SDG 3, SDG 5, SDG 10	Ministry of Health
Water purification and waste management in phcs	Water purification, boreholes, and waste management in healthcare centers	SDG 3, SDG 6	Ministry of Health
EMR installation and PHC construction upgrades	Piloting EMR in 70 facilities, upgrading 20 health centers	SDG 3, SDG 9	Ministry of Health
Addressing of health inequalities in vulnerable communities	Targeting vulnerable groups with specialized healthcare and outreach	SDG 3, SDG 10	Ministry of Health

Source: Lagos MDA's, Consultant analysis

Additional Lagos Deals & Opportunities | Beyond the 13 big bets in the Deal Book, there are 155+ SDG-focused projects open for co-investment with Lagos MDAs (2/7)

Project Name	Project Description	Relevant SDG	Responsible MDA
Health programs for maternal and child intervention	Funding, maternal-child coordination, reproductive health, and immunization programs	SDG 3, SDG 10	Ministry of Health
Processing of land titles and certificates	Processing 805 titles, approving 45, and 243 e-certificates collected	SDG 1, SDG 11	Lands Bureau
Annual climate change summit	Summit for climate adaptation with academia and policymakers	SDG 13, SDG 16, SDG 11	MOE&WR
Lagos has talent climate edition competition	Youth competition for climate solutions via arts, innovation	SDG 13, SDG 9	MOE&WR
Upgrade of ikosi biogas project	Organic waste to biogas, compost, reducing emissions	SDG 7, SDG 13, SDG 11	MOE&WR/ LAWMA
Lagos energy climate action implementation	Renewable energy for homes, enterprises with UKAID, C40	SDG 7, SDG 13	MOE&WR
Development of lagos climate adaptation plan	Blueprint for resilient infrastructure, community protection, crisis response	SDG 11, SDG 13	MOE&WR/MEPB/LASRO
Continuous climate change masterclasses for lgas	Masterclasses for local climate resilience, policy integration	SDG 11, SDG 13	MOE&WR
Lagos climate finance plan development	Identifying funding for Climate Actions Implementation program	SDG 8, SDG 13, SDG 17	MOE&WR
Construction of access road to idera relief camp	Road for vehicle, personnel, humanitarian aid access to camp	SDG 9, SDG 11	MOSD&IGR
Construction of kosofe oworonshoki fire station	Fire station for rapid emergency response, community safety	SDG 9, SDG 11	MOSD&IGR
Construction of modern workshop at fire headquarters	Workshop for economical vehicle repairs at fire headquarters	SDG 9, SDG 11	MOSD&IGR
Construction of ijegun-egba fire station	Fire station for emergency response, protecting lives, properties	SDG 9, SDG 11	MOSD&IGR
Construction of ijede fire station	Fire station for rapid response, safeguarding community assets	SDG 9, SDG 11	MOSD&IGR
Construction of yaba fire station	Fire station for community safety, emergency response	SDG 9, SDG 11	MOSD&IGR
Construction of ikotun fire station	Fire station for rapid response, protecting lives, properties	SDG 9, SDG 11	MOSD&IGR
Industrial borehole at fire headquarters	Borehole for large-volume water for firefighting, operations	SDG 6, SDG 11	MOSD&IGR
Industrial borehole at isolu fire station	Borehole for ample water for firefighting, station operations	SDG 6, SDG 11	MOSD&IGR
Industrial borehole at ajegunle fire station	Borehole for sufficient water for firefighting, daily needs	SDG 6, SDG 11	MOSD&IGR
Industrial borehole at ebute-efun fire station	Borehole for large-volume water for firefighting, operations	SDG 6, SDG 11	MOSD&IGR
Industrial borehole at ogombo fire station	Borehole for sufficient water for firefighting, station activities	SDG 6, SDG 11	MOSD&IGR

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Project Name	Project Description	Relevant SDG	Responsible MDA
Life skill economic empowerment program	Annual training, empowerment for widows, unemployed, disabled	SDG 1, SDG 8	WAPA
Nutrition program ounje lore awo	Nutritional foods for vulnerable women to reduce hunger	SDG 2, SDG 3	WAPA
Women economic empowerment policy	Policy for women's education, finance, leadership, addressing barriers	SDG 5, SDG 8, SDG 10	WAPA
Wapa connect conference for women	Women's networking, discussing leadership, rights, empowerment	SDG 5, SDG 10	WAPA
International day for rural women celebration	Celebrating rural women's role in agriculture, food security	SDG 1, SDG 2, SDG 5	WAPA
International widows day celebration	Supporting widows against poverty, injustice, illiteracy	SDG 1, SDG 5, SDG 16	WAPA
International women's day celebration	Celebrating women's social, economic, cultural achievements	SDG 5, SDG 10	WAPA
Annual medical screening for women	Screenings for women on cancer, infections, health issues	SDG 3, SDG 5	WAPA
Menstrual hygiene day celebration	Awareness on menstrual hygiene, promoting pad use	SDG 3, SDG 6	WAPA
Annual women assembly initiative	Gathering 2,000 women for networking, policy impact	SDG 5, SDG 10, SDG 11	WAPA
Capacity development for teachers	Training workshops for teachers with consultancy, TESCOM	SDG 4	Teaching Service Commission
Issuance of appointment letters to principals	Issuing appointment letters to principals, vice-principals	SDG 4	Teaching Service Commission
Sensitization on healthy living for teachers	Sensitizing teachers on health via WhatsApp platform	SDG 3	Teaching Service Commission
Annual colloquium for world teachers day	Colloquium for World Teachers Day via WhatsApp	SDG 4	Teaching Service Commission
Issuance of housing loans to beneficiaries	Issuing housing loans via direct phone contact	SDG 8	Teaching Service Commission
Issuance of car refurbishment loans	Issuing car refurbishment loans via phone contact	SDG 8	Teaching Service Commission
Sensitization on healthy living for teachers	Sensitizing teachers on health via WhatsApp platform	SDG 3	Teaching Service Commission
Sensitization on healthy living for teachers	Sensitizing teachers on health via WhatsApp platform	SDG 3	Teaching Service Commission
Sensitization on healthy living for teachers	Sensitizing teachers on health via WhatsApp platform	SDG 3	Teaching Service Commission
Recruitment and replacement of teachers	Recruiting new teachers to fill education vacancies	SDG 4	Ministry of Education
Training for nurses on sgbv support	3-day training for nurses on SGBV support	SDG 3, SDG 5	DSVA
Distribution upgrade and meter installation	Upgrading electrical infrastructure, installing meters in Alimosho, Agege	SDG 7, SDG 8, SDG 13	MOE&MR

Additional Lagos Deals & Opportunities | Beyond the 13 big bets in the Deal Book, there are 155+ SDG-focused projects open for co-investment with Lagos MDAs (4/7)

Project Name	Project Description	Relevant SDG	Responsible MDA
Lagos agripreneurship program	Training 15,000 women, youths in agricultural value chains	SDG 1, SDG 2, SDG 8	MOA&FS
Lagos state coconut development project	Enhancing coconut value chain, training for job creation	SDG 1, SDG 2, SDG 8	MOA&FS
Landscaping and beautification across lgas	Landscaping, beautification for sustainable communities, climate action	SDG 11, SDG 13, SDG 15	LASPARK
Launch of gbv toll-free line	24/7 toll-free line for gender-based violence survivors	SDG 5, SDG 16	DSVA
Launch of speak to inu initiative	Tools for domestic violence survivors to seek help	SDG 5, SDG 16	DSVA
Maintenance of parks and gardens	Ongoing maintenance of parks, gardens for sustainability	SDG 11, SDG 13, SDG 15	LASPARK
Operation command center deployment	Energy operations center for infrastructure monitoring, training	SDG 7, SDG 8	MOE&MR
Regular recreational services in parks	Recreational services in parks for sustainable communities	SDG 11, SDG 13, SDG 15	LASPARK
Sensitization for annual tree planting day	Sensitizing residents for annual tree planting day	SDG 11, SDG 13, SDG 15	LASPARK
Epc and dbom for blue rail project	PPP model for rail power infrastructure, efficiency	SDG 7, SDG 8, SDG 13	MOE&MR
Lagos agripreneurship scholars program	Exposing students to innovative farming in seven schools	SDG 1, SDG 2, SDG 8	MOA&FS
Tree maintenance across lgas	Ongoing tree maintenance for climate action, sustainability	SDG 11, SDG 13, SDG 15	LASPARK
Basic health care provision fund program	Healthcare funding for 500,000 vulnerable across 57 LGAs	SDG 3, SDG 10	LSPHCB
Sustainable drug revolving fund	Affordable medicines in 310 PHCs for 500,000 residents	SDG 3, SDG 10	LSPHCB
Maternal and child intervention committee	Strengthening family health, reducing pregnancy, childhood mortality	SDG 3, SDG 10	LSPHCB
Community health mgt. information system	Pilot in 3 LGAs for healthcare planning, data	SDG 3, SDG 17	LSPHCB
Collaborative stakeholder engagements	PPPs, community engagement for health campaigns	SDG 3, SDG 17	LSPHCB
Immunization and disease control programs	Campaigns across 57 LGAs to vaccinate millions	SDG 3	LSPHCB
Family planning and reproductive health services	Family planning, reproductive health for 500,000 annually	SDG 3, SDG 5	LSPHCB
Health education campaigns statewide	Health awareness via TV, radio, social media	SDG 3, SDG 10	LSPHCB
Mobile health clinics under alaaafia eko	Mobile clinics for 200,000–500,000 underserved weekly	SDG 3, SDG 10	LSPHCB

Additional Lagos Deals & Opportunities | Beyond the 13 big bets in the Deal Book, there are 155+ SDG-focused projects open for co-investment with Lagos MDAs (5/7)

Project Name	Project Description	Relevant SDG	Responsible MDA
Env. education and advocacy campaigns	Campaigns for sanitation, consumption on global days	SDG 6, SDG 12, SDG 15	MOE&WR
Community recyclables project for plastic	Plastic waste evacuation, recycling banks in communities	SDG 6, SDG 12	MOE&WR
Air quality monitoring program	Monitoring air, noise in motor parks for health	SDG 3, SDG 11	MOE&WR
Surface water quality monitoring	Analyzing water samples for pollution, improvement strategies	SDG 3, SDG 6, SDG 14	MOE&WR
Lagos international climate change summit	Summit on climate solutions, partnerships, sustainable governance	SDG 13, SDG 17	Ministry of Environment
Lagos climate adaptation and resilience plan	Plan for climate change adaptation, resilience in Lagos	SDG 13	Ministry of Environment
Ikosi fruit market biogas plant	Organic waste to clean energy, reducing landfill	SDG 6, SDG 7	MOE&WR
Plastic waste management policy	Policy for reducing plastic waste, circular economy	SDG 6, SDG 12	MOE&WR
Stakeholders meetings on marine sea turtles	Meetings in Okun Ajah, Eleko for turtle protection	SDG 14, SDG 17	Conservation and Ecology Dept./ MOE
Wetland protection and conservation campaigns	Advocacy with leaders, NGOs for wetland preservation	SDG 14, SDG 17	Conservation and Ecology Dept./ MOE
Pangolin conservation project	Partnership with LUFASI for pangolin conservation, reintroduction	SDG 15, SDG 17	Conservation and Ecology Dept./ MOE
Annual walk for nature	Awareness walk with NCF for biodiversity conservation	SDG 15, SDG 17	Conservation and Ecology Dept./ MOE
Land allocation and management	Identifying, fencing, sensitizing for unallocated government lands	SDG 8, SDG 11	Lands Bureau
Land registration awareness campaigns	Campaigns, online services for title registration, ownership	SDG 8, SDG 11	Lands Bureau
Land acquisition and compensation mechanism	Compensation, meetings, dispute resolution for acquired lands	SDG 9, SDG 16	Lands Bureau
Erepoto community public restrooms	Two blocks of 8 restrooms for Erepoto sanitation	SDG 6	Epe Local Government
Erepoto boreholes for potable water	Boreholes for clean drinking water in Erepoto	SDG 6	Epe Local Government
Solar-powered street lights installation	Solar lights on Salaibu Lamidi, Ayetutu Streets	SDG 7, SDG 11	Epe Local Government
Ict and vocational centre in epe	ICT, vocational centre for education, skill development	SDG 4, SDG 8	Epe Local Government
Medical outreach programs in epe	Free NHIS, immunization, COVID-19 vaccinations in Epe	SDG 3	Epe Local Government
Food bank initiative quarterly	Quarterly food, cash distribution to 5,000 in Epe	SDG 1, SDG 2	Epe Local Government
Rehabilitation of 11 roads in ikosi-isheri	Reconstructing roads with drainage, lighting in Ikosi-Isheri	SDG 9, SDG 11	Ikosi-Isheri LCDA

Additional Lagos Deals & Opportunities | Beyond the 13 big bets in the Deal Book, there are 155+ SDG-focused projects open for co-investment with Lagos MDAs (6/7)

Project Name	Project Description	Relevant SDG	Responsible MDA
Ikosi-Isheri legislative building construction	Legislative building for grassroots democracy in Ikosi-Isheri	SDG 16	Ikosi-Isheri LCDA
Ikosi-Isheri customary court and agencies building	Hub for justice, governance in Ikosi-Isheri	SDG 16	Ikosi-Isheri LCDA
Reconstruction of classrooms at primary school	Renovating classrooms at Ikosi-Isheri Primary School	SDG 4	Ikosi-Isheri LCDA
Empowerment for 500 beneficiaries	Distributing tools, machines to 500 entrepreneurs	SDG 1, SDG 8	Ikosi-Isheri LCDA
Child protection campaigns statewide	Campaigns for child rights, impacting 7,120 directly	SDG 3, SDG 16	MOY&SD (Child Devt.)
Anti-trafficking workshops bi-annually	Workshops against child trafficking, reaching 1,200 directly	SDG 3, SDG 16	MOY&SD (Child Devt.)
Parenting workshops quarterly	Community parenting workshops for 3,000 parents	SDG 3, SDG 4	MOY&SD (Child Devt.)
Legal aid for children statewide	Legal aid for 350 children for justice	SDG 16	MOY&SD (Child Devt.)
Vaccination drives annually	Annual vaccinations for 1,700 children in communities	SDG 3	MOY&SD (Child Devt.)
Child rights awareness quarterly	Quarterly child rights campaigns, reaching 1,000	SDG 16	MOY&SD (Child Devt.)
Nutrition and hygiene programs quarterly	Nutrition, hygiene programs for 900 children	SDG 3, SDG 6	MOY&SD (Child Devt.)
Agricultural value chains enterprise activation	Empowering farmers, stakeholders for productivity, food security, jobs	SDG 1, SDG 2, SDG 8	MOA&FS
Apiculture training for youths	Equipping youths with bee-keeping skills for honey production	SDG 1, SDG 2, SDG 8	MOA&FS
Cage and pen culture for youth empowerment	Promoting fish farming for youth employment, sustainability	SDG 1, SDG 2, SDG 8	MOA&FS
Connection of imota rice mill to power line	Connecting mill to 33KV, installing 5MVA transformer, safety measures	SDG 7, SDG 8, SDG 13	MOE&MR
Construction of central food security hub	Logistics hub with storage for 90 days' food supply	SDG 2, SDG 8	MOA&FS
Construction of mid-level agro produce hub	Hub in Idi-oro for food preservation, accessibility	SDG 2, SDG 8	MOA&FS
Continuous tree planting across Igas	Tree planting for beautiful, healthy parks, recreation centers	SDG 11, SDG 13, SDG 15	LASPARK
Database for oil and gas facilities	Data on petrol stations, LPG plants, tank farms	SDG 7, SDG 8	MOE&MR
Deployment of staff for service efficiency	Inter-district transfers for teaching service efficiency	SDG 4	Teaching Service Commission
Development of Lagos state gas policy	Policy for natural gas in power, transport, domestic use	SDG 7, SDG 13	MOE&MR
Development of red meat value chain	Enhancing red meat production, training youths in butchery	SDG 1, SDG 2, SDG 8	MOA&FS

Additional Lagos Deals & Opportunities | Beyond the 13 big bets in the Deal Book, there are 155+ SDG-focused projects open for co-investment with Lagos MDAs (7/7)

Project Name	Project Description	Relevant SDG	Responsible MDA
Domestic and sexual violence awareness month	Activities for domestic, sexual violence awareness	SDG 5, SDG 16	DSVA
Eko agro mechanization development program	Modern machinery for farmers to boost productivity, sustainability	SDG 1, SDG 2, SDG 8	MOA&FS
Electricity infrastructure improvement in hospitals	Electrification, maintenance, dig. upgrades for hospital power reliability	SDG 3, SDG 7, SDG 8	MOE&MR
Electricity improvement in alausa secretariat	Independent power plant, electrification, maintenance for secretariat	SDG 7, SDG 8	MOE&MR
Electricity improvement for external agencies	Electrification, renewable projects for agencies outside Alausa	SDG 7, SDG 8, SDG 13	MOE&MR
Establishment of 32mtpm imota rice mill	Modern mill for rice production, job creation, sustainability	SDG 1, SDG 2, SDG 8	MOA&FS
Gas reticulation for lagos homs at sangotedo	LPG reticulation for 24 flats in Sangotedo Homs	SDG 7, SDG 8	MOE&MR
Horticultural research devt. in agege and ikorodu	Horticultural research for sustainable cities, climate action	SDG 11, SDG 13, SDG 15	LASPARK
Initiative for domestic violence survivors	Support initiatives for domestic violence survivors' equality	SDG 5	DSVA



LAGOS STATE
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