

# LAGOS



## INDUSTRIAL POLICY

**(2025 – 2030)**

*Implementation Review | Office of the Honourable Commissioner, MCCTI*

**30 APRIL 2026**

# AGENDA

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## **THE MANDATE**

Why this implementation moment matters

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From policy text to delivery action

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Phased delivery and institutional architecture

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N5.0 to N7.5 Trillion target with safeguards

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## **MONITORING & ACCOUNTABILITY**

Delivery discipline embedded in the system

# THE MANDATE

## WHY THIS IMPLEMENTATION MOMENT MATTERS NOW

### **AfcFTA Gateway**

1.3 billion people.  
Combined GDP exceeding  
3 trillion dollars. Lagos sits  
at the head of West  
Africa's window into the  
continental market.

### **THEMES+ Agenda**

Industrial transformation  
is one of Mr. Governor's  
signature commitments  
under THEMES+, anchored  
in disciplined  
diversification and  
inclusive prosperity.

### **LSDP 2052 Anchor**

Operationalises the  
industrial chapter of the  
Lagos State Development  
Plan 2052, sequencing  
five years of execution  
toward the long horizon.

# POLICY VISION

BY 2030, THE LAGOS WE ARE BUILDING

## BY 2030

**Lagos will possess a fast-growing, diversified industrial economy that is globally competitive, socially inclusive, and environmentally sustainable.**



# THE SIX PILLARS

## INTERLOCKING PILLARS THAT CARRY THE STRATEGIC LOAD

**01**

### **Infrastructure**

Power, transport, water, digital.  
Industrial Power Corridors.

**02**

### **Business Environment**

Regulatory simplification, one-stop  
facilitation, rules-based climate.

**03**

### **Industrial Finance**

Public, private, development  
capital through blended structures.

**04**

### **Sectors and Clusters**

Lekki–Epe and West Lagos  
corridors, priority sectors anchored.

**05**

### **MSMEs and Cooperatives**

Productivity upgrading, graduation  
pathways, cooperative  
aggregation.

**06**

### **Skills and Sustainability**

Workforce alignment, climate-  
smart industry, inclusive  
participation.

# FROM POLICY TO DELIVERY

EACH PILLAR CARRIES A DEFINED TRANSLATION PATHWAY

<b>POLICY POSITION</b>	<b>DELIVERY ACTION</b>
Reliable industrial power	Industrial Power Corridors with embedded generation
Predictable investment climate	Digitised one-stop approvals and performance incentives
Long-term industrial capital	Blended finance and viability gap funding
Spatial decentralisation	Lekki–Epe and West Lagos corridors, cluster zones
MSME productivity upgrading	Cooperative aggregation, BOI co-financing pathways

# CORRIDORS & CLUSTERS

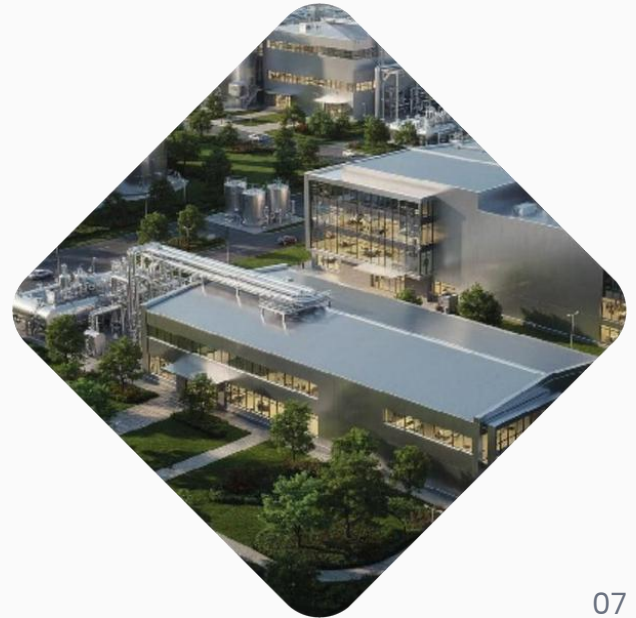
## CONCENTRATION OVER DISPERSION

### **LEKKI-EPE CORRIDOR**

Eastern industrial spine. Free zones, deep-sea port, and high-value manufacturing.

### **WEST LAGOS GATEWAY**

Western belt around Badagry. Logistics, agro-processing, AfCFTA export-readiness.



# 3

MOVEMENT THREE

# THE PRACTICAL IMPLEMENTATION GUIDE

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*Phased delivery and institutional architecture*



# THE PRACTICAL GUIDE

## THE BRIDGE BETWEEN POLICY INTENT AND MDA ACTION

### WHAT IT IS

A live operational manual that converts the Policy into MDA-level deliverables with timelines and metrics.

### HOW IT OPERATES

Service standards, escalation procedures, focal officers in every MDA, quarterly scorecard cycles.

### WHO USES IT

MCCTI as anchor, IPITF as coordination platform, line MDAs as implementing authorities, private sector as partner.

### WHAT IT TRIGGERS

Funded workplans, accountable milestones, cross-agency unblocking, transparent reporting to leadership.

# PHASED DELIVERY ROADMAP TO 2030



# INSTITUTIONAL ARCHITECTURE

FOUR INSTITUTIONS CARRY THE IMPLEMENTATION LOAD

**MCCTI**

**ANCHOR MINISTRY**

## **IPITF**

*Implementation Task Force*

Cross-MDA coordination platform. Resolves bottlenecks. Convenes quarterly.

## **INVESTMENT COUNCIL**

*High-Level Industrial Council*

Public-private dialogue. Co-chaired by HC and a private sector leader.

## **LWIL**

*Lagos Worldwide Investments*

Investment facilitation and transaction structuring platform.

# WHOLE-OF-GOVERNMENT

## EIGHT MDAs WITH ASSIGNED DELIVERABLES

### **Energy and Mineral Resources**

Embedded generation, industrial energy, cluster power

### **Physical Planning**

Industrial zoning, land banks, building permits

### **Finance**

MTEF alignment, incentives, structured financing

### **LSETF**

MSME finance, entrepreneurship, vocational co-financing

### **Works / Transport**

Industrial roads, port connectivity, freight logistics

### **Environment / LASEPA**

Climate compliance, pollution, sustainability standards

### **Education / TVET**

Skills development, vocational training, curricula

### **Investment Promotion**

Investor attraction, pipeline, aftercare

**EACH MDA TRACKED THROUGH THE IPITF SCORECARD**

# INVESTMENT MOBILISATION

N5.0 TO N7.5 TRILLION OVER THE POLICY PERIOD

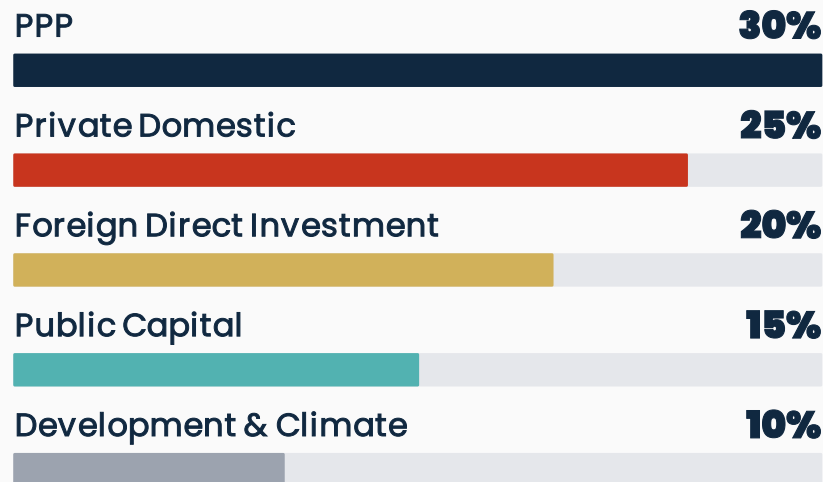
**N5.0-7.5**

**TRILLION**

*Total Industrial Investment*

**2025 - 2030**

## SOURCE BREAKDOWN



# PUBLIC CAPITAL ALLOCATION

## STATE CAPITAL ENVELOPE: N900 BILLION – N1.2 TRILLION (2025–2030)

### Industrial Infrastructure

Roads, drainage, cluster servicing

**N350–450 Bn**

### Power Enablement

Industrial feeders, embedded generation

**N150–250 Bn**

### Industrial Parks & Clusters

Estate development and servicing

**N120–180 Bn**

### Environmental & Green

Clean industry, waste-to-value

**N100–150 Bn**

### Skills & Technical Training

Vocational centres, curricula alignment

**N80–120 Bn**

### Digital & Regulatory

Approvals systems, GIS, data platforms

**N50–80 Bn**

### Policy Delivery

IPITF, Policy Delivery Unit, capacity

**N30–50 Bn**

# MONITORING & ACCOUNTABILITY

## DELIVERY DISCIPLINE EMBEDDED IN THE SYSTEM

### **IPITF Scorecard**

Quarterly review cycle. Cross-MDA performance reviewed by the Implementation Task Force.

### **Service Charters**

Each implementing MDA publishes a service charter with timelines and named focal officers.

### **Investor Aftercare**

Structured engagement with anchor investors. Issues escalated to the Investment Council.

### **EXCO Reporting**

Annual report to State Executive Council on leverage ratios and major delivery milestones.

### **Public Dashboard**

PPP commitments and major industrial projects tracked transparently for citizen accountability.

# FISCAL DISCIPLINE

## SAFEGUARDS THAT PROTECT THE STATE'S INDUSTRIAL INVESTMENT

### **MTEF Alignment**

All annual budget allocations under LSIP align with the Medium-Term Expenditure Framework.

### **Value-for-Money Screening**

Every PPP transaction undergoes formal VfM analysis before financial close is approved.

### **Performance-Linked Incentives**

Industrial incentives carry sunset clauses, time-bounds, and milestone-linked release tranches.

### **Claw-Back Provisions**

Non-performance triggers enforceable claw-back of incentives, tax holidays, and concessions.

### **Debt Sustainability**

Borrowing thresholds applied.  
Concessional finance prioritised.  
State debt headroom protected.

# THE INVITATION

EVERY STAKEHOLDER HAS A ROLE TO PLAY

## INVESTORS

Engage the pipeline through Lagos Worldwide Investments and the High-Level Industrial Investment Council.

## MDAs

Deliver assigned milestones through IPITF scorecards. Service charters and focal officers are in place.

## PARTNERS

Join blended finance structures, skills initiatives, and the cluster development partnership programmes.

## CITIZENS

Participate through MSME and cooperative pathways. The industrial economy belongs to every Lagosian.



# THANK YOU

**FROM POLICY TO INDUSTRIAL REALITY**

*Igbega Ipinle Eko, Ajumose Ni!*