



Women's Economic Empowerment: A Policy Roadmap For Lagos State, Nigeria.



WOMEN'S ECONOMIC
EMPOWERMENT:
A POLICY ROADMAP FOR
LAGOS STATE, NIGERIA.

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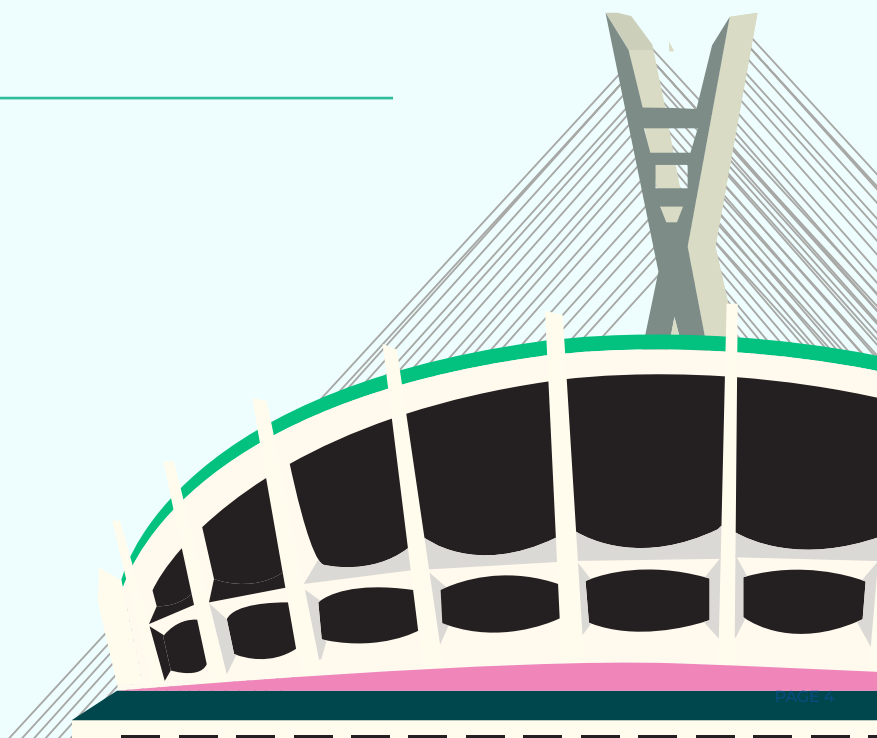
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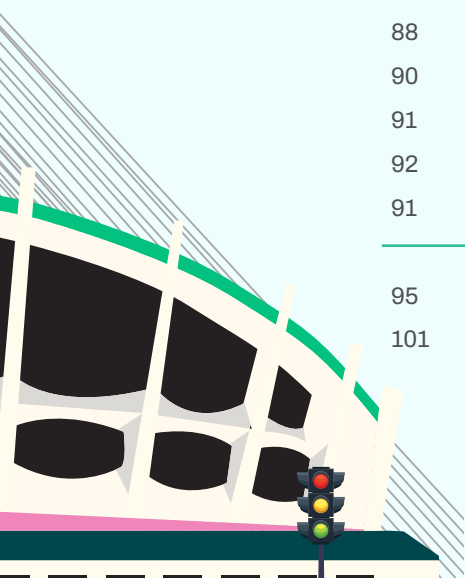
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Foreward

The empowerment of women is not merely a goal; it is a necessity for building a prosperous, equitable, and inclusive society. As one of the fastest-growing cities in Africa, Lagos holds a unique position to be a beacon of progress in achieving gender equality and harnessing the untapped potential of its women.

Women in Lagos, like everywhere, face a myriad of challenges ranging from limited access to economic resources to systemic barriers that hinder their full participation in the workforce and entrepreneurial activities. Yet, these challenges present us with an opportunity: the opportunity to create an environment where women can thrive, contribute meaningfully to the economy, and become leaders in their own right.

With this in mind, it is with great delight and a deep commitment that I present the Women's Economic Empowerment (WEE) Policy of Lagos State. The WEE policy document lays a clear, actionable framework to dismantle the obstacles that hinder women's economic participation. It envisions a Lagos where women are provided with equal access to education, financial resources, employment opportunities, and leadership roles. By addressing the socio-economic barriers that women face, the policy ensures that they are equipped to take full advantage of the abundant opportunities the State has to offer.

This policy is not just about women's upliftment; it is about societal growth. When women thrive, communities thrive, economies flourish, and nations become stronger. This policy document is a testament to our commitment and an important step toward ensuring that no woman is left behind in the journey toward development and prosperity. Together, we will create a Lagos that is not only a Center of Excellence and Economic Opportunity but also a symbol of Gender Equality, where every woman has the chance to fulfill her potential.

This is the beginning of a powerful movement toward a more inclusive and prosperous future for Lagos as Africa's Model Mega City.

His Excellency,
Gov. Babajide Olusola Sanwo-Olu
Executive Governor, Lagos State.
January, 2025



Preface

In Lagos, we recognize that women are powerful force in driving economic transformation, yet they often face unique challenges that hinder their full participation in the economy. Therefore, designing a policy that breaks down these barriers and creates an enabling environment where women can thrive in all sectors of society is germane. Armed with this understanding, I am thrilled to present the Women Economic Empowerment (WEE) Policy of Lagos State which marks a significant milestone in our commitment to advancing Gender Equality and ensuring Sustainable Economic Growth for all citizens.

Lagos State has long been a vibrant hub of innovation, commerce, and cultural dynamism, and it is our vision that women, who make up a crucial part of our population, are equally positioned to benefit from the opportunities available. Through this policy, we seek to provide women with the resources, opportunities, and platforms necessary to enhance their financial independence, advance their entrepreneurial goals, and contribute more significantly to the economic development of our State.

The WEE Policy focus on strengthening access to education, financial services, business development, and leadership opportunities for women, while also addressing critical challenges such as gender-based violence and socio-cultural barriers. By aligning our strategies with the United Nations Sustainable Development Goals (SDGs), we aim to create a society where women are not just participants in the economy, but key drivers of prosperity.

As we move forward, the implementation of this policy will foster an ecosystem that supports women in every sphere from small-scale entrepreneurship to large corporate leadership empowering them to shape the future of Lagos.

Through collective efforts, we are committed to building a more inclusive and resilient Lagos, where every woman can realize her full potential. The

Lagos State Ministry of Women Affairs and Poverty Alleviation is passionate and committed to Women Empowerment, Development and Protection through its Regular Women Focused Programmes and Interventions. The Current Administration of Governor Babajide Olusola Sanwo- Olu's T.H.E.M.E.S + Agenda also speaks loudly to Gender Equality and Social Inclusion.

I am assured that this policy document will be a treasured tool for policy makers, business owners, civil society organizations, and all stakeholders involved in promoting women's economic empowerment. Therefore, as we embark on this transformative journey, we must all join hands government, private sector, civil society organizations, and individuals to ensure that the goals of the WEE policy are realized.

I commend the Lagos State Government and all stakeholders involved in the development of this policy. Together, we can build a Lagos State where women are fully empowered to contribute to our collective prosperity and advancement.

Hon. Mrs. Cecilia Bolaji Dada

Commissioner for Women Affairs and Poverty Alleviation, Lagos State.



Acknowledgements

The development of the Women's Economic Empowerment (WEE) Roadmap for Lagos State (2025-2030) is a monumental achievement that highlights the state's commitment to fostering inclusive growth and gender equality. This roadmap represents a collective effort to address the systemic barriers hindering women's full economic participation and provide actionable solutions for their empowerment across five pillars (Agriculture, Entrepreneur, Traditional Labour Market, Emerging industries, and Education and Skill acquisition.) Its success is a testament to the dedication, collaboration, and vision of multiple stakeholders who contributed tirelessly to its creation.

The Lagos State Government, under the leadership of His Excellency, Mr. Governor Babajide Olusola Sanwo-Olu, provided the political will and enabling environment required for this initiative. The administration's progressive approach to integrating gender equality, in consonance with the THEMES+ Agenda, into economic planning has been a cornerstone of this project. Special recognition goes to Lagos State foremost WEE Champion, the Honourable Commissioner for Women Affairs and Poverty Alleviation (WAPA), Mrs. Cecilia Bolaji Dada, whose unwavering advocacy for women's rights and empowerment ensured that the roadmap reflects the lived realities and aspirations of women and girls across Lagos State. WAPA's role in championing and coordinating with key ministries and stakeholders was pivotal in driving this process forward.

We acknowledge with gratitude the outstanding contributions of Mrs. Oluyemi Kalesanwo and Mrs. Rianat Ajibike Onibanjo, immediate past and present Permanent Secretaries of WAPA, respectively, in championing the WEE Policy Roadmap's domestication. Their commitment has yielded significant progress.

The Office of the Special Adviser to the Governor on Sustainable Development Goals (OSDG), led by Dr. Oreoluwa Finnih-Awokoya, the Special Adviser to the Governor on Sustainable Development Goals (SDGs) and her able Technical Assistant Olusegun Ojo played a pivotal role in the commencement introduction and partnerships, as well as in aligning the roadmap with global frameworks, particularly the SDGs and Governor Sanwo-Olu's THEMES+ Agenda. Their focus on SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth) was instrumental. The OSDG's technical expertise and strategic guidance ensured that the roadmap adhered to international best practices, thereby enhancing its relevance, impact, and effectiveness.

The roadmap was enriched by the collaborative input of the following Lagos State Ministries, Departments, and Agencies (MDAs), including the Ministry of Economic Planning and Budget (MEPB), Ministry of Agriculture & Food Systems, Ministry of Innovation, Science & Technology, Ministry of Youth & Social Development, Ministry of Commerce, Cooperatives, Trade & Investment, Ministry of Environment & Water Resources, Ministry of Health, Ministry of Local Government Chieftaincy Affairs and Rural Development, Ministry of Tertiary Education, Ministry of Wealth Creation and Employment, and the Lagos State Employment Trust Fund (LSETF).

These MDAs through their designated WEE Focal persons coordinated by Mrs. Olufunke Shyllon, Director Women Affairs (WAPA) provided valuable insights and data, enabling the identification of gaps and opportunities for targeted interventions. Their contributions were instrumental in aligning the roadmap with Lagos State's broader economic and developmental objectives. We celebrate their commitment and contribution in the course of the co-creation of the policy roadmap.

The policy roadmap process also benefited greatly from the financial support and technical assistance provided by the Gates Foundation (GF) and the formidable team at the DGA-Albright Stonebridge Group (ASG) Nigeria Team, Jonathan Eigege, Rinmicit Temlong, Fabia Ogunmekan, Dolapo Alayaki and Gabrielle Posner. Their commitment to fostering impactful partnerships through ensuring the right public-sector relationships and stake holder interventions contributed significantly to the roadmap's development.

We also acknowledge the vital contributions of the Catalyst Fund cohort for the cross-learning, BUDGIT, Eden Venture Group for their role in the amplification of the roadmap's development and other partners. Their collaborative efforts, enhanced the roadmap's comprehensiveness and effectiveness.

Special thanks are also due to Civil Society Organisations (CSOs), Community-Based Organisations (CBOs), traditional leaders, religious leaders, market leaders (Iya-olojas in IBILE districts in Lagos State), and Women with Disabilities for their grassroots engagement and advocacy. These key stakeholders played a crucial role in ensuring that the roadmap addresses the needs and challenges faced by women in both urban and rural areas. Their inputs were invaluable in shaping context-specific interventions and strategies. The private sector partners across the five (5) pillars (Entrepreneurship, Agriculture, Emerging Industries, Traditional Labour Force, Education, and Skill Acquisition) also made significant contributions. Their involvement highlighted the importance of public-private partnerships in advancing women's economic empowerment.

The academic and research community in Lagos State provided critical insights and evidence-based recommendations that underpinned the roadmap's policy proposals. Their rigorous analysis and expertise ensured the document's alignment with global best practices while addressing local nuances.

The success of this roadmap would not have been possible without the tireless efforts, visionary leadership, and unwavering commitment of all stakeholders involved. With continued collaboration and support, the Women's Economic Empowerment Policy Roadmap for Lagos State is poised to catalyse transformative change, unlocking the full potential of women as drivers of sustainable development and inclusive growth. Our heartfelt appreciation goes to the women of Lagos State, whose resilience, insights, and determination inspire this initiative. Their experiences and aspirations served as the foundation for the roadmap, reminding all stakeholders of the transformative potential of empowering women.

Finally, the Policy Innovation Centre (PIC), under the exceptional leadership of Dr. Osasuyi Dirisu, and the coordination and execution team led by Adekemi Omole, Dr. Bukola George and the full complement of the PIC machinery is highly appreciated for its outstanding technical support in shaping the strategic framework of the roadmap. PIC's innovative approaches to policymaking and stakeholder engagement ensured a comprehensive and inclusive consultative process. Their expertise in data-driven analysis and gender-responsive strategies greatly enriched the roadmap, establishing it as a transformative blueprint for advancing women's economic empowerment in Lagos State.

Acronyms

ACT	Aspire Coronation Trust
Agric-YES	Agricultural Youth Empowerment Scheme
ASG	The African School of Governance
AWBN	Association of Women in Business Network
BOA	Bank of Agriculture
BMOs	Business Membership Organisations
CBN	Central Bank of Nigeria
CBOs	Community-Based Organisations
CDAs	Community Development Associations
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
DSVA	Domestic and Sexual Violence Agency
ECLAC	Economic Commission for Latin America and the Caribbean
EDC	Enterprise Development Centre
FBOs	Faith-Based Organisations
GBV	Gender-Based Violence
GDP	Gross Domestic Product

GESI	Gender Equality and Social Inclusion
ICT	Information and Communication Technology
IFC	International Finance Corporation
ILO	International Labour Market
INGOs	International Non-Governmental Organisations
IRS	Internal Revenue Service
ITU	International Telecommunication Union
JONAPWD	Joint National Association of Persons with Disabilities
LAP	Lagos Acceleration Programme
LASG	Lagos State Government
LASODA	Lagos State Office for Disability Affairs
LASUTH	Lagos State University Teaching Hospital
LSADA	Lagos State Agricultural Development Authority
LCCI	Lagos Chamber of Commerce and Industry
LGAs	Local Government Areas
LIRS	Lagos State Internal Revenue Service
LMIC	Low- and Middle-Income Countries
LSDP	Lagos State Development Plan
LSETF	Lagos State Employment Trust Fund
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEPB	Ministry of Economic, Planning and Budget
MOE	Ministry of the Environment and Water Resources
MSMEs	Micro, Small and Medium-sized Enterprises
MTN	Mobile Telephone Network
MTNDP	Nigeria's Medium Term National Development Plan
MWAPA	Ministry of Women Affairs and Poverty Alleviation

NAFDAC	National Agency for Food and Drug Administration and Control
NBS	National Bureau of Statistics
NESG	Nigerian Economic Summit Group
NGOs	Non-Governmental Organisations
NLC	Nigerian Labour Congress
NUT	Nigerian Union of Teachers
NYSC	National Youth Service Corps
OECD	The Organisation for Economic Co-operation and Development
OSDGs	Open Sustainable Development Goals
PIC	Policy Innovation Centre
PPP	Public-Private Partnerships
PWD	Persons with Disability
SDGs	Sustainable Development Goals
GBV	Sexual and Gender Based Violence
STEM	Science, Technology, Engineering and Mathematics
TVET	Technical and Vocational Education Training
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNILAG	University of Lagos
VAPP	Violence Against Persons Prohibition
W.TEC	Women's Technology Empowerment Centre
WAPA	Women Affairs and Poverty Alleviation
WCCIMA	Women Chamber of Commerce, Industry, Mines and Agriculture
WEE	Women Economic Empowerment
WEF	World Economic Forum
WEP	Women Empowerment Principles

WHO	World Health Organisation
WIMBIZ	Women in Management, Business, and public Service
WISCAR	Women in Successful Careers
WWD	Women with Disabilities

Executive Summary

Lagos State, a major economic hub in Nigeria, presents significant opportunities and challenges for advancing Women's Economic Empowerment (WEE). Despite the state's economic vibrancy, women in Lagos face substantial barriers in education, skill acquisition, and participation in both traditional and emerging labour markets and industries, as well as agriculture. Therefore, the domestication of the National WEE Policy has become paramount in bridging these gaps and creating more significant opportunities for women. The Lagos State WEE Roadmap is a strategic framework designed to address systemic barriers to women's economic participation in Lagos. It aligns with global commitments such as the Sustainable Development Goals (SDGs), national frameworks to promote gender equality, and the Lagos State Government's developmental agenda. Key focus areas include strengthening financial inclusion and literacy, bridging digital divides through technology and innovation, and addressing socio-cultural barriers with gender-responsive governance and data-driven strategies.

Aligned with national and state commitments, the roadmap aims to implement a gender-responsive approach to improve women's livelihoods, rights, resilience, promote their leadership in key sectors through strategic coordination and collaboration, address economic inequality across the five WEE pillars, and strengthen partnerships to advance women's economic rights and empowerment.

In drafting the WEE roadmap for Lagos State, key activities and engagements were carried out to ensure that no one was left behind. These activities began with desk reviews that highlighted the significance of WEE policy in Nigeria, reviewed past and current WEE-related initiatives, and analysed the status of WEE in Lagos State. Additionally, the WEE roadmap is based on insights gathered through stakeholder engagement, co-creation, and peer review. The major aim of this stakeholder-driven approach was to gain clarity on the concept of who a woman is in Lagos State, identify existing gaps and opportunities across the five WEE Pillars as well as explore the current policies and programmes on WEE, to inform the domestication and implementation of a comprehensive and contextually relevant WEE Roadmap tailored to the needs of women in Lagos State, Nigeria. The principal stakeholders engaged during the co-creation process included government MDAs (such as Ministry of Women Affairs and Poverty Alleviation, Lagos State Ministry of Tertiary Education, Ministry of Wealth Creation and Employment, Lagos State Employment Trust Fund) amongst others, non-governmental organisations (NGOs), community leaders, private sector players, and an intersectional group of women in Lagos State including women with disabilities.

Findings from the stakeholder engagements defined women as females aged 18 and above, covering different life stages from reproductive age until death. A comprehensive definition of a woman in Lagos State includes her biological, social/cultural, economic attributes, alongside the legal protections and empowerment opportunities available to her. This multifaceted definition acknowledges the diversity of women's experiences, emphasising the importance of inclusive policies and programmes that address their unique needs and aspirations while promoting gender equality and sustainable development. In the agricultural sector, women face numerous challenges, including cultural norms that limit their participation, economic constraints such as lack of access to credit, and gender-based violence and discrimination. These barriers particularly impact vulnerable women, including women with disabilities, older women, and ethnic minorities, who face compounded challenges. In the traditional labour market and emerging industries, women encounter legal restrictions, inadequate infrastructure, limited market information, and gender-based violence. The stakeholder engagements also discovered a significant gender gap in emerging industries,

particularly in Science, Technology, Engineering, and Mathematics (STEM) fields. In terms of education and skill acquisition, societal and cultural norms often prioritise boys' education over girls', resulting in lower educational attainment for women. Financial constraints, early marriage, and limited access to technical and vocational education further hinder women's opportunities in education and skill development.

Despite these barriers, there are numerous opportunities to enhance women's economic empowerment in Lagos State. Through this roadmap, case studies in successful programs that have increased WEE in Lagos state were explored. In agriculture, opportunities include access to training programmes, microfinance initiatives, and government programmes promoting gender equality. Successful case studies demonstrate the potential impact of targeted interventions. In the traditional labour market and emerging industries, support systems such as cooperatives, women's affinity groups, and NGOs provide critical resources, training, and advocacy. Policies promoting gender-responsive regulations and supportive programmes are vital for improving women's participation in these sectors. In education and skill acquisition, government policies, NGOs, public-private partnerships, and community-based initiatives play vital roles in improving access to education and skills training. The rise of online learning platforms also offers significant opportunities for women, particularly those facing mobility or time constraints. These programmes demonstrate the importance of targeted interventions in bridging the gender gap in technology and other emerging industries.

To enhance Women's Economic Empowerment in Lagos State, the WEE Policy Roadmap recommends several policies, program adaptations and interventions across the five pillars.



Agriculture: Promote the use of e-commerce and digital marketing as strategic tools to enhance economic opportunities for women in agriculture. To maximize the benefits, it is essential to strengthen support systems through tailored training in digital skills and marketing, provision of affordable financing options, and access to mentorship programs. These measures will enable women to expand their agribusinesses, reach broader markets, and build financial resilience.



Entrepreneurship: Design financial products and services tailored to women entrepreneurs, simplifying application processes, and providing financial literacy training.



Traditional Labour Market: Support women in the traditional labour market by improving working conditions, enforcing labour laws, promoting work-life balance policies, enhancing access to market information and networks, developing digital platforms and mobile apps for real-time market information, and supporting the formation of women's cooperatives and networks.



Emerging industries: Incentivise companies who hire and train women through tax breaks and other benefits. Promoting women's participation in emerging industries without gender bias requires awareness campaigns and targeted skill development programmes.



Education and Skill Acquisition: Strengthen educational and skill acquisition programmes by increasing access through targeted scholarships, financial aid, and flexible learning options. Vocational and technical training programmes should be expanded to meet market needs in emerging industries such as digital technology, renewable energy, and healthcare. Partnerships with private sector companies can facilitate apprenticeships and on-the-job training for women.

In conclusion, the Women's Economic Empowerment Roadmap for Lagos State represents a transformative step toward gender equity and inclusive economic growth. By addressing structural barriers, fostering multi-sectoral partnerships, and leveraging policy frameworks, Lagos State stands to unlock the full potential of its women for economic benefits. These efforts will not only advance gender equity but also contribute to the state's broader socio-economic development.

The National Women's Economic Empowerment Policy Framework

In May 2023, the Federal Executive Council (FEC) adopted Nigeria's first National Women's Economic Empowerment (WEE) Policy following an 18-month process led by the Federal Ministry of Women Affairs and the Ministry of Finance.

National WEE Policy: Systemic Shifts

The National WEE Policy sets qualitative targets that speak to the broader economic and financial system reforms and government action, that would catalyse WEE in Nigeria.

- **Economic Recovery:** Address the long-term effects of the Covid-19 pandemic by delivering a gender-transformative economic recovery
- **Productive Tools:** Scale women's access to productivity-enhancing tools across critical sectors including land, mobile phones, and the internet – in line with existing national policies and targets.
- **Financial and Digital Literacy:** Support the economic empowerment of women by facilitating access to financial literacy financing, providing skill-building training, and supporting MSMEs' business viability
- **Digital Transformation:** Leverage Nigeria's ongoing digital transformation more intentionally to advance WEE outcomes, in partnership with relevant stakeholders in the private sector.
- **Support Structures:** Provide the relevant support structures needed in communities and the workplace (i.e., paid leave, childcare, women's economic collectives) to enable Nigerian women and girls to participate in the economy fully.
- **Follow through on existing commitments:** Stronger implementation of existing WEE-focused government policies and follow through on international and regional commitments and treaties that Nigeria is a signatory to
- **Gender-intentional government processes:** Mainstream gender-responsive approaches across government processes, including policymaking, budgeting, and procurement.

The WEE Policy Adopts a Sectoral Framework Conceptual and Organisational Framework

A. Core Sectoral Pillars

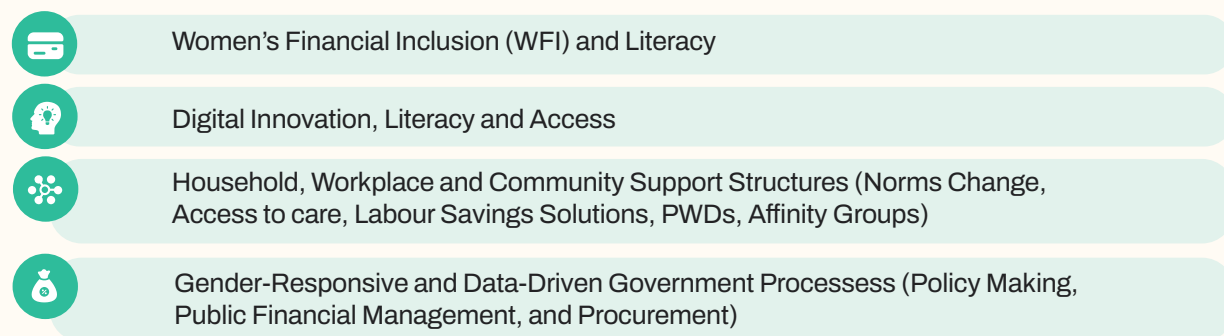
The National WEE Policy is organised according to a conceptual framework based on technical expert perspectives and grassroots feedback received during the year-long National WEE Policy Dialogue. A diagram of the overall concept is seen below. Core Sectoral Pillars

Figure 1: Core Sectoral Pillars and Crosscutting Accelerators

COST SECTORAL INTERVENTIONS



CROSS CUTTING ENABLERS



The policy framework emphasises high-impact interventions across five key sectors where Nigerian women and girls are most deeply engaged or where there is potential to drive future economic outcomes for women. The five sectoral pillars are:

- Agriculture
- Entrepreneurship
- The Traditional Labour Market
- Emerging Industries
- Education and Skill Acquisition.

In addition to focusing policy action on key sectors where most Nigerian women and girls are likely to pursue livelihoods (agriculture, entrepreneurship, the traditional labour market), a sector-based framework enables the policy to suggest transformative interventions in emerging sectors with the potential to lift women out of poverty (e.g., tech, media, creative industries, and education). More tactically, the sectoral focus also enables the policy to build on the National Gender Policy—and other gender-relevant sectoral-based policies. The sectoral approach also delineates clear responsibilities and will allow for more effective and targeted advocacy, accountability, and evaluation since the FGN and sub-national governments also structure budgets and policies administratively by ministry and/or sector.

B. Crosscutting Accelerators

The Policy framework is underpinned by four cross-cutting enablers that suggest system-level changes that could have transformative impacts and serve as major tailwinds for WEE. These are:

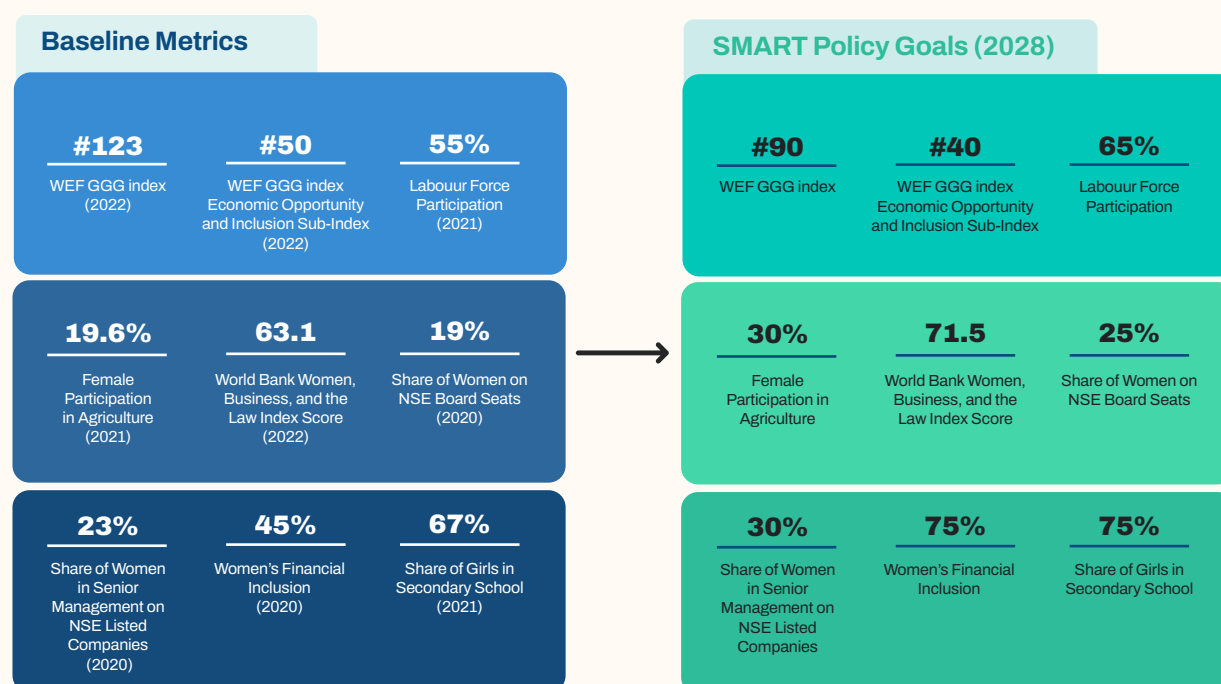
- Women's Financial Inclusion (WFI) and Literacy.
- Digital Innovation, Literacy, and Access.
- Gender-Intentional Household, Workplace, and Community Support Structures.
- Gender-Responsive and Data-Driven Government Processes.

These cross-cutting accelerators address the structural and normative barriers that limit women's economic wellbeing at the systemic level. They also allow the policy to emphasise how deliberate structural and social reforms, and more gender-intentional governance approaches are systemic entry points with the potential to lift Nigerian women and girls out of poverty.

Policy: SMART Goals

The Policy also has specific, measurable, attainable, realistic, and timely goals to help Nigeria track its progress towards transformative and sustainable progress on women's empowerment.

Figure 2: Policy SMART Goals



National WEE Policy: A Presidential Priority

The current Administration has endorsed the policy, given its significant overlap with the gender equality and social inclusion priorities of President Asiwaju Bola Ahmed Tinubu's Renewed Hope Agenda.

The Renewed Hope Agenda has also set ambitious WEE goals

1. **Economic Participation:** Break into the Top 35 countries on the WEF Global Gender Gap Index Economic Participation and Opportunity sub-index by 2027 (2022 Baseline: #50)
2. **MSMEs:** Introduce new social investment programmes that support the development of ≥ 2.5 million micro, small, and medium enterprises (MSMEs), particularly among women and youth.
3. **Multidimensional Poverty:** Reduce multi-dimensional poverty among women and girls, persons living with disabilities (PWDs), and the elderly.
4. **Political Representation:** Women will hold $\geq 35\%$ of positions in the Federal Executive Council (2023 Baseline: 14%)
5. **Corporate Leadership:** Women will occupy $\geq 25\%$ of total board seats of the Top 30 NSE Listed Companies (2019 Baseline: 19%)
6. **Educational Attainment:** Break into the Top 100 of the World Economic Forum Global Gender Gap Educational Attainment Sub-Index (Baseline: #134)
7. **Secondary School Enrollment:** Increase the percentage of girls enrolled in secondary school from 67% to 75% by 2027
8. **Women in STEM:** Double the number of women in STEM fields by 2030

Context: Economically Empowering Women, Transforming Lagos



According to the World Economic Forum's Global Gender Gap Report 2024, at the current rate of progress, it will take approximately 134 years to achieve full gender equality globally.¹ Although progress has been achieved, the parity between men's and women's expected lifetime earnings stands at \$172 trillion², almost double the world's annual GDP, highlighting significant global economic loss. Globally, some key barriers to gender inclusion in economic development include unequal access to economic resources, education, and labour market opportunities.³ This suggests that achieving SDG 5 (Gender Equality) is not just a moral imperative but an economic necessity for global prosperity and resilience, as it unlocks the full potential of half the world's population, drives economic growth, reduces poverty, and fosters more inclusive and sustainable development for all.

As highlighted in the National WEE Policy and Action Plan, women in Nigeria are indispensable contributors to the economy, particularly in the informal sector, where they dominate activities such as petty trading, artisanal work, and subsistence agriculture.⁴ According to the International Labour Organisation (ILO), 95.1% of employed women in Nigeria work in the informal sector.⁵ Similarly, women constitute about 70% of Nigeria's agricultural workforce and contribute to about 70% of the country's food production.⁶ Informal sector roles, while significant, often lack the formal recognition and support needed to optimise their impact, meaning that women in these sectors frequently face challenges such as limited access to capital, inadequate infrastructure, and exclusion from formal financial systems, which collectively hinder their ability to scale their businesses and improve their economic standing.⁷ As a result, many women are underrepresented in leadership positions and high-paying professions. Structural barriers, including negative gender stereotypes, harmful gender norms, educational disparities and workplace discrimination, perpetuate this imbalance.⁸ In Nigeria, including Lagos State, women often encounter challenges in accessing credit and loans due to a lack of collateral. Land ownership, which is commonly required as collateral, remains largely controlled by men due to cultural and traditional practices.⁹⁻¹⁰

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Introduction

Lagos State is home to an estimated 24.4 million people and is a vibrant and rapidly growing metropolis.¹¹ As of 2024, the GDP of Lagos' formal economy is estimated at \$259 billion¹², accounting for 26.7% of Nigeria's total GDP¹³, with a projection of 10% economic growth. Although specific gender data for Lagos is not readily available,¹⁴ national statistics show that women make up approximately 49.9% of Nigeria's total population.¹⁵ Applying this percentage to Lagos's estimated population, we estimate that around 12.2 million women reside in the state as of 2024. Lagos State, Nigeria's economic hub, has made significant strides in promoting women's economic empowerment. Findings from the Demographic and Health Survey reveal that approximately 84% of women in Lagos, aged 15 to 49, have control over their cash earnings, a key indicator of financial autonomy.¹⁶ Furthermore, the state leads Nigeria in several aspects of digital and financial inclusion for women: 58.8% of women in Lagos have and actively use a bank account, 85.9% own mobile phones, and 60.8% use their mobile phones for financial transactions.¹⁷ Additionally, about 57.2% of women in the state make important decisions regarding their health care, major household purchases, and visits to close family members, demonstrating increased agency in household and personal matters.¹⁸ Collectively, these figures offer a powerful insight into the progress of women's economic empowerment in Lagos State.



58.8% of women in Lagos have and actively use a bank account, 85.9% own mobile phones, and 60.8% use their mobile phones for financial transactions.



However, women in Lagos State do face distinct challenges that limit their economic opportunities. Using the World Health Organisation (WHO) estimate, about 15 percent of women in the state are Persons with Disabilities (PWDs), which further compounds the barriers they encounter in accessing economic resources and opportunities.¹⁹ They encounter physical accessibility issues, discrimination, and limited vocational training tailored to their needs, which often relegate them to lower-paying and less visible jobs.²⁰ Older women (60+) often remain in the workforce out of necessity, working in low-skilled, physically demanding roles with minimal income security, compounded by age-related discrimination and health issues. Young women struggle with high unemployment, limited education and training, and early marriage as well as childbirth, which often push them into low-paying informal jobs.²¹⁻²² Similarly, given Lagos' diverse ethnic landscape, ethnic minority women may encounter language barriers, cultural discrimination, and limited access to resources and networks, further narrowing their opportunities. Targeted interventions are essential to ensure equitable opportunities and drive inclusive economic empowerment for all women in Lagos State.

WEE implies guaranteeing that women have equal participation in economic activities, and by so doing, possess the ability to bring about positive change in their personal lives and society as a whole. It is the driver of socioeconomic development¹, a human rights commitment^{2,3}, and a mechanism to achieve gender equality (SDG 5)⁴. However, the main obstacle to WEE, and by extension, gender equity, is gender discrimination⁵. Economically, gender discrimination manifests as gaps in remuneration for equivalent work, educational attainment, access to finance and economic resources, digital literacy, decision making, as well as little or no incentive for household and care work. Though largely disenfranchised from ownership and control of economic resources, women have been disproportionately burdened with care work and reproductive labour. While the latter is critical to the continuing functionality of society, such work remains obscure, undervalued and unmeasurable. To achieve WEE, women must have equal access to economic (and income generating) resources, just as women's labour (including reproductive labour and care work) should be formally recognised, measurable, and remunerated in line with Women Empowerment Principles (WEP)⁶.

Defining A Woman in Lagos State

The discussion on economically empowering women in Lagos State encompasses various perspectives, including biological, social/cultural, economic, and legal aspects. At a stakeholders' meeting held in Lagos, which brought together key participants including government representatives, CSOs, private sector practitioners, as well as grassroots representatives, faith and traditional leaders to discuss the domestication and implementation of the Women's Economic Empowerment (WEE) policy, a woman was commonly defined as being eighteen and older as well as by her biological traits. These included reproductive characteristics such as having chromosomes and ovaries, as well as physical attributes like tenderness and a softer voice. This biological definition is foundational but not exhaustive, as it extends to recognising the broader spectrum of individuals who identify as female in modern discourse. She is generally considered to be a female aged 18 and above, covering different life stages from reproductive age until death, highlighting the significance of age-specific policies and programmes tailored to women's diverse needs and challenges at each stage of life.



Socially and culturally, women are seen through the lens of traditional roles and gender expectations, often as caregivers and nurturers. Beyond these roles, women also serve as community leaders, educators, entrepreneurs, and drivers of change. However, cultural norms impact power relations which sometimes limit their agency, reinforcing gender-based stereotypes and restricting access to opportunities that could enhance their autonomy and participation in decision-making processes. Empowering women in these contexts involves addressing deep-seated cultural beliefs while fostering a more inclusive and equitable society.

Economically, a woman was defined by her participation in the economy, with recognition of the differences between urban and rural settings. In urban areas, women were defined in relation to their access to formal employment, business opportunities, and financial services, whereas rural women were defined through their engagement with informal and subsistence activities such as farming and petty trading. These economic realities underline the need for policies that bridge the gap and provide equitable opportunities across diverse settings. Legal definitions and protections, such as the domestic violence laws²³, are also crucial in understanding who a woman is in Lagos State as these legal frameworks provide safeguards and beneficiaries while promoting justice and equality.

Therefore, a comprehensive definition of a woman in Lagos State includes her age (18 and over), biological, social/cultural, economic attributes, alongside the legal protections and empowerment opportunities available to her. This multifaceted definition acknowledges the diversity of women's experiences, emphasising the importance of inclusive policies and programmes that address their unique needs and aspirations while promoting gender equality and sustainable development.

Current State of Women's Economic Participation in Lagos State

Lagos State, Nigeria's commercial and economic hub, holds a unique position as a city of opportunity and innovation, especially for women. The state government has made deliberate efforts towards women's empowerment initiatives through organs, such as the State's Ministry of Women Affairs and Poverty Alleviation (WAPA), Lagos State Employment Trust Fund (LSETF) and other MDAs. Indeed, about 48% of LSETF's soft loans between 2017 till date, for instance were disbursed to women.²⁴ Likewise, roughly six out of ten LSETF grant beneficiaries since 2021 have been women. Beyond financial assistance, the Lagos State Government has facilitated capacity building, skill development and mentorship programmes through many of its MDAs. These schemes provide opportunities for experienced entrepreneurs and captains of industry to nurture and support female entrepreneurs. Other initiatives include the THEMES Plus Agenda, a comprehensive framework aimed at transforming Lagos into a 21st Century Mega City by integrating technology across key sectors such as transportation, health, education, entertainment, governance, tourism, and security. The agenda emphasises youth engagement, gender equality, and inclusion, with a strong focus on supporting persons with disabilities (PWDs).²⁵ Furthermore, through WAPA, Lagos State focuses on upskilling and empowering women while addressing women-specific challenges such as widowhood and vulnerability. These women-focused interventions offer effective platforms for the seamless implementation and domestication of the WEE Policy in Lagos State; however, despite these prospects, systemic and cultural barriers continue to limit women's full participation in the economic landscape, a challenge the Lagos State's WEE Roadmap aims to address.²⁶

12. Lagos State Government. (2024). Lagos State becomes Africa's second-largest city economy as GDP hits \$259 billion. Retrieved May 12, 2025, from <https://lagosstate.gov.ng/news/Business,%20Trade/%20%20Commerce/view/67d2908c984d9c03ad15013>

13. Lagos State Ministry of Agriculture and Food Systems. (2024). Lagos economy. Lagos State Government. Retrieved May 12, 2025, from <https://lagosagric.com/lagos-economy/>

14. Lagos State Ministry of Agriculture and Food Systems. (2024). Lagos economy. Lagos State Government. Retrieved May 12, 2025, from <https://lagosagric.com/lagos-economy/>

15. https://www.giststat.gov.ng/uploads/2022/Statistical_Report%20on%20Women%20and%20Men,%20in%20Nigeria.pdf

16. National Population Commission (NPC) (Nigeria), & ICF. (2019). Nigeria Demographic and Health Survey 2018. NPC and ICF. <https://dhsprogram.com/pubs/pdf/FR358/FR358.pdf>

17. National Population Commission (NPC) (Nigeria), & ICF. (2019). Nigeria Demographic and Health Survey 2018. NPC and ICF. <https://dhsprogram.com/pubs/pdf/FR358/FR358.pdf>

18. National Population Commission (NPC) (Nigeria), & ICF. (2019). Nigeria Demographic and Health Survey 2018. NPC and ICF. <https://dhsprogram.com/pubs/pdf/FR358/FR358.pdf>

19. World Health Organisation. (2011). World report on disability. <https://www.who.int/publications/item/9789241564182>

20. FESPA Foundation. (2023). Report of EDSOP project research guidelines for disability-inclusive social protection. <https://www.fespa-foundation.org/wp-content/uploads/2023/11/Report-of-EDSOP-PROJECT-RESEARCH-GUIDELINES-FOR-DISABILITY-INCLUSIVE-SOCIAL-PROTECTION-.pdf>

21. Lagos State Ministry of Labour and Employment (2024). Lagos State Labour Market Insights Report - H1 2024. Retrieved from lagoslmis.ng

22. National Population Commission (NPC) and ICF. (2019). Nigeria Demographic and Health Survey 2018. NPC and ICF. Retrieved from <https://dhsprogram.com/pubs/pdf/FR358/FR358.pdf>

23. <https://lagosstatelms.org/wp-content/uploads/2020/12/PROTECTION-AGAINST-DOMESTIC-VIOLENCE-LAW-2007.pdf>

24. Lagos State Employment Trust Fund. (n.d.). Women empowerment and growth acceleration in Nigeria: The LSETF approach. Lagos State Employment Trust Fund. Retrieved August 1, 2024, from <https://lsetf.ng/content/women-empowerment-and-growth-acceleration-nigeria-lsetf-approach>

25. Lagos State Government. (n.d.). THEMES Plus agenda. Lagos State Government. Retrieved July 31, 2024, from <https://lagosstate.gov.ng/themes-plus-agenda-lag-assures-pwds-of-equal-opportunities/>

26. National Bureau of Statistics (NBS). (2021). Women and men in Nigeria: A report on gender statistics. Abuja, Nigeria: National Bureau of Statistics. Retrieved from <https://www.nigerianstat.gov.ng>



Women in Agriculture

Although Lagos State is largely urbanised, agriculture remains a key part of the state's economy, employing a substantial portion of the population, particularly in rural areas. About 23% of Lagos State's workforce is involved in agriculture, primarily in crop farming, livestock rearing, and aquaculture.²⁷ The state is also a major producer of cassava, maize, rice, and vegetables, with the Ibeju-Lekki, Badagry, and Epe areas being notable agricultural hubs.²⁸ Additionally, Lagos State's fisheries sector contributes significantly to both local and regional markets, with a high percentage of fish produced within the state. Hence, the state's agricultural landscape is diverse, with notable contributions from crop production, livestock, and fisheries.²⁹

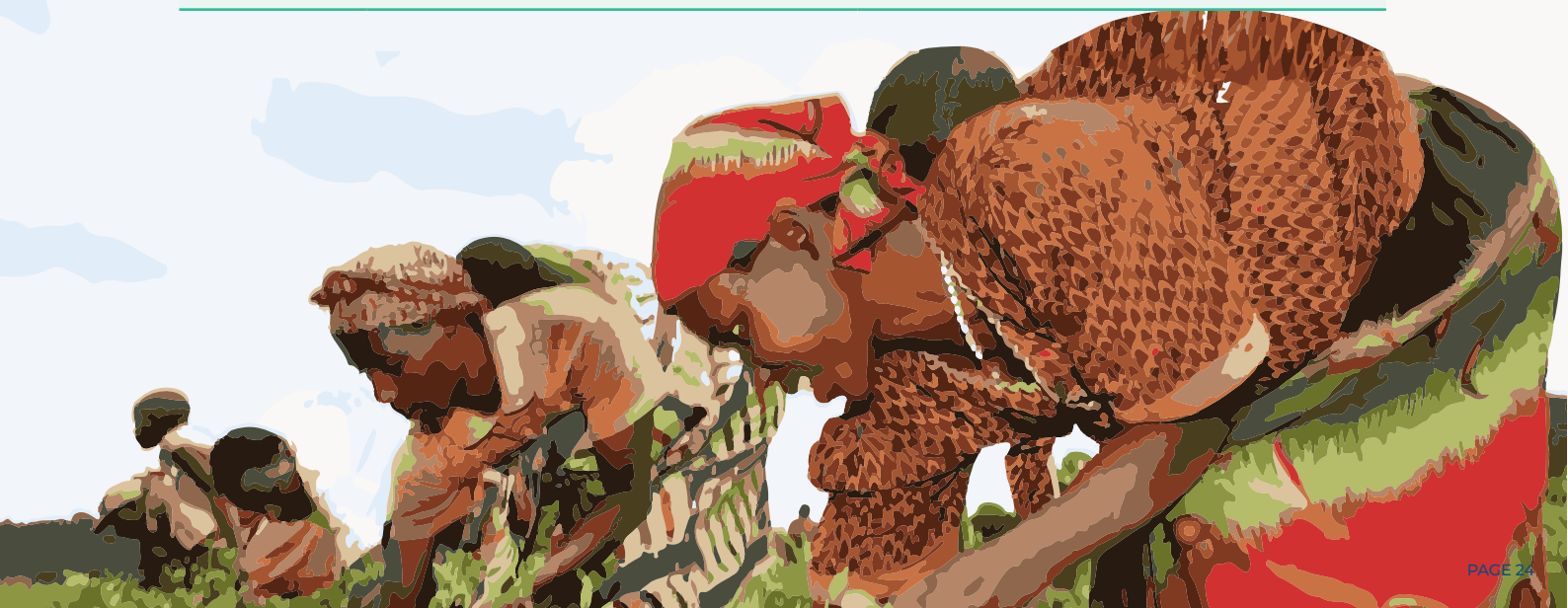
Women are primarily engaged in vegetable farming, fish, poultry and pig farming.³⁰ Many women have turned to urban farming, cultivating food in small spaces to meet local demands. Their urban farms, often in backyards and community plots, provide essential fresh produce in a city where supply chains are often disrupted by urban expansion.³¹ Beyond urban farming, some of these women adopt sustainable agricultural practices such as organic farming and agroforestry, which not only protect soil health but also promote long-term agricultural productivity.³² Many are also key players in agribusiness, operating businesses that process and sell agricultural products like cassava, maize, and fish, with a significant impact on local markets.³³ Some women go further by offering agricultural consultancy, helping farmers boost productivity and connect with markets. They also contribute to agricultural research, developing innovative solutions to challenges like food security and climate change, ensuring a sustainable future for the agricultural sector.

Despite its economic importance, challenges exist for women in this sector. Government initiatives like the Lagos State Agricultural Youth Empowerment Scheme (Agric-YES) have incorporated some measures to support women in agriculture. However, many of these programmes face challenges with inclusiveness, as they do not adequately address the diverse and intersectional needs of women across the broad spectrum in Lagos State.³⁴



About 23% of Lagos State's workforce is involved in agriculture, primarily in crop farming, livestock rearing, and aquaculture

S/N	Barriers	Opportunities
1	Fuel scarcity, high transport costs, bad roads	E-commerce and digital marketing access
2	Poor inclusion and support for women with disabilities	Training, affordable loans, and mentorship.



Barriers

From the landscape analysis conducted, women highlighted gender discrimination, and the challenge of balancing family responsibilities as major barriers to women's economic participation in the agricultural sector. Many women highlighted the struggles they face in accessing loans, primarily due to a lack of collateral, such as land or physical property, as well as challenges around financial literacy, which are compounded by cultural barriers from their families. For example, only about 1.9% of women aged 15-49 in Lagos own land, either individually or jointly with their partners.³⁵ See figure 3 below. Fuel scarcity, high transport costs, and poor road conditions further impact women in businesses, especially in sectors like agriculture, including fish trading. Security concerns, particularly for women working early hours or in remote areas, also pose significant obstacles. Additionally, the lack of representation and mentorship for women with disabilities within current support structures was also a major concern, particularly for those in agriculture, who face compounded challenges such as limited access to land, resources and tailored training programs.

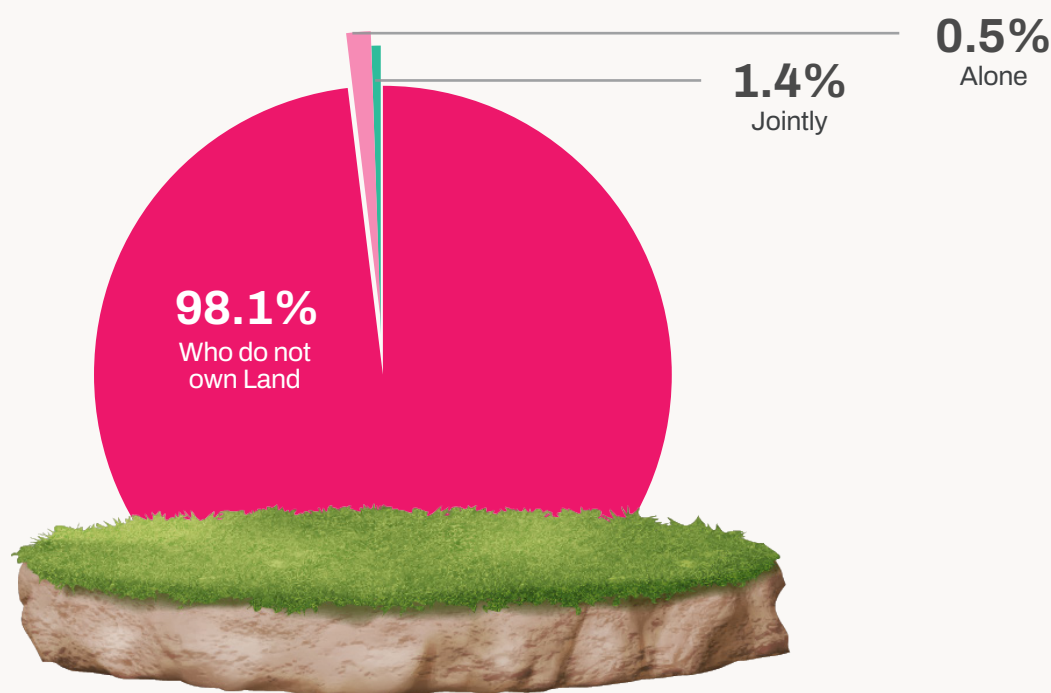


Figure 3: Percentage distribution of women aged 15-49 by land ownership

Opportunities

E-commerce, and digital marketing provides opportunities for women within the agricultural pillar. However, to fully capitalise on these opportunities, there is a need for stronger support structures, including training programmes, affordable loans, and mentorship. Despite the existence of some support, securing funding remains a significant challenge for women, especially in Lagos State.

27. National Bureau of Statistics (NBS). (2021). Women and men in Nigeria: A report on gender statistics. Abuja, Nigeria: National Bureau of Statistics. Retrieved from <https://www.nigerianstat.gov.ng>
 28. Lagos State Ministry of Agriculture and Food Systems. (n.d.). Statistics. Lagos State Ministry of Agriculture and Food Systems. Retrieved from <https://lagosagric.com/>
 29. Food and Agriculture Organisation (FAO). (n.d.). Nigeria - Profits des pêches et de l'aquaculture par pays. FAO. Retrieved from <https://www.fao.org/fishery/infocsp/pa/flag/en>
 30. Lagos State Ministry of Agriculture and Food Systems. (n.d.). Statistics. Lagos State Ministry of Agriculture and Food Systems. Retrieved from <https://lagosagric.com/>
 31. Oluwalan, D. B. (2015). The role of urban agriculture in empowering urban women farmers in the city of Lagos. Afro Asian Journal of Social Sciences, 10(10.4), 1-15. Retrieved from onlineresearchjournals.com
 32. ActionAid Nigeria. (2024). Empowering women through agroecology: The story of Lagos women under SPA 1. Retrieved from nigeria.actionaid.org
 33. Feed the Future. (2022). A women farmers' cooperative on a mission to decrease hunger. Retrieved from feedthefuture.gov
 34. For example, Amicabte Mondiale Farms, founded by a female entrepreneur, specialises in crop farming, animal husbandry, and the exportation of soybeans and other products
 35. Lagos State Ministry of Agriculture. (2020). Lagos State Agricultural Youth Empowerment Scheme (AgroYES). Retrieved from <https://www.lagosstate.gov.ng>



Women in Entrepreneurship

Entrepreneurship serves as one of the most prominent pathways for women's economic participation in Lagos State. Women entrepreneurs play a vital role in Nigeria's economy, owning about 41% of the country's micro-businesses and contributing significantly to economic growth and development.³⁶ Entrepreneurship in Lagos State spans both the formal and informal sectors, with a significant portion operating in the informal economy. In this context, the informal sector is characterised by small-scale businesses, street vending, market trading, and home-based enterprises, often lacking formal registration, regulatory oversight, and access to financial services. Women predominantly dominate this sector due to barriers like limited access to credit, collateral, and formal education. Conversely, the formal sector includes registered businesses, structured enterprises, and startups in sectors such as e-commerce, Fintech, digital marketing, and creative industries. These businesses benefit from government policies, access to financial products, and structured mentorship programmes. In Lagos, the informal sector remains larger and more dominant due to its accessibility, low regulatory barriers, and flexible employment opportunities, contributing significantly to employment and economic activity. The formal sector continues to grow with increased government and private-sector intervention aimed at fostering an enabling business environment through the provision of infrastructure and access to finance.³⁷ A substantial proportion of women dominate work within the informal sector, where they manage small businesses in areas such as retail, food processing, textile production, and hairdressing. According to a study by Ademola et al. (2017), there are 4,663 women-owned Micro, Small, and Medium Enterprises (MSMEs) registered in Lagos State.³⁸ Additionally, a 2023 report by the National Bureau of Statistics (NBS) indicates that about 40% of MSMEs in Nigeria are owned by women.³⁹ While specific numbers for Lagos State are not detailed in the NBS report, Lagos is recognised as having one of the highest concentrations of female-led businesses in the country.⁴⁰ Initiatives including but not limited to the Lagos State Employment Trust Fund (LSETF) have been instrumental in offering financial support and capacity-building programmes tailored to female entrepreneurs. Yet, structural challenges remain.



According to a study by Ademola et al. (2017), there are 4,663 women-owned Micro, Small, and Medium Enterprises (MSMEs) registered in Lagos State.



S/N	Barriers	Opportunities
1	Gender bias and lack of leadership roles	Boost women's confidence and leadership access
2	Limited access to capital	Financial aid, training, and resources for vulnerable women
3	High operational costs	Collaborate with private sector and stakeholders
4	Tech and skills gap	Targeted support for rural and disabled women

Barriers

Women entrepreneurs in Lagos State face a range of barriers, including gender bias, discrimination, and underrepresentation in leadership roles within the sector. Limited access to capital and resources makes it difficult for many to scale their businesses. For example, research shows that most women in Lagos State are more likely to borrow from friends and family instead of financial institutions, potentially limiting the capital available for their businesses.⁴¹ (See figure 4) High operating costs, especially the increasing expenses for transportation and logistics, were identified as major barriers to profitability. Many women also pointed to a lack of access to modern technology and skills as a significant challenge. Social stigma and cultural beliefs further discourage women from pursuing or advancing in business, particularly in male-dominated industries. Additionally, government support programmes were often found to be inaccessible or poorly targeted, primarily due to communication gaps sometimes caused by limited internet access. Women in the informal sector in Lagos also mentioned facing several challenges, including limited awareness of supportive policies and weak advocacy efforts. Financial barriers such as high interest rates and strict loan requirements hinder access to capital, while high shop rental costs and frequent market demolitions disrupt businesses. Unregulated revenue collection in markets was also highlighted as a hindrance as it increases operational costs.⁴²

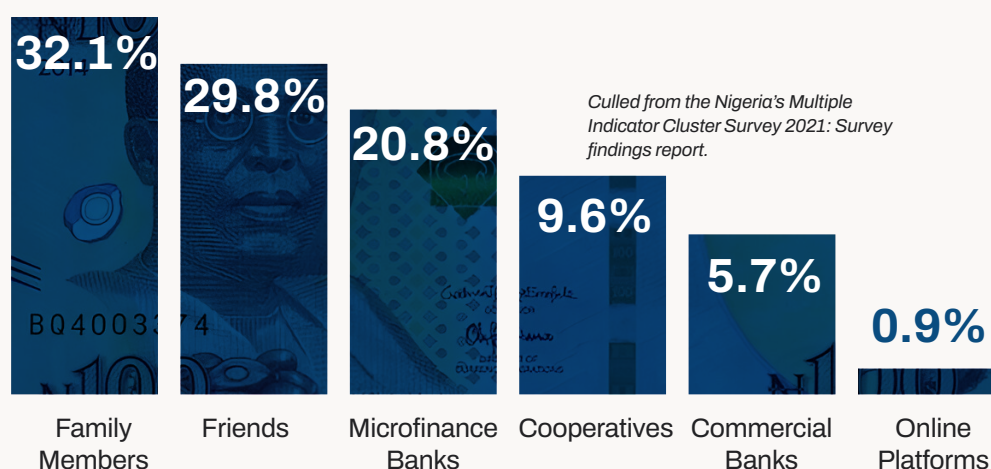


Figure 4: Percentage of women in Lagos State who borrowed money in the last 12 months by source of loan

36. Women's World Banking. (n.d.). Empowering Nigerian women entrepreneurs through digital credit. Retrieved from <https://www.womensworldbanking.org/insights/empowering-nigerian-women-entrepreneurs-through-digital-credit/>

37. International Labour Organisation (ILO). (2022). The Informal Economy in Nigeria: Challenges and Opportunities. Retrieved from <https://www.ilo.org/>

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39. National Bureau of Statistics. (2023). 40% of MSMEs in Nigeria are owned by women. Retrieved from <https://nairametrics.com/2023/08/04/40-of-women-owned-by-women-ntbs>

40. Monopoint. (2023). 24 Women Business Statistics You Need to Know. Retrieved from <https://monopoint.com/blog/24-women-business-statistics>

41. National Bureau of Statistics (NBS) & United Nations Children's Fund (UNICEF). (2022). Multiple Indicator Cluster Survey 2021: Survey findings report. Abuja, Nigeria: National Bureau of Statistics and United Nations Children's Fund. Adekunle, C. P., Oyekale, T. O., Tolunju, E. T., Olatunji, S. O., & Ooster, A. S. (2022). Women's livelihood choice, and bargaining power: A case of farm households in Ogun State, Southwest, Nigeria. South-Eastern Europe Journal of Economics, 20(2), 109-126.

42.

Opportunities

Promoting women entrepreneurs in Lagos State requires a focus on resilience, strong support systems, and expanded access to empowerment programmes. Government initiatives carried out by WAPA, Micro-Entrepreneur Support Scheme by LSETF, Lagos State Office of Disability Affairs (LASSODA) and other key MDAs should continue to provide grants, loans, and training programmes, provide essential resources, particularly for vulnerable women, to help them start and grow small businesses. Encouraging self-belief in women, along with offering leadership opportunities, can significantly drive entrepreneurial success. Continuous learning and adaptability, such as tailoring businesses to meet local needs, are also key for long-term growth. To maximise the impact of these efforts, government support must be accessible and tailored, especially for women in rural areas and those with disabilities. Expanding financial literacy, business management training, and mentorship programmes will empower women to overcome economic challenges and build sustainable businesses, contributing to a stronger, more inclusive economy. Collaboration with the private sector and stakeholders can further accelerate progress.



Women in the Traditional Labour Force

The traditional labour market refers to the organised, regulated portion of the economy where jobs and employment are governed by established labour laws, contracts, and social protections. This includes industries such as manufacturing, services, healthcare, education, and public administration, where workers are typically entitled to benefits like minimum wages, social security, healthcare, and other worker protections.⁴³ Women play a vital role in the traditional labour force in Lagos State, contributing significantly to the formal labour force. In the final quarter of 2023, Lagos State reaffirmed its role as Nigeria's economic hub, with labour metrics significantly above national averages and reflected the state's urban, service-driven economy. Evident with Lagos State providing significant potentials for women with a female labour force participation rate of 73.1%. This high participation shows a robust level of economic engagement well above the national average of 79.5%.⁴⁴

They occupy professional positions in education, healthcare, law, and finance, with many working as teachers, doctors, lawyers, and financial analysts. Women in the State also occupy managerial and executive roles, influencing leadership and decision-making within organisations. In the public sector, women play a vital role in governance and social services, as demonstrated by their representation in the Lagos State Executive Council, where they occupy nine out of 44 positions, accounting for 20% of the Council.⁴⁵ Furthermore, those in healthcare, social services, education, and training continue to shape the state's development by promoting gender equality and empowering the next generation.⁴⁶ The Lagos State Labour Market Insights Report for the first quarter of 2024 highlights significant gender disparities in employment, as a substantial portion of jobseekers, particularly young women, are new entrants to the job market, indicating a pressing need for targeted educational and employment support to enhance women's competitiveness and integration into the workforce.⁴⁷ The Lagos State Government has implemented several interventions to support women in the formal labour market. These efforts encompass the introduction of gender-inclusive workplace policies, initiatives for skills development and capacity building, as well as leadership training programmes aimed at boosting female representation in decision-making positions.⁴⁸ However, significant barriers persist.

43. Adetunmbi, C. P., Oyikale, T. O., Tolunso, E. T., Olatunji, S. O., & Coster, A. S. (2022). Women's livelihood choice, and bargaining power: A case of farm households in Ogun State, Southwest, Nigeria. *South-Eastern Europe Journal of Economics*, 20(2), 109-125.

44. https://www.ngenstat.gov.ng/pdf/uploads/Annual_Nigerian_Labour_Force_Survey_Report.pdf

45. Lagos State Government. (2024). Elected officials. Lagos State Government. Retrieved December 24, 2024, from https://lagosstate.gov.ng/government/elected_officials

46. Women's Technology Empowerment Centre (WTEC). (2023). Nurturing the next generation of female technology creators, entrepreneurs, and leaders. Retrieved December 24, 2024, from <https://www.equalstech.org/casestudies-dsh-1/women%E2%80%99s-technology-empowerment-centre-%28wtec%29%3A-nurturing-the-next-generation-of-female-technology-creators%2C-entrepreneurs-and-leaders>

47. Lagos State Ministry of Economic Planning and Budget. (2024). Lagos State Labour Market Insights Report - H1 2024. Retrieved from <https://lagoslmis.ng/DataReport/Lagos%20State%20Labour%20Market%20Insights%20Report%20-%20H1%202024%20-%20Final.pdf>

48. Lagos State Government. (2023). Empowering women through skills acquisition and entrepreneurship development. Retrieved December 24, 2024, from <https://lagosstate.gov.ng/news/Education/view/672294a14158026321202>



Evident with Lagos State providing significant potentials for women with a female labour force participation rate of 73.1%.

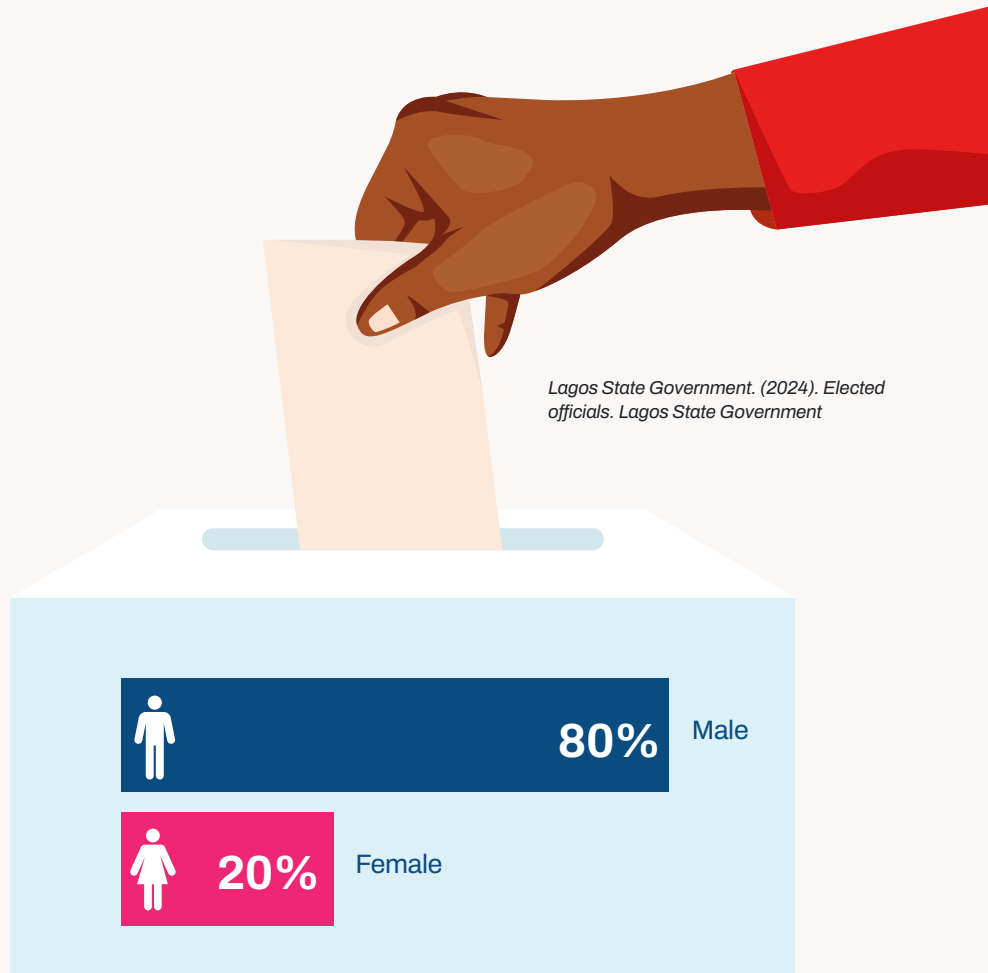


Figure 5: Gender Representation in Lagos’ State Executive Council (44 Members)

In the informal sector, jobs are not regulated by formal labour laws and often lack formal employment contracts and social security. The informal market includes work such as petty trading, market vending, domestic work, artisanal activities, agriculture, and various service industries like hairdressing, tailoring, and catering. Unlike with the formal sector, informal roles are typically low-income and labor-intensive, requiring minimal formal education and offering flexibility to balance household responsibilities.⁴⁹

S/N	Barriers	Opportunities
1	Gender roles and household dynamics	Strengthen women’s rights protection systems
2	Limited resources and market discrimination	Enhance women’s leadership through government support
3	Poor access to jobs and services	Focus on young (18-29) entering workforce

49. Papohunda, T. M. (2017). An exploration of the effects of work-life balance on productivity. Journal of Human Resources Management and Labor Studies, 2(2), 71–89.

Barriers

Barriers faced by women within the informal sector include such things as gender roles and norms.⁵⁰ Household dynamics that restrict women's bargaining power within the household and perpetuate economic dependence on male relatives, limited access to resources and opportunities and discriminatory practices in market spaces such as cut-throat, arbitrary fees and levies, less pay for equivalent work (compared to male counterparts) and significant safety concerns (particularly in street vending and domestic work).⁵¹ More often than not, in the informal sector, health insurance, maternity leave, and pensions are rare, exacerbating economic vulnerability.⁵² Women with disabilities also highlighted facing limited accessibility to employment and services, further marginalising their economic participation.

Opportunities

Key stakeholders emphasised several opportunities to empower women economically. First was the opportunity to bridge gender disparities by focusing on young women entering the workforce. By strategically investing in education, vocational training, and development of digital skills, Lagos can enhance their employability, drive inclusive economic growth, and set a benchmark for gender-responsive workforce development.⁵³ Secondly, an opportunity exists to strengthen regulatory bodies responsible for handling complaints and protecting women's rights, ensuring grievances are addressed with appropriate follow-up actions. Furthermore, there is a critical need for stronger government support at the local, state, and federal levels to promote women's participation in leadership positions. Equally important is the empowerment of women with disabilities, offering a vital pathway for advancing social and economic inclusion within this framework.



50. Guven, M. (2019, July). Extending pension coverage to the informal sector in Africa (Discussion Paper No. 1933). Social Protection & Jobs, World Bank Group. <https://documents1.worldbank.org/curated/en/15302156385680271/pdf/Extending-Pension-Coverage-to-the-Informal-Sector-in-Africa.pdf>

51. Ogunlela, Y. I., & Muhtar, A. A. (2009). Gender issues in agriculture and rural development in Nigeria: The role of women. *Humanities and Social Sciences Journal*, 4, 19-30.

52. Guven, M. (2019, July). Extending pension coverage to the informal sector in Africa (Discussion Paper No. 1933). Social Protection & Jobs, World Bank Group. <https://documents1.worldbank.org/curated/en/15302156385680271/pdf/Extending-Pension-Coverage-to-the-Informal-Sector-in-Africa.pdf>

53. Lagos State Ministry of Economic Planning and Budget. (2024). Lagos State Labour Market Insights Report – H1 2024. Retrieved from <https://lagoslmis.ng/DataReport/Lagos%20State%20Labour%20Market%20Insights%20Report%20-%20H1%202024%20-%20Final.pdf>



Women in Emerging Industries

In this context, women in emerging sectors include women in technology, energy, and the creative sector. Despite the rapid growth in these sectors, women's participation remains disproportionately low.

Women in the Creative Sector:

Lagos State's creative sector is a major contributor to Nigeria's economy, spanning industries like film, music, fashion, and digital media. The Nigerian creative industry is projected to generate up to \$100 billion annually and create an additional 2.7 million jobs by 2030.⁵⁴ During the launch of the 2025 Lagos Economic Development Update (LEDU) report, the sector was also recognised for its potential to contribute as much as ₦5 trillion annually to Internally Generated Revenue (IGR).⁵⁵ In the fashion industry in Lagos, women predominantly occupy roles such as makeup and hair services, tailoring and embroidery, and selling fashion accessories. Similarly, women in the music sector sing, dance, choreograph, and write songs, however, are significantly underrepresented in leadership roles within the music industry.⁵⁶ In the film industry, women are most commonly found in roles such as acting, scriptwriting, and directing; however, they are beginning to assume more leadership positions.⁵⁷ Despite this notable female involvement in the creative sector, young women face persistent gender-based disparities, particularly about access to dignified and fulfilling work opportunities.⁵⁸

S/N	Barriers	Opportunities
1	Negative perception of women in the sector	Leveraging technology to increase participation
2	Cultural norms and beliefs	Private-Public collaboration to drive innovation

Barriers

Negative perceptions of women in the creative sector often constrain their involvement, limiting their opportunities and growth within these industries

Opportunities

There are significant opportunities for women to leverage technology to expand their reach within the sector. Public-private collaborations can help develop innovative, gender-responsive solutions to drive women's participation.

⁵⁴. BusinessDay (2024, August 27). Nigerian creative industry can create 2.7 million jobs, says stakeholders. BusinessDay. <https://businessdayng/technology/article/nigerian-creative-industry-can-create-2-7-million-jobs-says-stakeholders/>
⁵⁵. Lagos State Government. (2025). Lagos unveils 2025 economic development update, charts path to ₦5 trillion IGR. Lagos State Government. Retrieved May 12, 2025, from <https://lagosstate.gov.ng/news/Business,%20Trade%20%26%20Commerce/view/67d32512984d9e02ad1c176d2>
⁵⁶. Adesoji, A. T. (2023). Exploring the Relationship Between Gender and Leadership Roles in the Nigeria Music Industry. *Oriso Journal of School of Arts and Social Sciences*, 24(1). Retrieved from <https://www.gerstarjournalsonline.com/index.php/OJASS/article/view/5859/0>
⁵⁷. British Council. "Lagos Pilot Mapping Report 2015." Available at: britishcouncil.org
⁵⁸. International Center for Research on Women (ICRW). "Behind the Scenes: Creative Women in Africa." Available at: icrw.org

Women in Technology:

Similarly, In Lagos State, women’s participation in technology has been growing, though challenges remain. According to the International Telecommunication Union (ITU), women accounted for 30% of the global tech workforce as of 2023, a trend reflected in Nigeria.⁵⁹ For instance, within the Information and Communication sector, 69.2% of workers are male, while women represent 30.8% of the workforce.⁶⁰ However, the statistics for Lagos state is not clearly available.⁶¹



According to the International Telecommunication Union (ITU), women accounted for 30% of the global tech workforce as of 2023, a trend reflected in Nigeria.

S/N	Barriers	Opportunities
1	Sector is heavily male dominated	Increase in tech trainings such as coding, robotics, data
2	Challenges with career advancement	Financial incentives for women-led startups
3	Gender discrimination in funding	Availability of mentorship and networking

Barriers

A major challenge is the perception that technology is a male-dominated field, which discourages many women from developing digital skills. Career advancement challenges persist despite women’s increasing participation in tech spaces. Again, women tech founders find it difficult to get funds from local investors because of gender related discrimination.⁶²

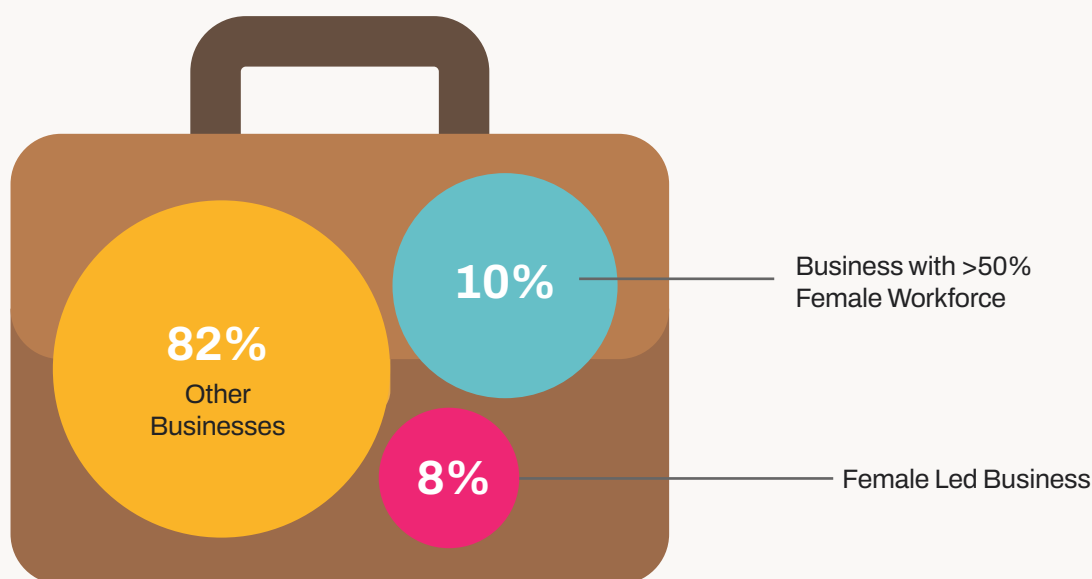
Opportunities

Programs like the Women’s Technology Empowerment Centre (W.TEC) have made commendable efforts to close the gender gap by providing training in coding, robotics, and digital marketing. Financial incentives for women-led startups and mentorship networks can create more inclusive pathways into high-growth sectors like Fintech and e-commerce.

Women in the Energy Sector:

In the energy sector, research indicates that women make up less than 22% of the workforce in Nigeria’s broader energy industry, with even lower representation in leadership positions.⁶³ A recent study revealed that only 8% of the 240 surveyed businesses in the energy sector in Lagos State are led by women, while only 10% have a workforce where women make up more than half of the employees.⁶⁴

59. International Telecommunication Union (ITU). (2023). Women in tech: Bridging the gender gap in the technology sector. Retrieved from <https://www.itu.int>
60. National Bureau of Statistics. (2024). Nigeria Labour Force Survey Annual Report 2023. National Bureau of Statistics. Retrieved May 12, 2025, from https://www.nigerianstat.gov.ng/pdf/uploads/Annual_Nigerian_Labour_Force_Survey_Report.pdf
61. International Telecommunication Union (ITU). (2023). Women in tech: Bridging the gender gap in the technology sector. Retrieved from <https://www.itu.int>
62. Techpoint Africa. (2025, January 24). Funding to African female founders hit a five-year low in 2024. Retrieved from <https://www.techpointafrica.com/posts/techpointafrica-funding-to-african-female-founders-hit-a-five-year-low-in-2024>
63. Ogunleye, B. (2020). Gender inclusion in Nigeria's energy sector: Challenges and opportunities. Lagos State Ministry of Energy and Mineral Resources. <https://memr.lagosstate.gov.ng/gender-inclusion/>
64. Sustainable Energy for All (SEforALL). (2022). Beyond gensets: Assessing sustainable energy solutions for Lagos State Government (Extended report). <https://sun-connect.org/wp-content/uploads/SEforALL-Beyond-Gensets-LASG-Extended-final.pdf>



Culled from the Sustainable Energy for All (SEforALL). (2022). Beyond gensets: Assessing sustainable energy solutions for Lagos State Government

Figure 6: Businesses Survey on Gender Representation in the Energy Sector (240 Businesses)

Barriers

Only 8% of surveyed energy businesses in Lagos State are led by women. This low representation limits women's visibility, influence, and access to decision-making roles, which are critical for shaping inclusive policies and business practices. It also restricts access to professional networks, funding opportunities, and mentorship, further hindering women's participation and advancement. Additionally, the lack of female leadership reinforces gender stereotypes and reduces the sector's ability to address the unique energy needs of women and underserved communities.

Opportunities

Partnerships with industry stakeholders and financial incentives for women-led businesses can help drive more inclusive participation. The growing focus on green energy provides opportunities for women to lead in a transformative and rapidly evolving industry.

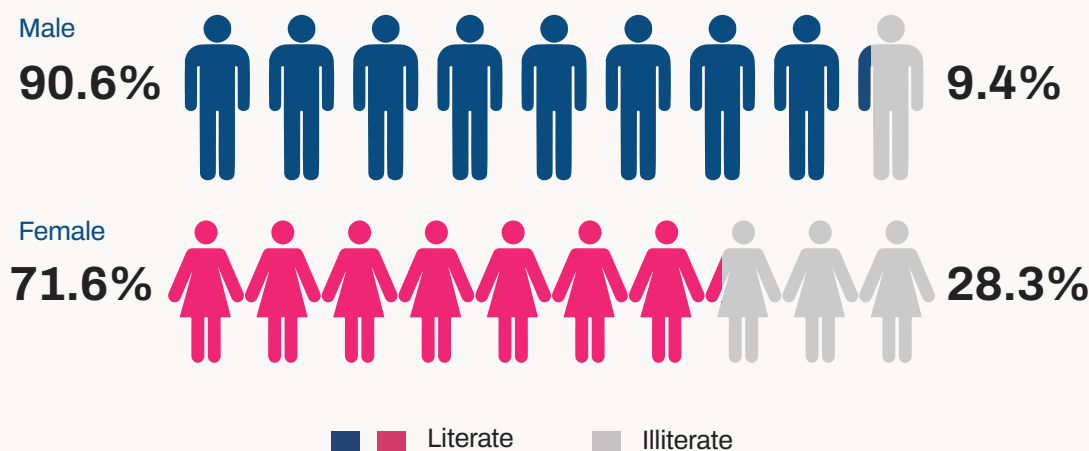


Women in Education and Skill Acquisition

Education is a foundational pillar of women's economic empowerment because it provides the knowledge, skills and confidence needed for a woman to access better job opportunities, increase their potential and contribute meaningfully to economic growth. Educational attainment is not only a pathway for mobility but also a crucial tool for achieving gender equity as it empowers girls and women to break free from traditional roles and pursue careers in diverse sectors, thus fostering long-term economic independence and social change. The Lagos State Labour Market Insights Report highlights significant gender disparities in educational attainment. In postgraduate education, men make up 58% of the student population, while women represent 42%, reflecting a noticeable gender gap at advanced levels of education. This imbalance is also evident in STEM fields, where only about 33% of students pursuing degrees in Science, Technology, Engineering, and Mathematics (STEM) are female, highlighting the need for greater female representation in these critical and rapidly growing disciplines.⁶⁵ Similarly, findings from the Multiple Indicator Cluster Survey (MICS) reveal that in Lagos, literacy rate among women is 71.7%, compared to 90.6% for men, revealing a gender gap of 18.9% in literacy. This disparity points to the need for targeted interventions to bridge this divide and ensure equal opportunities.⁶⁶ See figure 7.



...literacy rate among women is 71.7%, compared to 90.6% for men, revealing a gender gap of 18.9% in literacy



Culled from UNICEF. (2021). Multiple Indicator Cluster Survey (MICS) Nigeria: Survey findings report

Figure 7: Literacy Rates by Gender in Lagos State

Similarly, skill acquisition programmes offer a valuable pathway to empowerment; however, many women face barriers to accessing these opportunities. High costs, mobility challenges, limited awareness of available programmes, and insufficient childcare support continue to hinder their participation. In Lagos State, skill acquisition training for women is driven by a mix of government agencies, NGOs, private sector initiatives, and faith-based organisations. The Ministry of Women Affairs and Poverty Alleviation (WAPA) leads efforts through vocational training centres, offering skills in tailoring, catering, and ICT. Similarly, the LSETF provides training, financial support, and mentorship, while the Office of the SDGs focuses on gender equality and decent work through targeted programmes, which includes 2024 Lighthouse project that focuses on women's financial inclusion.⁶⁷⁻⁶⁸ NGOs such as WIMBIZ, WISCAR and other local NGOs, alongside international partners like UN Women, deliver specialised training in entrepreneurship and digital skills. Private sector players, including Access Bank's W Initiative⁶⁹, Wema Bank's SARA Initiative, Union

65. Lagos State Ministry of Economic Planning and Budget. (2024). Lagos State Labour Market Insights Report - H1 2024. Lagos Labour Market Information System. <https://lagoslmis.ng/Datacenter/Lagos%20State%20Labour%20Market%20Insights%20Report%20-%20H1%202024%20-%20Final.pdf>

66. UNICEF. (2021). Multiple Indicator Cluster Survey (MICS) Nigeria: Survey findings report. Retrieved from <https://mics.unicef.org/>

67. Lagos State Office of the SDGs. (2024). Sustainable Development Goals programmes for women empowerment. <https://sdgs.lagosstate.gov.ng>

68. Lagos State Employment Trust Fund. (2024). Skill acquisition and entrepreneurship programmes for women. <https://lsetf.ng>

69. Access Bank. (2024). The W Initiative: Empowering women through financial literacy and entrepreneurship. <https://www.accessbankplc.com>

Bank's Women in Banking (alpherwomen), Sterling bank's One-Woman Initiative, and First Bank's FirstGem Program⁷⁰, contribute through financial literacy and entrepreneurial training. Additionally, faith-based organisations run community-focused programmes, equipping women with practical skills for economic empowerment. Together, these stakeholders address barriers to access and create pathways for women's sustainable economic participation.

S/N	Barriers	Opportunities
1	Financial barriers	Gender-responsive training programmes
2	Mobility issues	Digital accessibility to training resources
3	Cultural norms and beliefs	Address access and mobility limitations
4	Lack of awareness	Address information gaps
5	Poor programme delivery & implementation	

Barriers

Financial barriers, mobility issues, cultural norms, poor awareness, and sub-optimal programme delivery continue to limit women's participation in education and skill acquisition in Lagos. Addressing these challenges requires improved financial access, better program outreach, mentorship opportunities, and transparent implementation to empower women effectively.

Opportunities

To foster meaningful economic empowerment for women in Lagos, it is imperative that education and skill acquisition programmes are both accessible and gender responsive. These initiatives could integrate key elements such as comprehensive written materials, transport allowances, and, where feasible, post-training support, including startup capital and structured business incubation plans. Furthermore, enhancing digital accessibility to training resources stands to amplify the reach and effectiveness of these programmes. By implementing these strategies, women in Lagos would be equipped with the tools and support required for sustainable economic participation and empowerment.

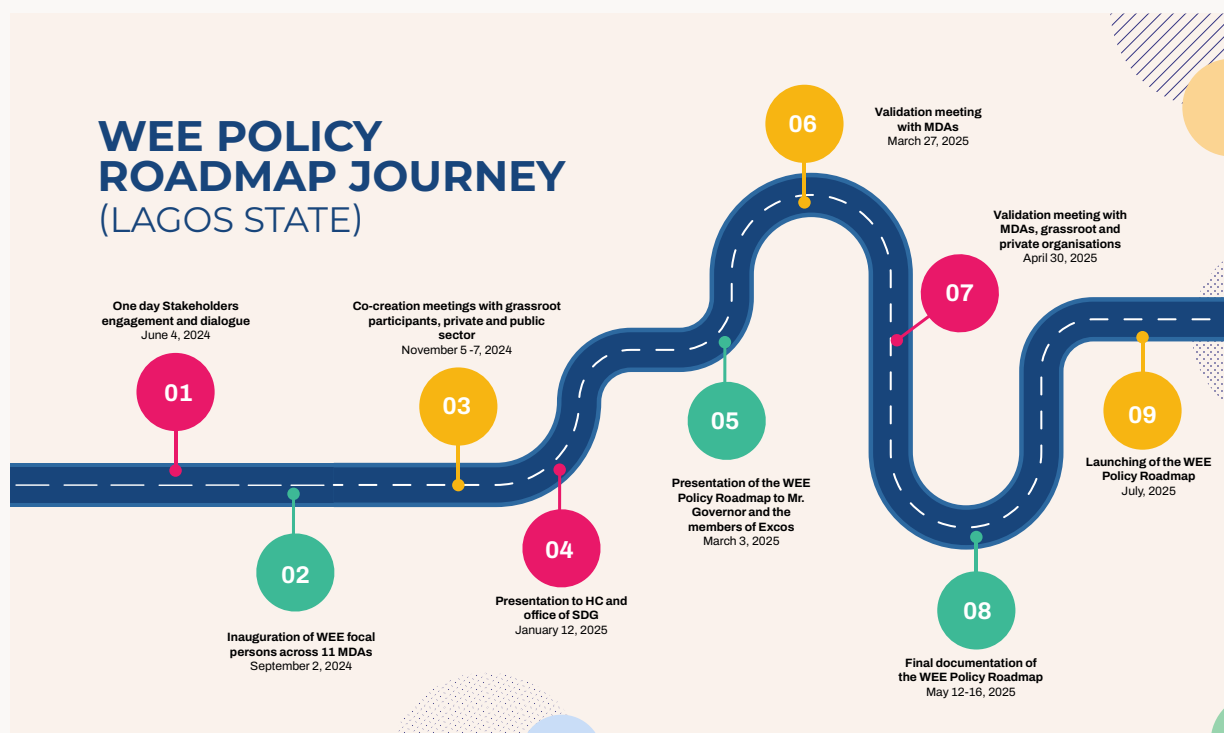
70.

First Bank of Nigeria. (2024). FirstGem: Empowering women through skill acquisition and financial literacy. <https://www.firstbanknigeria.com>

Implementation Roadmap: Articulating the Vision for Women's Economic Empowerment in Lagos State

The Women's Economic Empowerment (WEE) Implementation Roadmap for Lagos State is designed to address the systemic barriers that limit women's economic participation. This roadmap aims to bridge these gaps, providing a clear and actionable framework for empowering women economically while fostering a more inclusive and equitable society. The development of this roadmap aligns with Nigeria's broader national and global commitments to gender equality and women's empowerment. International frameworks such as the Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth), emphasise the importance of inclusive economic participation.⁷¹ Domestically, the National Gender Policy and the National Women's Economic Empowerment Policy underscore the need to prioritise gender-sensitive approaches to economic development.⁷² This roadmap contextualises these frameworks within the unique socio-economic and cultural realities of Lagos State, tailoring interventions to meet the specific needs of women and girls across diverse communities. The roadmap recognises women as key drivers of economic transformation, highlighting their roles in traditional labour markets, agriculture, entrepreneurship, education, and emerging industries such as creative industry, technology and renewable energy. The roadmap proposes targeted solutions to enhance women's access to resources, trainings, and opportunities. By addressing structural barriers and fostering an enabling environment, the roadmap seeks to unlock the full potential of women as economic contributors, thereby strengthening the state's overall financial resilience and growth trajectory.⁷³ At its core, the roadmap was developed through a collaborative approach, engaging stakeholders to ensure a comprehensive and inclusive approach. It emphasises the importance of multi-sectoral partnerships in mobilizing resources, building capacity, and sustaining momentum for change. Through a combination of policy development, strategic implementation, training, monitoring, and advocacy, the roadmap aims to transform the economic landscape of Lagos State into one that fully empowers women and drives equitable development for all.⁷⁴ Ultimately, the roadmap serves as a guide for policymakers, development partners, private sector actors, and civil society organisations to collaborate in implementing solutions tailored to the needs of Lagos State. It underscores the importance of leveraging existing resources and programmes while introducing innovative approaches to tackle persistent issues.

71. United Nations. (2015). Transforming our world: The 2030 Agenda for Sustainable Development. New York: United Nations.
 72. Federal Ministry of Women Affairs. (2020). National Gender Policy and National Women's Economic Empowerment Policy. Abuja, Nigeria: Federal Ministry of Women Affairs.
 73. World Bank. (2020). Women, business and the law 2020. Washington, DC: World Bank.
 74. International Labour Organization. (2018). Women's economic empowerment: A driver for inclusive economic growth. Geneva: International Labour Organization.



Objectives

In alignment with national and state-level commitments, including the National Women Economic Empowerment Policy, those outlined in the State Development Plan (LSDP Y2023-2052), and the T.H.E.M.E.S + Agenda, alongside key stakeholders in Lagos State, a set of objectives have been developed for the roadmap. These are to:



Adopt a rights-based, gender-responsive approach and multi-sectoral framework that addresses existing gendered marginalisation and discrimination, transforming women's economic and social status to sustainably enhance their livelihoods, rights, and resilience in Lagos State.



Enhance women's leadership and participation across Agriculture, Entrepreneurship, Traditional Labour Market, Emerging Industries, and Education & Skill Acquisition by developing normative frameworks, leveraging strategic coordination and fostering impactful collaborations within the State's operations and with key stakeholders to drive impactful change and elevate women's roles in these critical sectors.



Strengthen and amplify Lagos State's impact in addressing the most pressing challenges related to WEE, including systemic economic inequality across the five WEE Pillars.



Strengthen local and national harmonisation in efforts to advance women's economic rights and empowerment through productive multi-stakeholder partnerships.

Pillar 1: Agriculture



By leveraging the National Women's Economic Empowerment (WEE) Policy as a guiding framework, in conjunction with Lagos State's specific focus on agriculture, and in collaboration with key stakeholders, the following objectives have been developed to drive impactful change and progress for women in Lagos State:

1.1 Objectives

- Increase the proportion of women involved in agriculture from an average of 19% to at least 49%.
- Realign agricultural finances to support women across the value chain of the agricultural sector

1.2 Implementation Strategy

To achieve the desired outcomes, it is crucial for Lagos State to implement the Agricultural Gender Policy along with other relevant gender focused policies in the sector targeted towards capacity-building for women farmers. In Addition, special attention should be given to improving access to credit and establishing gender-responsive agricultural systems.

Furthermore, equipping women with the necessary skills through training in sustainable agricultural practices and financial literacy is very important in the process of empowering them. This becomes seamless through a gender-sensitive input distribution system, where women have equal access to agricultural inputs, such as seeds, fertilizers, and tools.

Additionally, fostering linkages to agricultural markets, along with providing training on export-quality standards and certification, will further empower women in agriculture. On the policy front, Lagos State must continue to implement the National Policy for Agriculture and the National Gender Policy in Agriculture within Lagos State, ensuring the integration of gender-responsive and climate-smart practices.

Finally, leveraging initiatives like the Lagos CARES Scheme can significantly enhance access to financing for women owned agro-businesses, thereby driving the necessary expansion and empowerment within the sector. This approach requires the collaboration of key stakeholders such as the Lagos State Ministry of Agriculture & Food Systems, WAPA, financial institutions, and NGOs. Successful implementation of these recommendations will require adequate resources, including funding, training materials, and strategic partnerships with research and financial institutions.

Table 1: Implementation Strategy for the Women in Agriculture Pillar

Objectives	Activities	Approach	Responsible parties	Resources Needed
Increase the proportion of women involved in agriculture from an average of 19% to at least 49%.	Conduct community awareness and advocacy campaigns.	Leverage existing women group to create awareness on the benefits of engaging in agricultural practices.	<ul style="list-style-type: none"> Existing Groups, Ministry of Agriculture & Food Systems, MWAPA, CSOs, Ministry of Youth and Social development, FBOs. 	<ul style="list-style-type: none"> Advocacy strategy IEC materials Funding

	Build the capacity of women farmers in land management, agriculture best practices, and resource utilisation.	<ul style="list-style-type: none"> • Encourage women's participation in agricultural trade associations and cooperatives for knowledge sharing and networking opportunities • Provide specialised training on sustainable agricultural practices, land management, access to agricultural resources and modern farming techniques. 	<ul style="list-style-type: none"> • Lagos State Ministry of Agriculture & Food Systems. LSADA • Agricultural Development Programs (local and national); • NGOs and Women's Groups. • Universities and Research Institutions • JONAPWD), Lagos State Chapter. 	<ul style="list-style-type: none"> • Training materials and experts in agriculture • Partnerships with institutions for research and training support Venue and logistics for workshops and seminars
	Ensure women have equal access to seeds, fertilisers, tools, and equipment	<ul style="list-style-type: none"> • Establish a gender-responsive agricultural input distribution system. • Promote subsidies for female farmers on essential agricultural inputs. • Organise agricultural extension services specifically targeted at women to enhance their technical knowledge on farming practices. 	<ul style="list-style-type: none"> • Ministry of Agriculture & Food Systems • LSADA • Women's Cooperatives and Farmer Groups • Agricultural Input Suppliers • JONAPWD), Lagos State Chapter. 	<ul style="list-style-type: none"> • Funds for subsidising inputs • Distribution channels and infrastructure • Trained extension officers for women-focused agricultural training
	Linkages to Agricultural Markets ⁷⁵	<ul style="list-style-type: none"> • Create awareness of potential agricultural markets • Provide basic training on export-quality product criteria • Support certification acquisition. 	<ul style="list-style-type: none"> • Nigeria Quarantine Services • NAFDAC • Nigerian Customs Services & Shippers Council • Nigeria Export Promotion Council • Standard Organisation of Nigeria. 	<ul style="list-style-type: none"> • Market research • Training modules • Partnerships with export bodies
Realign agricultural finances to support women across the value chain of the agricultural sector	Specialised Training in Financial Literacy	Focusing on bookkeeping, account opening, negotiation skills, and digital marketing.	<ul style="list-style-type: none"> • Lagos State Employment Trust Fund (LSETF) • Lagos State Ministry of Agriculture & Food Systems • Enterprise Development Commission • Chamber of Commerce & Industry. 	<ul style="list-style-type: none"> • Trainers • Training materials • Funding for training.

75. Lagos State Employment Trust Fund. (n.d.). Lagos CARES Programme. Retrieved from <https://lsetf.ng/content/lagos-cares>

	Leverage initiatives such as the Lagos CARES Scheme to enhance women's access to financing for agribusinesses.	Expand women's participation and empowerment initiatives from 30% to 49% and use the existing platform to drive awareness for existing agricultural schemes for women in Lagos- State.	<ul style="list-style-type: none"> Ministry of Agriculture & Food Systems LSETF 	<ul style="list-style-type: none"> Financial resources Partnerships with banks
	Improve women's access to credit for agricultural investments	<ul style="list-style-type: none"> Establish targeted financial products for women in agriculture. Partner with financial institutions to offer low-interest loans and grants to female farmers. 	<ul style="list-style-type: none"> MWAPA Ministry of Agriculture & Food Systems Microfinance Banks; Commercial Banks JONAPWD), Lagos State Chapter. 	<ul style="list-style-type: none"> Seed capital for funding Micro-loans and grants; Financial literacy training materials and trainers Partnerships with financial institutions and development partners
	Implement gender- responsive financing across the agricultural value chain	Continuous advocacy to MDAs and private sector.	<ul style="list-style-type: none"> MWAPA Ministry of Economic, Planning and Budget. 	Advocacy plan and materials

1.3 Advocacy Strategy

An effective advocacy strategy for increasing women's participation in agriculture necessitates a multifaceted approach that targets key stakeholders. Policymakers, in particular, must be engaged through policy dialogues and workshops that emphasise the critical role women play in combating food insecurity in Lagos. These discussions should also explore the benefits of gender-sensitive policies, highlighting how such policies can significantly enhance agricultural productivity and sustainability.⁷⁶ The private sector, which plays a crucial role in financing, can be effectively engaged through networking events and public campaigns that highlight the untapped potential of women-led agro-businesses. Local and International Development Partners must be encouraged to partner on inclusive projects and develop financing models that ensure women have equal access to essential resources. Traditional leaders, who are key in fostering community support, are expected to advocate through town halls and local campaigns, emphasising that empowering women benefits the entire community. Religious leaders are tasked with promoting moral support for women's involvement in agriculture through sermons and interfaith dialogues, aligning these efforts with religious values of equality and fairness. To ensure the success of this advocacy, it must be underpinned by clear resources, such as policy documents, financial tools, and training materials. The timeline for this advocacy spans from short-term dialogues to long-term policy implementation and institutionalization, with progress monitored through regular reports, surveys, and feedback mechanisms.

⁷⁶ FAO. (2011). The State of Food and Agriculture: Women in Agriculture – Closing the Gender Gap for Development. Food and Agriculture

Table 2: Advocacy Strategy for the WEE Agricultural Pillar

Stakeholders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy-makers	<ul style="list-style-type: none"> • Increase female participation in agriculture. • Ensure robust policies that include women and youth 	<ul style="list-style-type: none"> • Women as Pillars of Agriculture: Women's participation is key to Lagos and National food security. • Inclusive Policies: Gender-sensitive policies boost agricultural productivity and sustainability. • Climate-Smart Agriculture: Integrating gender in climate-smart agriculture promotes resilience. 	<ul style="list-style-type: none"> • Policy Dialogues & Workshops • Organise regular workshops to engage policymakers on inclusive, gender-sensitive policies. • Strategic Partnerships: Work with development partners to push gender and youth-inclusive agricultural policy. 	<ul style="list-style-type: none"> • Policy documents and gender data. • Training facilitators and venues. • Stakeholder engagement platforms like the Policy Innovation Centre Gender and Inclusion Summit. 	<ul style="list-style-type: none"> • Measure the increase in women's participation in agriculture • Monitor policy implementation
Private Sector	Ensure women-owned agro-businesses have access to financing.	<ul style="list-style-type: none"> • Investment Potential: Women-led businesses in agriculture offer untapped economic potential. • Gender-Inclusive Investment: Investing in women ensures growth and sustainability of the agricultural sector. 	<ul style="list-style-type: none"> • Networking Platforms: Facilitate networking between women-led agro-businesses and investors. • Public Campaigns: Promote the financial benefits of investing in women and youth in agriculture. 	<ul style="list-style-type: none"> • Financial support for women farmers. • Networking event organisers. • Financial training materials. • Stakeholder engagement platforms like the Policy Innovation Centre's Gender and Inclusion Summit. 	Track financing secured for women-led businesses.
Local and International Development Partners.	Ensure the inclusion of women in the agriculture sector	<ul style="list-style-type: none"> • Empowerment Through Inclusion: Programmes that target women in agriculture lead to long-term growth. • Access to Resources: Women must have equal access to finance, and technology to succeed in agriculture. 	<ul style="list-style-type: none"> • Partnering on Inclusive Projects: Collaborate on programmes aimed at women's empowerment in agriculture. • Financing Models: Develop inclusive financing and grant models targeting women agro-businesses. 	<ul style="list-style-type: none"> • Funding for inclusive agricultural programmes. • Gender-sensitive training tools and manuals. • Networking platforms for collaboration. 	<ul style="list-style-type: none"> • Impact assessment of funded programmes. • Feedback from beneficiaries on program effectiveness.

Traditional Leaders	Increase the number of women in agriculture through community engagement	<ul style="list-style-type: none"> • Cultural Acceptance: Women are essential in agricultural production and economic development. • Community Empowerment: Empowering women through agriculture benefits entire communities. 	<ul style="list-style-type: none"> • Community Advocacy Campaigns: Work with women groups and other local influencers to advocate for women's participation in agriculture. • Engage in Local Town Halls: Discuss women's role in agriculture with community members to garner local support. 	<ul style="list-style-type: none"> • Local venues for community meetings. • Advocacy materials. • Local influencers and women's groups for engagement 	Community engagement reports on support for women in agriculture. Conduct an evaluation to determine the level of increase of women's participation in agriculture
Religious Leaders	Promote moral and religious support for women in agriculture.	<ul style="list-style-type: none"> • Religious Teachings: Use faith-based platforms to promote women's inclusion in agriculture. • Moral Duty: Advocating for women empowerment aligns with religious values of fairness. 	<ul style="list-style-type: none"> • Sermons and Teachings: Use religious services to deliver messages of empowerment for women in agriculture. • Interfaith Dialogues: Facilitate interfaith discussions to unite religious leaders in advocating for women's role in agriculture. 	<ul style="list-style-type: none"> • Sermon materials and speeches. • Interfaith discussion venues. • Religious networks and media outlets for broadcast. 	<ul style="list-style-type: none"> • Report on interfaith collaborations for women's advocacy. • Survey to measure shifts in community beliefs

1.4 Strategic Capacity Building Plan

The capacity-building plan for the agriculture pillar represents a strategic and multidimensional approach to address systemic barriers and foster inclusive development. At its core, the plan prioritises equipping key stakeholders with the requisite expertise, resources, and tools to drive sustainable change. Policymakers should undergo targeted workshops focused on gender-sensitive agricultural policymaking, complemented by specialised training on climate-smart agricultural practices to ensure policies are both progressive and environmentally sustainable.⁷⁷ For private sector officials, the emphasis lies in strengthening their capacity to facilitate market access, financing, and investment in women and youth-led agro-businesses. This will be achieved through tailored training sessions and strategically designed networking platforms, fostering collaboration and unlocking economic opportunities.⁷⁸ Local and International Development Partners, on the other hand, could be supported with technical assistance to design and implement women-centered agricultural projects while exploring innovative financing models to ensure scalability and long-term sustainability. Equally critical is the engagement of traditional and religious leaders, who hold significant influence within communities.⁷⁹ Advocacy campaigns and localised community engagement sessions will serve as essential vehicles for challenging cultural stereotypes, building acceptance, and fostering grassroots support for women participation in agriculture.⁸⁰ This plan, therefore, transcends a mere procedural framework, it is a deliberate, evidence-based initiative aimed at creating an ecosystem where stakeholders are not only informed but also empowered to drive meaningful transformation within the Agricultural Pillar in Lagos State.

77. Organization of the United Nations (FAO). (2011). The state of food and agriculture: Women in agriculture - Closing the gender gap for development. FAO. <https://www.fao.org/3/20506el2050e.pdf>
 78. USAID. (2024). USAID joins PepsiCo, Unilever, Danone, McCormick & Company, and Nespresso in collaboration to advance women in resilient agricultural supply chains. <https://www.usaid.gov/news-information/press-releases/sep-23-2024-usaid-joins-pepsico-unilever-danone-mccormick-company-nespresso-collaboration-advance-women-resilient-agricultural-supply-chains>
 79. International Finance Corporation (IFC). (n.d.). Women in agribusiness value chains. https://www.ifc.org/en/what-we-do/sector-expertise/agribusiness-forestry/promoting-inclusive-development/women-in-agribusiness-value-chains?utm_source=chatgpt.com
 80. Ban Ki-moon Centre. (n.d.). Elevating the Voices of Women in Agriculture. Retrieved from https://banmooncentre.org/our-work/elevating-the-voices-of-women-in-agriculture/?utm_source=chatgpt.com

Table 3: Strategic Capacity-Building Plan for the WEE Agricultural Pillar

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Policymakers	Gender- responsive policy making in agriculture	<ul style="list-style-type: none"> • Workshops on Gender Mainstreaming in Agricultural Policies. • Training on Climate-Smart Agricultural Practices 	<ul style="list-style-type: none"> • Training facilitators • Policy documents • Gender data • Funding
Private Sector Officials	Market access, financing, and investment in women owned agro-businesses	<ul style="list-style-type: none"> • Training Women in Agriculture on Investment. • Networking Platforms for Private Sector and Women Agro-businesses 	<ul style="list-style-type: none"> • Gender and inclusion platforms • Industry research • Networking platforms
Local and International Development Partners	Technical assistance, funding, and project design for women focused agricultural development	<ul style="list-style-type: none"> • Partnering on Gender Inclusion in Agricultural Development Projects • Developing Financing Models for Women Agro-businesses 	<ul style="list-style-type: none"> • Funding • Project management tools • Network of stakeholders
Traditional/Religious Leaders	Community advocacy and cultural acceptance of women across the agricultural value chain	<ul style="list-style-type: none"> • Advocacy Campaigns on Women Inclusion in Agriculture. • Community Engagement Sessions (Local Meetings and Events) 	<ul style="list-style-type: none"> • Local venues • Community mobilisers • Advocacy materials • Religious platforms • Interfaith dialogue spaces

1.5 Sustainability Plan

The sustainability plan for increasing female participation in agriculture focuses on embedding long-term structures and support systems that ensure continued empowerment for women in the sector. In the short term (1-3 years), key actions include strengthening gender-responsive agricultural input systems and launching specialised training programmes in areas such as financial literacy. In the long term (4+ years), these initiatives will be institutionalised through the digitisation of agricultural input systems, and the establishment of permanent market platforms for women farmers. Additionally, the development of revolving funds and tailored financial products will provide ongoing financial support, while gender-inclusive curricula in vocational schools and the institutionalisation of gender-focused policies will ensure sustained growth and inclusion. The task force overseeing these initiatives will involve key ministries, financial institutions, NGOs, and women's rights organisations, ensuring a coordinated and sustained effort to empower women in agriculture.

Table 4: Sustainability Plan for the WEE Agricultural Pillar

Objective 1: Increase the proportion of women involved in agriculture from an average of 19% to at least 49%.		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
Develop/strengthen gender-responsive distribution systems for agricultural inputs and establish a task force to monitor initiatives.	Digitise agricultural inputs and establish gender-focused extension services, while institutionalising the task force.	<ul style="list-style-type: none"> • Ministry of Agriculture & Food Systems • LSADA • Women's Cooperatives • Representatives from Ministries
Launch specialised training programmes focused on land rights, market linkages, financial literacy, digital marketing, and negotiation skills for women in agriculture.	Institutionalise financial literacy and negotiation skills programmes into agricultural extension services as well as the development of permanent market platforms for women farmers.	<ul style="list-style-type: none"> • Lagos State Ministry of Agriculture & Food Systems • Lagos State Employment Trust Fund (LSETF) • Enterprise Development Commission • LSADA • Agricultural Development Program • NGOs • Universities; Nigeria Quarantine Services • NAFDAC • Nigerian Customs Services & Shippers Council
Organise market linkage events and establish partnerships with export certification bodies to increase market access for women farmers.	Develop permanent market linkage platforms and online marketplaces for continuous market access.	<ul style="list-style-type: none"> • Nigeria Quarantine Services • NAFDAC • Nigerian Customs Services & Shippers Council
Integrate gender-focused curricula in agricultural vocational schools and training centers.	Expand vocational programmes with gender-inclusive modules across Lagos state.	<ul style="list-style-type: none"> • Ministry of Education • Chamber of Commerce & Industry
Begin consultations and drafting a gender-sensitive, climate-smart agricultural policy for Lagos State.	Institutionalise the gender-inclusive agricultural policy, with regular reviews and updates based on emerging trends.	<ul style="list-style-type: none"> • Ministry of Agriculture & Food Systems • Ministry of Local Government • Chieftaincy & Rural Development • Stakeholders • Advocacy Groups
Create awareness and advocacy campaigns targeting local communities to highlight the importance of women in agriculture.	Develop an inter-departmental body to monitor and enforce gender inclusion in agriculture policies.	<ul style="list-style-type: none"> • Community Leaders • NGOs focused on Gender Equality • Religious Leaders

Objective 2: Realign agricultural finances to support women across the value chain of the agricultural sector

Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
Expand initiatives like the Lagos CARES Scheme to include targeted initiatives for women agro-businesses.	Develop a revolving fund model to ensure continuous access to financing for women agro-businesses.	<ul style="list-style-type: none"> Ministry of Agriculture & Food Systems Lagos State Ministry of Finance Lagos CARES Scheme Administrators
Facilitate partnerships with local banks and financial institutions to create specialised loan products for women in agriculture.	Institutionalise partnerships with private financial institutions to ensure sustainable financing.	<ul style="list-style-type: none"> Bank of Agriculture (BOA) Lagos State Ministry of Finance Commercial Banks

1.6 Monitoring and Evaluation Framework

This Monitoring and Evaluation framework is designed to track the progress and measure outcomes for the Women in Agriculture pillar in Lagos State. It leverages data from the Demographic Health Survey and insights from the MTNDP 2021–2025, which indicates a 19% representation of women in agriculture in Nigeria, and this was used as a proxy for Lagos-State.

Table 5: Monitoring and Evaluation Framework for the WEE Agricultural Pillar

Objective 1: Increase the proportion of women involved in agriculture from an average of 19% to at least 49%.					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Community Awareness and Advocacy	Limited awareness of gender-responsive agricultural policies among local communities.	100% of local communities reached through awareness campaigns on gender-responsive agricultural practices by 2030.	<ul style="list-style-type: none"> Campaign attendance records Community feedback surveys, outreach program reports 	<ul style="list-style-type: none"> Community Development Associations NGOs State Ministry of Agriculture & Food Systems
2	Build Capacity of Women in Agriculture	Only 19% of women in agriculture have received formal training on sustainable agriculture practices and land management.	49% of Women in Agriculture trained in sustainable agriculture, land management, and cooperative participation by 2030.	<ul style="list-style-type: none"> Attendance records Pre- and post-training assessments Surveys 	<ul style="list-style-type: none"> Training institutions Extension service reports NGOs Ministry of Agriculture & Food Systems Agric Institutions

3	Ensure the inclusion of women in the agriculture sector	<ul style="list-style-type: none"> • Less than 19% of Women in Agriculture have subsidised access to seeds, fertilisers, and tools. 	<ul style="list-style-type: none"> • 49% of Women in Agriculture trained in financial literacy by 2030. 	<ul style="list-style-type: none"> • Distribution records • Subsidy program evaluations • Farmer surveys 	<ul style="list-style-type: none"> • Lagos State Ministry of Agriculture & Food Systems • Suppliers • Agricultural Cooperatives
4	Enhance Linkages to Agricultural Markets	<ul style="list-style-type: none"> • About 19% of Women in Agriculture have access to premium markets or export opportunities. 	<ul style="list-style-type: none"> • 49% of Women in Agriculture linked to domestic and international markets with the necessary certifications by 2030. 	<ul style="list-style-type: none"> • Market access reports • Certification records • Income tracking surveys 	<ul style="list-style-type: none"> • Trade associations • Certification agencies • Farmer groups

Objective 2: Realign agricultural finances to support women across the value chain of the agricultural sector

	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
5	Provide Specialised Training in Financial Literacy	Less than 19% of Women in Agriculture	100% of local communities reached through awareness campaigns on gender-responsive agricultural practices by 2030.	<ul style="list-style-type: none"> • Training attendance • Knowledge assessments • Follow-up evaluations 	<ul style="list-style-type: none"> • Financial training providers • NGOs • Farmer associations
6	Leverage Initiatives such as Lagos CARES Scheme	Limited participation of women in existing agricultural financing schemes.	50% increase in women participation in government-supported agricultural financing initiatives by 2030.	<ul style="list-style-type: none"> • Participation records • Scheme evaluation reports • Beneficiary surveys 	<ul style="list-style-type: none"> • Lagos CARES Scheme reports • State Ministry of Agriculture & Food Systems • NGOs
7	Improve Women's Access to Credit for Agricultural Investments	Less than 19% of Women in Agriculture have access to formal credit facilities.	49% of Women in Agriculture have access to low-interest loans and financial support by 2030.	<ul style="list-style-type: none"> • Loan disbursement records • Financial institution reports • Surveys 	<ul style="list-style-type: none"> • Agricultural banks • Cooperatives • Microfinance Institutions
8	Implement gender responsive financing across the agricultural value chain	Limited financial products tailored for Women in Agriculture	50% of financial institutions offer gender-responsive loan products by 2030.	<ul style="list-style-type: none"> • Policy review reports • Financial product assessments • Institutional surveys 	<ul style="list-style-type: none"> • Financial institutions • Lagos State Ministry of Agriculture & Food Systems • Food Systems • Regulatory bodies

Pillar 2: Entrepreneurship



By leveraging the National Women's Economic Empowerment (WEE) Policy as a guiding framework, alongside Lagos State's strategic focus on entrepreneurship, and in collaboration with key stakeholders, the following objectives have been strategically developed to drive meaningful and sustainable progress for women in Lagos State:

2.1 Objectives

- Facilitate access to funds, by providing access to digital finance tools and advisory services that can equip women entrepreneurs with the tools needed to grow their businesses into viable enterprises.
- Support the economic empowerment of women by facilitating access to financial literacy funding, providing skill building training, and supporting MSMEs' business viability.
- Ensure that at least 60% of the MSME Development Fund flow to female entrepreneurs.
- Minimise profit reduction caused by multiple taxation through advocacy and policy implementation.

2.2 Implementation Strategy

The policy roadmap seeks to ensure that women entrepreneurs in Lagos State have equitable access to financial services tailored to their unique business needs, including loans, savings, insurance, and payment systems. By upgrading and expanding existing financial schemes, it aims to create a more supportive ecosystem that empowers women to start, sustain, and grow their enterprises.

Possible interventions for a more effective implementation could also explore gender-specific financial products for female entrepreneurs, capacity building and financial literacy programmes, digitisation of financial services/products, policy advocacy and public-private partnerships. Existing initiatives, such as the CBN 's Micro, Small and Medium Enterprises Development Fund (MSMEDF),⁸¹ should be reviewed and strengthened to ensure that its beneficiaries reflect 60% of women entrepreneurs. The Nigerian Economic Empowerment Development Strategy (NEEDS)⁸² and Lagos State Employment Trust Fund (LSEFT)⁸³ must undergo similar review and upgrading to accurately cater to the needs of women in the sector. To ensure regulated revenue collection in Lagos State markets, a cashless digital revenue system could be implemented, supported by a comprehensive database of traders with unique identification numbers like the NIN could be leveraged, for transparency and accountability.⁸⁴ Additionally, we recommend the development of clear policies and standardised fee structures to help with revenue regulated issues.⁸⁵ Key stakeholders include the Lagos State Ministry of Finance, Ministry of Commerce and Industry, Cooperatives, Local Government Authorities (LGAs), Lagos State Internal Revenue Service (LIRS), Market Associations and Leaders (e.g., Iyaloja General Council), Lagos State House of Assembly, Judiciary and Law Enforcement Agencies, Anti-Corruption Agencies, Civil Society Organisations, and JONAPWD Lagos Chapter. Successful implementation will require financial resources, strategic partnerships with banks, and a well-defined advocacy strategy to drive awareness and compliance.

Finally, leveraging initiatives like the Lagos CARES Scheme can significantly enhance access to financing for women owned agro-businesses, thereby driving the necessary expansion and empowerment within the sector. This approach requires the collaboration of key stakeholders such as the Lagos State Ministry of Agriculture & Food Systems, WAPA, financial institutions, and NGOs. Successful implementation of these recommendations will require adequate resources, including funding, training materials, and strategic partnerships with research and financial institutions.

81. Central Bank of Nigeria. (2015). Revised guidelines for the Micro, Small and Medium Enterprises Development Fund (MSMEDF). Retrieved December 21, 2024, from <https://litavirtutibank.com/wp-content/uploads/2020/12/REVISED-MSMEDF-GUIDELINES-NOV-2015.pdf>

82. National Planning Commission. (2004). National Economic Empowerment and Development Strategy (NEEDS). Central Bank of Nigeria. Retrieved December 21, 2024, from <https://www.cbn.gov.ng/out/publications/communications/guidelines/2004/needs.pdf>

83. Lagos State Employment Trust Fund. (2023). LSEFT impact report 2023. Retrieved December 21, 2024, from <https://lseft.ng/content/lseft-impact-report-2023>

84. India Municipal Corporation of Greater Mumbai (MCGM). (2021). Digital revenue collection for street vendors in Mumbai. Retrieved from <https://www.mcgm.gov.in/MCGM/MumbaiStreetVendors>

85. Rwanda Revenue Authority. (2021). E-Tax system for tax payments and filing in Rwanda. Retrieved from <https://www.rta.gov.rw/>

Table 6: Implementation Strategy for the WEE Entrepreneurship Pillar

Objectives	Activities	Approach	Responsible parties	Resources Needed
Facilitate access to funds, by providing access to digital finance tools and advisory services that can equip women entrepreneurs with the tools needed to grow their businesses into viable enterprises.	Set up and strengthen digital hubs to connect women entrepreneurs with microloans and digital payment solutions	<ul style="list-style-type: none"> Collaborate with financial institutions to integrate microloan services and digital payment systems, such as mobile wallets, into the platform.⁸⁶ Liaise with the government to secure grants and zero-digit loans for women entrepreneurs. Create business internet data bundles for entrepreneurs by partnering with telecommunications companies 	<ul style="list-style-type: none"> Lagos State Ministry of Women Affairs and Poverty Alleviation Lagos State Ministry of Commerce, Cooperatives Trade & Investment Lagos State Ministry of Finance Lagos State Ministry of Innovation, Science and Technology Technology and Software Development Partners Telecommunications companies International Organisations (e.g., UN Women, World Bank) Institutional Partnerships JONAPWD), Lagos State Chapter. 	<ul style="list-style-type: none"> Trainers Training materials Funding Digital hubs
Support the economic empowerment of women by facilitating access to financial literacy, providing skill building training, and supporting MSMEs' business viability.	Establish and strengthen incubators and accelerators to provide MSMEs with capacity building, mentorship, workspace, and market access opportunities, such as trade fairs and exhibitions	<ul style="list-style-type: none"> Partnerships with telecommunications companies. Collaborate with banks, Fintech companies, NGOs, and government agencies to pool resources, expertise, and networks. Focus on accessibility for underserved groups, such as women entrepreneurs living with disabilities, older women, young women, ethnic minorities, and informal sector businesses. Work with developers to construct affordable shop, free from demolition 	<ul style="list-style-type: none"> Lagos State Women Association Lagos State Ministry of Finance Technology and Software Development Partners JONAPWD), Lagos State Chapter. 	<ul style="list-style-type: none"> E-learning & digital payment platforms Trainers and mentors. Training venues

86. Alliance for Financial Inclusion. (2020). Integrating digital financial services for inclusive economic growth. Alliance for Financial Inclusion. <https://www.aifi-global.org>

Ensure that at least 60% of the MSME Development Fund flow to female entrepreneurs	Partner with LSETF and CBN to access and implement MSMEs' Development Fund viability framework in Lagos	<ul style="list-style-type: none"> Utilise digital and physical channels, including community radio, social media, and local events, to disseminate information. Work closely with LSETF, CBN, private investors, NGOs, and government bodies to align goals and ensure effective delivery of funds. 	<ul style="list-style-type: none"> Commercial and microfinance institutions in Lagos Lagos State Ministry of Finance LSETF JONAPWD), Lagos State Chapter. MWAPA 	<ul style="list-style-type: none"> Financial resources Partnerships with banks
Minimise profit reduction caused by multiple taxation through advocacy and policy implementation.	Continuous Advocacy and sensitisation of key stakeholders on the use of the digital cashless systems and the implementation of policies on revenue collection.	<ul style="list-style-type: none"> Implement a cashless, digital revenue collection system using mobile apps or Point-of-Sale (POS) devices Create a database of all market traders with unique identification numbers. Develop and advocate for the implementation of policies of fee structures for revenue collection. 	<ul style="list-style-type: none"> Lagos State Ministry of Finance Ministry Of Commerce, Industry and Cooperatives Local Government Authorities (LGAs) Lagos State Internal Revenue Service (LIRS) Market Associations and Leaders (e.g., Iyaloja General Council) Lagos State House of Assembly Lagos State Judiciary and Law Enforcement Agencies Anti-Corruption Agencies Civil Society Org. JONAPWD) Lagos State Chapter. 	<ul style="list-style-type: none"> Financial resources Partnerships with banks, Technology infrastructure

2.3 Advocacy Strategy

To effectively advocate for the implementation of women's economic empowerment in Lagos State, the strategy for the entrepreneurship pillar must focus on key stakeholders and tailored objectives. Policymakers should be engaged to provide women entrepreneurs with access to digital finance tools and advisory services, essential for business growth. This can be achieved through policy dialogues and collaboration with legal bodies to reduce gender bias in business registration and funding processes. Immediate action is needed to ensure the inclusion of gender-responsive policies that foster equitable access to resources, including finance and mentorship. The private sector plays a critical role in facilitating financial literacy and skill-building for women entrepreneurs. Establishing networking events, mentorship programmes, and advocating for inclusive procurement practices will empower women to scale their businesses. Local and international development partners implementing programmes on WEE are encouraged to allocate funds for the MSME Development Fund particularly to women entrepreneurs, integrating gender-specific objectives in their initiatives, and providing targeted support such as microfinance and accelerator programmes for women-led startups. Traditional and religious leaders should assist in promoting cultural acceptance of women in entrepreneurship. By highlighting successful female entrepreneurs as role models and using local media and faith-based networks to champion gender equality, these leaders can foster a supportive environment for women in business. Faith leaders can also engage their communities through sermons and

workshops on the economic benefits of empowering women. The advocacy strategy should be rolled out in phases: short-term actions include policy dialogues and initiating workshops, followed by medium-term efforts such as scaling up programmes and fostering partnerships. Long-term objectives aim at full policy implementation and the integration of gender-inclusive entrepreneurship training in education systems. Monitoring and evaluation should focus on policy changes, stakeholder feedback, and the effectiveness of programmes, ensuring that resources are utilised efficiently, and the desired outcomes are achieved.

Table 7: Advocacy Strategy for the WEE Entrepreneurship Pillar

Stakeholders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy-makers	Provide access to digital finance tools and advisory services that can equip women entrepreneurs with the tools needed to grow their businesses into viable enterprises	<ul style="list-style-type: none"> • Women's participation in entrepreneurship drives economic growth and creates sustainable development opportunities. • Gender responsive policies allow for equitable access to business resources including finance and mentorship. 	<ul style="list-style-type: none"> • Organise high-level policy dialogues and workshops to address barriers women face in business. • Partner with legal bodies to implement frameworks for reducing gender bias in business registration and funding processes. 	<ul style="list-style-type: none"> • Funding to subsidise women focused financial schemes and programmes. • Trainers to conduct workshops for government officials on inclusive policy making. • Access to legislative frameworks to formalise policy reforms 	<ul style="list-style-type: none"> • Measure the increase in women's participation in agriculture • Monitor policy implementation
	Ensure the implementation of a transparent, cashless digital revenue collection system across markets, supported by a centralised trader database and clear policy frameworks.	<ul style="list-style-type: none"> • Transparent digital revenue systems reduce leakages and corruption in revenue collection. • A trader database ensures equitable revenue collection and accountability. • Clear policies and structured fee systems foster trust between market authorities and traders. 	<ul style="list-style-type: none"> • Organise stakeholder workshops to demonstrate the benefits of digital revenue systems. • Advocate for legislative backing to mandate cashless collection across markets. • Facilitate partnerships with technology providers for seamless implementation. 	<ul style="list-style-type: none"> • Funding for digital infrastructure and tools (POS devices, mobile apps). • Technical expertise for database creation and management. • Training programmes for market officials and traders on digital systems. 	<ul style="list-style-type: none"> • Regular audits of revenue collection systems. • Trader feedback on ease of compliance and transparency. • Reports on revenue growth and leakages

Private Sector	Facilitate access to financial literacy, providing skill building training, and supporting MSMEs' business viability	<ul style="list-style-type: none"> • Women need equal access to resources, finance, and mentorship to thrive as entrepreneurs • Actively supporting financial literacy programmes for women encourages women entrepreneur to scale from MSMEs to large corporations 	<ul style="list-style-type: none"> • Launch networking events to connect women entrepreneurs with investors • Design mentorship programmes that pair women entrepreneurs with experienced business leaders. • Campaign for inclusive procurement practices that prioritise women-owned and women – led businesses 	<ul style="list-style-type: none"> • Seed funding for innovation and expansion of women-owned MSMEs. • Industry experts to act as mentors and trainers for women entrepreneurs. • Tools for business management such as financial software for training sessions. 	Evaluation of the impact of skill building trainings and financial literacy programs
Local and International Development Partners.	Ensure that at least 60 percent of the MSMEs Development Fund flow to female entrepreneurs	<ul style="list-style-type: none"> • Targeted support for women entrepreneurs creates a ripple effect, benefiting families, communities, and the economy. • Success in development programmes is defined by the increased participation and growth of women-led businesses 	<ul style="list-style-type: none"> • Offer targeted microfinance programmes and business grants for women entrepreneurs. • Include gender-specific impact in development initiatives. • Create accelerator and incubator programmes tailored for women-led startups. 	<ul style="list-style-type: none"> • Development experts to integrate women-specific objectives into programmes. • Grants and microfinancing opportunities targeted at women entrepreneurs. • Collaborate with the government to ensure alignment with local development goals 	<ul style="list-style-type: none"> • Impact assessment of funded programmes. • Feedback from beneficiaries on program effectiveness.
Traditional Leaders	Promote cultural acceptance of women in business leadership roles.	<ul style="list-style-type: none"> • Empowering women to lead businesses inspires younger generations and promotes fairness within the community • Cultural Acceptance: Empowering women in entrepreneurship benefits entire communities by fostering economic growth and improving family well-being 	<ul style="list-style-type: none"> • Facilitate community-based advocacy campaigns that highlight successful women entrepreneurs as role models.⁸⁷ • Use storytelling and local media to counter stereotypes and emphasise the benefits of women's economic participation. 	<ul style="list-style-type: none"> • Local venues for community meetings. Cultural experts to design storytelling and role model programmes • Small grants for community events that highlight women entrepreneurs 	<ul style="list-style-type: none"> • Monitor the impact of community and religious engagement programs • Surveys to measure cultural perception of women in business

87. Rwanda Women's Network. (2019). Gira Impuzankano campaign: Showcasing successful women entrepreneurs in Rwanda. Rwanda Women's Network. Retrieved from <https://www.rwandawomenetwork.org>

Religious Leaders	Drive social acceptance of women entrepreneurs through faith-based teachings	<ul style="list-style-type: none"> • Championing access to financial resources for women can lead the way in reducing poverty and fostering prosperity • Economic empowerment of women aligns with the principles of fairness and equity in our faith traditions 	<ul style="list-style-type: none"> • Conduct sermons and interfaith discussions emphasizing gender equality in economic activities. • Partner with religious organisations to establish support networks for women entrepreneurs 	<ul style="list-style-type: none"> • Faith-based educators to conduct workshops and dialogues on gender equality in entrepreneurship. • Access to places of worship for meetings • Religious networks and media outlets for broadcast. 	
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2.4 Capacity Building Plan

It is recommended that the Capacity Building Plan for the WEE Entrepreneurship Pillar focuses on equipping stakeholders with the necessary skills and knowledge to effectively implement the Women Economic Empowerment policy. It is respectfully recommended that policymakers participate in training focused on gender-sensitive financial inclusion policies and transparent funding systems through workshops and awareness campaigns, demonstrating their commitment to advancing these initiatives. Private sector officials are encouraged to engage in mentorship and networking opportunities, supported by industry experts and collaborative platforms. Development partners are advised to align gender-specific goals with broader development frameworks, secure gender-responsive funding, and leverage technical expertise through public-private partnerships. Additionally, it would be beneficial for traditional and religious leaders to undergo training to advocate for the cultural acceptance of women entrepreneurs through community campaigns and interfaith dialogue. These recommendations are aimed at ensuring that all stakeholders are adequately equipped to effectively support the entrepreneurship pillar of the Women Economic Empowerment policy.

Table 8: Capacity Building Plan for the WEE Entrepreneurship Pillar

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Policymakers	Facilitate access to funds through financial inclusive policies for women entrepreneurs that are gender sensitive	<ul style="list-style-type: none"> • Workshops to enlighten policymakers on the importance of a transparent, cashless revenue collection system for women entrepreneurs. • Targeted awareness on policy reforms 	<ul style="list-style-type: none"> • Trainers for government officials • Funding • Access to legislative reforms and data
Private Sector Officials	Investment in financing, networking and mentorship opportunities for female business owners	<ul style="list-style-type: none"> • Mentorship guidance by industry experts • Collaboration with public sector to map out more inclusive investment opportunities 	<ul style="list-style-type: none"> • Industry experts and professionals • Networking platforms • Partnerships

Local and International Development Partners	Technical assistance, funding, integration of women-specific objectives into the larger development goals	<ul style="list-style-type: none"> Partnering to source funding opportunities that reflect gender-sensitive policies Aligning goals with the broader governmental development goals to encourage shared interests 	<ul style="list-style-type: none"> Funding Technical expertise Collaboration and PPP
Traditional/Religious Leaders	Community advocacy and cultural acceptance of women in entrepreneurship	<ul style="list-style-type: none"> Advocacy Campaigns to eliminate stereotypes and establish culturally acceptable behaviours towards female entrepreneurs Community and town-hall meetings on fairness and its broader benefits to community and nation building as well as the benefits of cashless systems. 	<ul style="list-style-type: none"> Local venues Community mobilisers Advocacy materials Religious platforms Sermon materials Interfaith dialogue spaces

2.5 Sustainability Plan

To increase female participation in entrepreneurship, the short-term plan includes developing and launching platforms that connect women to financial and digital resources, conduct targeted outreach and monitor platform feedback. Long-term, these programmes will be integrated into financial planning and management tools, ensure that the digital platforms are more robust in structure and foster a community forum for peer support and mentorship. See table 9

Table 9: Sustainability Plan for the WEE Entrepreneurship Pillar

Objective 1: Facilitate access to funds, by providing access to digital finance tools and advisory services that can equip women entrepreneurs with the tools needed to grow their businesses into viable enterprises.

Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> Offer tailored training programmes (audio, visual, and local language options) for illiterate women, especially market women, on how to use financial tools and digital payment solutions. Develop and launch a digital platform that connects women entrepreneurs with microloans and digital payment tools. Collaborate with Fintech companies and microfinance institutions to integrate financial tools. 	<ul style="list-style-type: none"> Expand and enhance the digital platform to include advanced tools for financial planning and business growth, with added accessibility features for illiterate women. Develop educational content and online courses for capacity building, using diverse formats (e.g., radio programmes, visual tutorials) to ensure inclusivity for low-literacy groups. Foster a community forum for mentorship and peer support, particularly focusing on informal sector women. 	<ul style="list-style-type: none"> Lagos State Ministry of Women Affairs and Poverty Alleviation (WAPA) Lagos State Ministry of Finance Lagos State Ministry of Commerce, Cooperatives, Trade & Investment Lagos State Ministry of Innovation Science and Technology Central Bank of Nigeria (CBN) Technology and Software Development Partners International Organisations (e.g., UN Women, World Bank)

<ul style="list-style-type: none"> • Conduct outreach and training for women entrepreneurs to use the platform (Care Initiative), especially targeting women in the informal sector, such as market women, and ensuring literacy-appropriate training materials. 	<ul style="list-style-type: none"> • Secure ongoing partnerships and funding for platform maintenance and development. • Institutionalise the regulated revenue collection system in all markets across Lagos State, including systems that accommodate illiterate women entrepreneurs. • Expand digital payment solutions for local and international market linkages, improving cross-border trade for women. • Regularly audit the revenue collection system to ensure it remains transparent, inclusive, and effective for all women, including those with low literacy. 	<ul style="list-style-type: none"> • Lagos State Market Management Authority • Commercial Banks and Payment Solutions Providers • Institutional Partnerships (e.g., Lagos Business School, UNILAG, YabaTech) • Local NGOs and Community-based Organisations that work with informal sector women
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Objective 2: Support the economic empowerment of women by facilitating access to financial literacy funding, providing skill building training, and supporting MSMEs' business viability.

Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Partner with telecom companies to offer affordable data bundles tailored to business needs. • Develop a regulated revenue collection system for markets, ensuring fair and transparent fees for women entrepreneurs. • Collaborate with market authorities to train women entrepreneurs on digital payment solutions for revenue collection. • Offer tailored training programmes for illiterate women and market women, using audio-visual, local language options, and simplified digital tools for internet access and usage. 	<ul style="list-style-type: none"> • Ensure long-term availability and relevance of business data bundles to support sustainable business growth. • Develop loyalty programmes or incentives for consistent users. • Monitor the long-term impact on business operations and growth. • Institutionalise the regulated revenue collection system in all markets, with digital payment solutions integrated for ongoing revenue collection and monitoring. • Expand digital literacy programmes specifically designed for illiterate women entrepreneurs, including market women, through accessible formats (e.g., mobile phone tutorials, community workshops). • Continuously assess the effectiveness of internet access initiatives and integrate evolving technologies to better serve informal sector women. 	<ul style="list-style-type: none"> • Lagos State Women Association • Lagos State Ministry of Finance • Lagos State Ministry of Commerce Cooperatives, Trade & Investment • Telecom Partners (e.g., MTN, Glo, Airtel) • Lagos State Market Management Authority • Commercial Banks and Payment Solution Providers • Local NGOs and Community-Based Organisations working with market women and informal sector women • International Development Partners (e.g., UN Women, World Bank)

Objective 3: Ensure that at least 60% of the MSME Development Fund flow to female entrepreneurs.

Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Provide access to financial literacy resources and advisory services for women entrepreneurs. 	<ul style="list-style-type: none"> • Ensure continuous access to financial literacy programmes for women entrepreneurs. 	<ul style="list-style-type: none"> • Lagos State Ministry of Women Affairs and Poverty Alleviation (WAPA)

<ul style="list-style-type: none"> Facilitate access to funding through digital finance tools. Provide skill-building training programmes to enhance business viability. Support MSMEs with targeted business development services. 	<ul style="list-style-type: none"> Expand funding access for women entrepreneurs, ensuring at least 60% of MSME Development Fund targets female entrepreneurs. Offer long-term skill-building programmes to maintain a high level of business competency and growth agro-businesses. 	<ul style="list-style-type: none"> Lagos State Ministry of Finance Lagos State Ministry of Commerce, Cooperatives, Trade & Investment Central Bank of Nigeria (CBN) MSME Development Agencies International Organisations (e.g., UN Women, World Bank) CARES Scheme Administrators
Objective 4: Minimise profit reduction caused by multiple taxation through advocacy and policy implementation.		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> Continuous Advocacy and sensitisation of key stakeholders on the use of the digital cashless systems and the implementation of policies on revenue collection. Create a database of all market traders with unique identification numbers. 	<ul style="list-style-type: none"> Implement a cashless, digital revenue collection system using mobile apps or Point-of-Sale (POS) devices. Create a database of all market traders with unique identification numbers. 	<ul style="list-style-type: none"> Lagos State Ministry of Finance Ministry of commerce, industry and cooperatives Local Government Authorities (LGAs) Lagos State Internal Revenue Service (LIRS) Market Associations and Leaders (e.g., Iyaloja General Council) Lagos State House of Assembly; Lagos State Judiciary and Law Enforcement Agencies; Anti-Corruption Agencies Civil Society Org.; JONAPWD), Lagos State Chapter

2.6 Monitoring and Evaluation Framework

This Monitoring and Evaluation framework is designed to systematically track progress under the Women in Entrepreneurship pillar for Lagos State. In the absence of localised baseline data, proxy measures were employed. National-level proportions were utilised to establish a benchmark for the percentage of women in Lagos who are not formally financially included.⁸⁸ Additionally, data from the Lagos State Employment Trust Fund (LSETF), which indicates that approximately 60% of their loans were disbursed to female beneficiaries, was adopted as a baseline measure to represent the proportion of female entrepreneurs with access to loans or funding in Lagos State.⁸⁹

Table 10: Monitoring and Evaluation Framework for the WEE Entrepreneurship Pillar

Objective 1: Facilitate access to funds, by providing access to digital finance tools and advisory services that can equip women entrepreneurs with the tools needed to grow their businesses into viable enterprises.					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Provide access to digital finance tools and advisory	Using the 2024 national statistics as a proxy measure, we propose that about 42% of women in Lagos are formally financially included.	Increase the proportion of women who are formally financially included to 74%. ⁹⁰	<ul style="list-style-type: none"> Financial inclusion surveys Digital finance platform reports Financial advisory program assessments 	<ul style="list-style-type: none"> Financial institutions Digital finance service providers State Ministry of Finance

⁸⁸. Ifina. (2024). AZF 2023 event day presentation (Version 4.1). Retrieved from <https://ifina.org.ng/wp-content/uploads/2024/03/AZF-2023-Event-Day-Presentation-Version4-1.pdf>

⁸⁹. Lagos State Employment Trust Fund (LSETF). (n.d.). Women empowerment and growth acceleration: Nigeria's LSETF approach. Lagos State Employment Trust Fund. Retrieved December 30, 2024, from <https://lsetf.ng/content/women-empowerment-and-growth-acceleration-nigeria-lsetf-approach>

⁹⁰. EPRisk. (2024). Access to Financial Services in Nigeria 2023 Survey. Enhancing Financial Innovation & Access. Retrieved from <https://ifina.org.ng/our-work/research/access>

2	Access to Financial Support and Credit	Women entrepreneurs in Lagos who have access to formal credit or loans.	Ensure that 50% the of women entrepreneurs in Lagos, have access to financial products, including credit and loans, by 2030	<ul style="list-style-type: none"> • Loan disbursement records • Financial institution reports • Surveys 	<ul style="list-style-type: none"> • Banks • Microfinance institutions • Women entrepreneur associations • Government initiative
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Objective 2: Support the economic empowerment of women by facilitating access to financial literacy funding, providing skill building training, and supporting MSMEs' business viability.

S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
3	Facilitate access to financial literacy, providing skill-building training, and supporting MSMEs' business viability	Using the 2024 national statistics for formal financial inclusion as a proxy measure, we propose that 42% of women in Lagos have access to financial literacy.	92.3% of women in Lagos have access to financial literacy, skill-building training, and support for their businesses.	<ul style="list-style-type: none"> • Training attendance records • Post-training evaluation surveys • MSME performance assessments 	<ul style="list-style-type: none"> • Financial institutions • Training program reports • State Ministry of Commerce and Industry • Women Entrepreneurs Association

Objective 3: Ensure that at least 60% of the MSME Development Fund flow to female entrepreneurs.

S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
4	Ensure that at least 60 percent of the MSMEs Development Fund flow to female entrepreneurs	About 66% of LSETF's affordable loan beneficiaries are women. ⁹¹	<ul style="list-style-type: none"> • A minimum of 66% of LSETF affordable loan beneficiaries continue to be women by 2029 • At least 60% of the MSMEs Development Fund is allocated to female entrepreneurs in Lagos State by 2030 	<ul style="list-style-type: none"> • Loan disbursement records • Fund allocation reports • Beneficiary surveys 	<ul style="list-style-type: none"> • WAPA • Lagos State Employment Trust Fund (LSETF) • Ministry of Commerce and Industry • State Ministry of Finance

Objective 4: Minimise profit reduction caused by multiple taxation through advocacy and policy implementation

S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
5	Regulated Revenue Collection in Markets (Value-Chain)	Revenue from Lagos markets is formally collected and regulated, with significant leakage in the informal sector. ⁹²	<ul style="list-style-type: none"> • Lagos State achieves 80% in formal revenue collection in Lagos markets with minimal leakage, through enhanced regulatory mechanisms and technology integration. 	<ul style="list-style-type: none"> • Revenue collection records • Market audits • Regulatory compliance reports 	<ul style="list-style-type: none"> • Lagos State Revenue Service • Market Associations • State Ministry of Commerce and Industry

⁹¹ Lagos State Government. (2024). Citizens budget 2024, Lagos State Ministry of Economic Planning and Budget. <https://lagosmepb.org/wp-content/uploads/2024-03/CITIZENS-BUDGET.pdf>
⁹² fha. (2024). A2F 2023 event day presentation (Version 4.1). Retrieved from <https://efha.org.ng/wp-content/uploads/2024/03/A2F-2023-Event-Day-Presentation-Version4-1.pdf>
⁹³

Pillar 3: **Traditional Labor Market**



Anchored on the National Women's Economic Empowerment (WEE) Policy and aligned with Lagos State's strategic priority of enhancing residents' participation in the labour force, we have, in collaboration with key stakeholders, established clear objectives designed to drive meaningful and sustainable progress for women across the state:

3.1 Objectives

- Empowering women through greater participation and retention in the labour force.
- Ensuring the protection of women in the labour force against gender-based violence (GBV).

3.2 Implementation Strategy

A co-creation workshop, which included key stakeholders from across the five most common pillars of women's economic endeavor in Lagos state, yielded valuable insights that informed the development of an effective implementation strategy plan for the traditional labour market. The implementation plan aims to create a holistic and inclusive framework that addresses the diverse economic needs and opportunities for women in Lagos State and ensures that outcomes are aligned with each objective, activity, and approach, highlighting the anticipated impact of the initiatives.

Table 11: Implementation Strategy for the WEE Traditional Labour Market Pillar

Objectives	Activities	Approach	Responsible parties	Resources Needed
Empowering women through greater participation and retention in the labour force.	Conduct gender analysis of the labour market to identify barriers and opportunities	Inclusive approach, ensuring women's diverse participation.	<ul style="list-style-type: none"> MWAPA Ministry of Wealth Creation & Employment OSDGs 	Financial resources for research.
	Organise skill-building workshops and training programmes focused on career growth and leadership.	Collaborative partnerships with businesses, governments, and communities	<ul style="list-style-type: none"> Government officials Private Sector Employers HR professionals, Business owners. 	<ul style="list-style-type: none"> Human resources Trainers Mentors, Policy experts.
	Promote family-friendly/ flexible work policies (e.g., remote work, flexible hours), with focus on women's involvement in care economy.	Evidence-based advocacy to support equal opportunities.	<ul style="list-style-type: none"> Ministry of Wealth Creation & Employment Civil Society NGOs Women's empowerment organisations. 	Data and research, Labor market data, gender-disaggregated statistics.

	Implement mentorship and networking programmes for women in leadership roles.	Capacity building through training, mentorship, and networking	<ul style="list-style-type: none"> Educational Institutions Universities vocational schools Training centers Professional bodies. 	Platforms like the Gender and Inclusion Summit, Technology for cross learning and networking platforms for learning and virtual networking.
	Co-create and implement gender-responsive hiring, retention, & promotion policies.	<ul style="list-style-type: none"> Advocacy through campaigns, capacity building, legal reforms, and public engagement. 	<ul style="list-style-type: none"> MWAPA Civil Society Organisations International Organisations UN Women World Bank, other development partners. 	Legal and policy frameworks: Support for gender-responsive labour laws.
Ensuring the protection of women in the labour force against gender-based violence (GBV).	<ul style="list-style-type: none"> Leveraging existing laws/policies to develop and enforce written GBV policies (MWAPA can offer a sample template for guidance). Integrate whistleblowing systems and conduct regular compliance audits. 	Policy development workshops, integration of secure reporting systems, and periodic compliance monitoring	<ul style="list-style-type: none"> MWAPA Lagos State Domestic and Sexual Violence Agency (DSVA) Employers' Associations, HR Departments, Legal Experts Auditors 	<ul style="list-style-type: none"> Policy templates, legal expertise, reporting tools, monitoring frameworks, and funding support.
	Conduct awareness campaigns on GBV laws and workers' rights.	Community-based outreach and workplace sensitisation programmes.	<ul style="list-style-type: none"> MWAPA Lagos State Domestic and Sexual Violence Agency (DSVA) NGOs Trade and Labor Unions Private sectors, Business Membership Organisations (BMOs) Stakeholders 	Funding for awareness campaigns, educational materials, and media engagement.
	Train labour leaders, employers, and HR personnel on GBV prevention and response.	Capacity-building workshops and training sessions on GBV.	Employers' Associations, HR Departments, DSVA, NGOs, NLC	Training materials, skilled facilitators, and funding support.
	Strengthen/continue the confidential reporting and response mechanisms in workplaces.	Strengthen the development and integration of anonymous reporting systems.	Employers' Associations, IT Service Providers, Law Enforcement Agencies	Technology infrastructure, trained personnel, and funding.
	Provide access to a full complement of care for GBV for survivors.	Collaboration with legal and counselling professionals for structured support.	NGOs, Legal Aid Services, Counseling Professionals	Legal aid resources, trained counselors, and financial support.

3.3 Advocacy Strategy

The objective of this strategy is to increase women's participation, recognition, and empowerment in the traditional labour market of Lagos State by fostering awareness, generating commitment, and driving action among key stakeholders. By leveraging the following structured approach, the Lagos State Women's Economic Empowerment Policy can drive tangible progress in empowering women within the traditional labour market, fostering a more inclusive and prosperous Lagos.

Table 12: Advocacy Strategy for the WEE Traditional Labour Market Pillar

Stakeholders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy-makers	<ul style="list-style-type: none"> Advocate for the inclusion of women in the traditional labour market. Promote policy reforms for women's access to labour rights GBV prevention and response is critical for enabling women's labour market participation. 	<ul style="list-style-type: none"> Women's full participation in traditional labour markets is crucial for economic growth. Equal access to labour rights enhances women's economic security. Organise community events or meetings addressing GBV in the workplace. 	<ul style="list-style-type: none"> Meetings and policy dialogues with government officials. Submit policy briefs and proposals. Data on GBV incidents and outcomes. 	<ul style="list-style-type: none"> Research on women's labour market participation. Policy drafts and advocacy materials. 	<ul style="list-style-type: none"> Track policy changes or commitments made. Assess engagement outcomes from meetings and dialogues. Track the implementation of gender-responsive GBV policies. Measure the community awareness of GBV.
Traditional Labour Unions (Trade Unions)	<ul style="list-style-type: none"> Engage unions to advocate for women's rights in the labour market. Build support for women's inclusion in traditionally male-dominated sectors 	<ul style="list-style-type: none"> Women deserve equal representation and rights in all sectors. Unions should promote gender equity in the workplace. Gender-responsive policies can reduce the prevalence of GBV. 	<ul style="list-style-type: none"> Organise union meetings and workshops with a focus on gender equity. Develop union-led campaigns. 	<ul style="list-style-type: none"> Collaboration with union leaders and members. Training materials on gender equity in traditional labour markets. 	<ul style="list-style-type: none"> Measure union participation in advocacy efforts. Monitor adoption of gender responsive policies within unions.
Private Sector	<ul style="list-style-type: none"> Encourage private sector companies to adopt gender-inclusive hiring practices. Promote gender inclusion in traditionally male-dominated industries 	<ul style="list-style-type: none"> Gender inclusion improves productivity and innovation. Women should be included in leadership roles and technical sectors. 	<ul style="list-style-type: none"> Organise roundtable discussions/ workshops with employers and business owners on the benefits of gender-inclusive businesses and GBV prevention 	<ul style="list-style-type: none"> Data on business outcomes with gender inclusion. Stakeholder engagement materials. Data on GBV incidents and outcomes. 	<ul style="list-style-type: none"> Monitor adoption of gender responsive policies in companies. Track representation of women in leadership and technical roles. Monitor adoption of GBV prevention policies in workplaces.

Academics and Researchers Organisations	<ul style="list-style-type: none"> • Conduct research on barriers to women's participation in traditional labour markets. • Generate data to inform policy changes 	<ul style="list-style-type: none"> • Evidence-based policies will lead to better outcomes for women. • Research can highlight the economic benefits of gender equity in labour. 	<ul style="list-style-type: none"> • Partner with universities and research organisations to produce studies and reports on gender and GBV audits. • Host academic forums 	<ul style="list-style-type: none"> • Research grants and funding. • Data collection tools (surveys, interviews). 	<ul style="list-style-type: none"> • Measure the adoption and level of implementation of the policy. • Evaluate the impact of the policy.
Local and International Development Partners	<ul style="list-style-type: none"> • Advocate for the inclusion of gender-responsive labour policies in Lagos state. • Promote international best practices for women in labour markets 	<ul style="list-style-type: none"> • International cooperation can drive local changes for women's labour rights. • Gender equity in the labour market is a global commitment. 	<ul style="list-style-type: none"> • Collaborate on workshops and policy dialogues. • Support international conferences on labour equality. 	<ul style="list-style-type: none"> • Partnerships with international bodies (e.g., UN Women, ILO). • Knowledge-sharing 	<ul style="list-style-type: none"> • Evaluate the impact of the policy advocacy in selected sectors in the traditional labour market.
Traditional/ Religious Leaders	<ul style="list-style-type: none"> • Promote cultural acceptance of gender equality in labour. • Advocate for the inclusion of women in traditional and religious community activities. 	<ul style="list-style-type: none"> • Cultural and religious support is crucial for empowering women and preventing GBV. • Women's economic participation enhances community well-being. 	<ul style="list-style-type: none"> • Engage in interfaith dialogues to promote women's rights. • Host community outreach programmes led by religious leaders. 	<ul style="list-style-type: none"> • Religious leaders' networks. • Community outreach resources. 	<ul style="list-style-type: none"> • Monitor participation in interfaith dialogues. • Assess changes in community acceptance of women in labour

3.4 Capacity Building Plan

To effectively implement the Women Economic Empowerment Policy in Lagos State's traditional labour market, it is recommended that key stakeholders undergo targeted capacity-building initiatives. Policymakers would benefit from training on gender-responsive policy formulation, inclusive budgeting, and GBV prevention through interactive workshops and expert-led seminars. Private sector officials are encouraged to attend workshops focused on developing gender-responsive workplace policies, including GBV prevention strategies, alongside CSR initiatives that promote women's empowerment. Local and International Development Partners are advised to participate in training on M&E frameworks that track GBV outcomes as well as community mobilisation for GBV awareness. Traditional and religious leaders should engage in advocacy, negotiation, and conflict resolution training, with a focus on GBV, through peer learning and leadership development programmes. With adequate resources, these initiatives will facilitate the empowerment of women in the traditional labour market.

Table 13: Capacity Building Plan for the WEE Traditional Labour Market Pillar

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Polymakers	<ul style="list-style-type: none"> Gender-responsive policy formulation and analysis. Inclusive budgeting and financing for women's programmes. GBV prevention and response policies. 	<ul style="list-style-type: none"> Interactive workshops on policy development and program financing. 	<ul style="list-style-type: none"> Research materials on policy formulation. Expert facilitators for workshops. Seminars and workshops for skill-building.
Private Sector Officials	<ul style="list-style-type: none"> Business case for investing in women's empowerment. Developing gender-sensitive workplace policies, including GBV prevention. Corporate Social Responsibility (CSR) to support women-focused initiatives. 	<ul style="list-style-type: none"> Workshops on creating inclusive workplace policies and GBV prevention strategies. CSR program development sessions, incorporating gender equality and GBV prevention. 	<ul style="list-style-type: none"> Resources for CSR development.
Local and International Development Partners	<ul style="list-style-type: none"> Program design and implementation for women's economic empowerment. Monitoring, evaluation, and reporting frameworks. Coalition-building and stakeholder engagement on GBV issues. 	<ul style="list-style-type: none"> Technical workshops on M&E tools that include tracking GBV outcomes. Networking events for sharing best practices related to GBV prevention and response (like the PIC gender and inclusion summit). Training on community mobilisation for GBV awareness and advocacy. 	<ul style="list-style-type: none"> Stakeholder engagement resources.
Traditional/Religious Leaders	<ul style="list-style-type: none"> Advocacy and negotiation skills for women's empowerment and combating GBV. Conflict resolution and consensus-building around GBV. 	<ul style="list-style-type: none"> Peer learning sessions on leadership and GBV prevention within communities. Role-playing exercises to practice advocating against and for women's rights. Leadership development boot camps that incorporate GBV conflict resolution. 	<ul style="list-style-type: none"> Learning materials on GBV prevention. Facilitators for training exercises.

3.5 Sustainability Plan

It would be beneficial for Lagos State to prioritise conducting a gender analysis of the labour market and implementing skill-building programmes for women in the short term, while also promoting flexible work policies. In the long term, it would be valuable to establish mentorship programmes and gender-responsive hiring practices to support women's leadership and career growth. Regarding the protection of women from gender-based violence (GBV), it would be advantageous to focus on implementing existing GBV laws and policies, conducting awareness campaigns, and providing training for employers and HR personnel.

Strengthening confidential reporting systems, offering legal and psychosocial support, and ensuring continuous monitoring and evaluation of GBV interventions will contribute to the long-term empowerment and safety of women in the workforce.

Table 14: Sustainability Plan for the WEE Traditional Labour Market Pillar

Objective 1: The empowerment of women through greater participation and retention in the labour force.		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Conduct gender analysis of the labour market to identify barriers and opportunities. • Organise skill-building workshops and training programmes focused on leadership and entrepreneurship. • Promote family-friendly/flexible work policies (e.g., remote work, flexible hours). 	<ul style="list-style-type: none"> • Implement mentorship and networking programmes for women in leadership roles. • Establish gender-responsive hiring, retention, & promotion policies with employers. 	<ul style="list-style-type: none"> • MWAPA • Ministry of Wealth Creation & Employment • OSDGs, Civil Society Organisations (CSOs) • Private Sector (Employers, HR professionals, business owners) • Educational Institutions • International Organisations (UN Women, World Bank).
Objective 2: Ensuring the protection of vulnerable women in the labour force from sexual and gender-based violence (GBV).		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Leverage existing laws/policies to develop and enforce written GBV policies (MWAPA can offer a sample template for guidance), integrate whistleblowing systems, and conduct regular compliance audits. • Conduct awareness campaigns on GBV laws and workers' rights. • Train labour leaders, employers, and HR personnel on GBV prevention and response. 	<ul style="list-style-type: none"> • Strengthen/continue confidential reporting and response mechanisms in workplaces. • Provide access to GBV complement care. • Monitor and evaluate GBV interventions in workplaces. 	<ul style="list-style-type: none"> • MWAPA • Lagos State Domestic and Sexual Violence Agency (DSVA) • Employers' Associations • HR Departments • Legal Experts • Auditors • NGOs • Trade and Labor Unions • IT Service Providers • Law Enforcement Agencies • Legal Aid Services • Counseling Professionals

3.6 Monitoring & Evaluation Framework

It is recommended that Lagos State prioritises the empowerment of women in the traditional labour market by setting clear, measurable targets to increase female participation and retention, particularly in leadership roles. Specifically, by 2030, achieving the target of 35% (in line with the affirmative action) female employment in the traditional labour market is essential. This should be in place alongside full adoption of gender-responsive hiring, retention, and promotion policies by all (100%) large and medium-scale organisations. The baseline data indicates that 26% of women are currently employed in the formal sector, underscoring the need for targeted interventions. Additionally, a concerted effort must be made to ensure the protection of vulnerable women in the workforce from sexual and gender-based violence (GBV). By 2030, it is imperative

that at least 75% of the workforce is informed about GBV laws and workers' rights. Achieving these goals will require continuous monitoring and evaluation through surveys, focus groups, and data analysis, with key stakeholders such as MWAPA, DSVa, and relevant NGOs providing valuable support in ensuring progress.

Table 15: Monitoring and Evaluation Framework for the WEE Traditional Labour Market Pillar

Objective 1: Empowering women through greater participation and retention in the labour force					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Gender-responsive hiring, retention, & promotion policies	<ul style="list-style-type: none"> Leveraging the Lagos State Labour Market Insights Report, about 26% of women are in formal employment, including representation in leadership roles.⁹⁵ Organisations in Lagos state have formal gender-responsive hiring, retention, and promotion policies. 	<ul style="list-style-type: none"> Leveraging the affirmative action, ensuring that at least 35% of women are employed in traditional labour market, including representation in leadership roles.⁹⁶ 100% of large and medium-scale organisations adopt and enforce gender-responsive hiring, retention, and promotion policies. 	Lagos State Labour Market Surveys and organisational audits to track compliance with gender-responsive policies.	<ul style="list-style-type: none"> Lagos State Labour Market Insights Report Organisational HR reports
2	Gender analysis of the traditional labour market	Lagos State Labour Market Insights Report	Broaden the Lagos State Labour Market Insights Report	<ul style="list-style-type: none"> Survey Focus Groups Interviews Labour Market Data Analysis 	<ul style="list-style-type: none"> MWAPA Ministry of Wealth Creation & Employment OSDGs
Objective 1: Empowering women through greater participation and retention in the labour force					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
3	Awareness campaigns on GBV laws and rights	<ul style="list-style-type: none"> Limited awareness campaigns 	<ul style="list-style-type: none"> 75% of the workforce informed about GBV laws and worker rights 	<ul style="list-style-type: none"> Survey Campaign reach analysis 	<ul style="list-style-type: none"> MWAPA DSVA NGOs

⁹⁵. Lagos State Ministry of Economic Planning and Budget. (2024). Lagos State Labour Market Insights Report: H1 2024. Retrieved from <https://lagoslmis.ng/DataReport/Lagos%20State%20Labour%20Market%20Insights%20Report%20-%20H1%202024%20-%20Final.pdf>

⁹⁶. Federal Ministry of Women Affairs. (2021). National Gender Policy: For Equity and Inclusive Governance and Development. Abuja, Nigeria: Federal Ministry of Women Affairs.

Pillar 4: Emerging Sector



Anchored on the National Women's Economic Empowerment (WEE) Policy and aligned with Lagos State's strategic priorities, in collaboration with key stakeholders, clear objectives have been outlined to drive impactful and sustainable progress for women in emerging sectors, including technology, renewable energy, and the creative industries across the state.

4.1 Objectives

- Increase women's participation in emerging industries, by increasing support in the digital ecosystem through local and foreign investments in women's programmes.
- Deploy fiscal policies that support or protect emerging industries, encourage investment in critical sectors, and promote local production, by increasing civil society participation in cultural governance
- Increase growth in all sub-sectors by improving technical and financial support for the emerging industries

4.2 Technology and Innovation

4.2.1 Implementation Strategy

To advance Women's Economic Empowerment under the Emerging Industry Pillar, a strategic and structured approach is essential. Key recommendations emphasise increasing women's participation in technology through targeted STEM initiatives, scholarships, and institutional partnerships. Infrastructure development, including the establishment of women-focused tech hubs, incubation centers, and access to essential digital resources, remains a priority. Equipping women with relevant skills through capacity-building initiatives such as coding boot camps and certification programmes in high-demand tech fields is strongly advocated. Fiscal policies are recommended to incentivise investment, support innovation, and reduce barriers for tech startups, alongside fostering public-private partnerships for sustainable growth. Additionally, policies that promote job creation, including tax incentives and apprenticeship opportunities, are encouraged. Finally, sustained investment in research and development, supported by grants and strengthened collaborations between industry and academia is highlighted as a critical driver for innovation and competitiveness. These recommendations collectively outline a clear pathway for advancing women's inclusion and leadership in technology and innovation sectors.

Table 11: Implementation Strategy for the WEE Traditional Labour Market Pillar

Objectives	Activities	Approach	Responsible parties	Resources Needed
Empowering women through greater participation and retention in the labour force.	<ul style="list-style-type: none"> • Organise STEM-focused workshops for women. • Partner with schools and universities to promote tech programmes for women. • Provide scholarships and financial aid for women in tech. 	Collaborative partnerships with educational institutions and NGOs.	<ul style="list-style-type: none"> • Lagos State Ministry of Education • OSDGs • Lagos State Ministry of Innovation Science and Technology • Lagos State Ministry of Commerce, Cooperatives, Trade & Investment • LSETF • NGOs focused on women in tech • Universities and Colleges 	<ul style="list-style-type: none"> • Funding for scholarships • Partnerships with tech companies • Educational materials and resources • Skilled trainers/mentors

	<ul style="list-style-type: none"> • Establish and strengthen tech hubs and co-working spaces to be gender responsive in structure and function. • Provide access to resources such as software, high-speed internet, computing devices, and innovation tools. • Set up incubation programmes specifically for women-led tech startups. 	<ul style="list-style-type: none"> • Establish dedicated tech spaces and innovation hubs. • Collaboration with telecommunication companies. 	<ul style="list-style-type: none"> • Lagos State Ministry of Innovation, Science and Technology • Tech companies (for sponsorship) • NGOs supporting women entrepreneurs • Co-working space providers 	<ul style="list-style-type: none"> • Infrastructure (office space, tech equipment) • Internet connectivity • Funding for building tech hubs • Partnership with tech firms for sponsorship
	<ul style="list-style-type: none"> • Organise coding boot camps, workshops, and digital literacy courses for women by partnering with online platforms to offer free or discounted tech courses. • Offer certifications in high-demand tech skills (e.g., AI, data science, web development). 	Skill development and capacity-building initiatives.	<ul style="list-style-type: none"> • Lagos State • Employment Trust Fund (LSETF) • Tech hubs • Educational NGOs 	<ul style="list-style-type: none"> • Funding for tax incentives • Collaboration with investors • Data on tech market trends
Deploy fiscal policies that support or protect women in tech, encourage investment in critical sectors, and promote local production, by increasing civil society participation in cultural governance	<ul style="list-style-type: none"> • Implement fiscal policies that attract both domestic and foreign investments for women in the tech sector. • Provide grants and subsidies to women for research and development in tech innovation. • Implement investment-friendly policies to attract global venture capitalists to invest in women-led or women owned tech hubs or startups. 	<ul style="list-style-type: none"> • Policy formulation and fiscal incentives. • Regulatory reforms and partnerships. 	<ul style="list-style-type: none"> • Lagos State Ministry of Finance • Ministry of Innovation Science and Technology • OSDGs • Nigerian Investment Promotion Commission (NIPC) • Central Bank of Nigeria • Private tech firms • Development partners • Startups and 	<ul style="list-style-type: none"> • Funding for tax incentives • Collaboration with investors • Data on tech market trends • Funding for innovation hubs • PPP agreements • Tech infrastructure development

	<ul style="list-style-type: none"> • Provide tax incentives for tech companies that hire locally with significant female representation. • Establish gender responsive training and skill development programmes in emerging tech fields (e.g., AI, cybersecurity). • Support tech firms in creating internships and apprenticeships for female professionals 	<ul style="list-style-type: none"> • Job creation policies and skills development initiatives. • Advocacy to relevant government agencies on tax incentives. 	<ul style="list-style-type: none"> • Lagos State Employment Trust Fund (LSETF) • Ministry of Youth and Social Development • Private tech companies • Training institutions • FIRS 	<ul style="list-style-type: none"> • Budget for training and internships • Partnerships with tech firms • Infrastructure for skill development
	<ul style="list-style-type: none"> • Provide fiscal support (e.g., tax breaks) for companies involved in tech research and development. • Support digital innovation and research and development to drive tech advancements. 	<ul style="list-style-type: none"> • Investment in women owned and women led R&D and collaborative partnerships. 	<ul style="list-style-type: none"> • Lagos State Ministry of Innovation Science and Technology • Nigerian Research and Innovation Council • Private tech firms and universities • JONAPWD 	<ul style="list-style-type: none"> • Research and development funding and grants • Collaboration agreements between firms and academic institutions • Research infrastructure
Increase growth in all sub-sectors by improving technical and financial support for women in technology	<ul style="list-style-type: none"> • Create funding programmes specifically for women in tech with focus on research and development in emerging technologies. • Foster partnerships between tech firms, universities, and research institutions for joint research and development projects. 	<ul style="list-style-type: none"> • Joint research and development initiatives. 	<ul style="list-style-type: none"> • Lagos State Ministry of Innovation Science and Technology • Nigerian Research and Innovation Council • Tech companies and universities 	<ul style="list-style-type: none"> • Funding for research and development grants • Collaboration platforms for research • Research and development infrastructure (labs, tools, and equipment)

4.2.2 Advocacy Strategy

A comprehensive advocacy strategy is recommended to increase women's participation in technology and emerging industries in Lagos State. Key actions include advocating for gender-responsive policies through high-level dialogues, encouraging private sector investment in women-led startups, and promoting capacity building through partnerships with development organisations. Traditional and religious leaders are encouraged to be mobilised to shift community perceptions and support women's inclusion in tech. A robust monitoring and evaluation framework is also essential to track policy implementation, financial investments,

training impact, and changes in community engagement, ensuring continuous alignment with the goal of empowering women in technology.

Table 17: Advocacy Strategy for the WEE Emerging Industry Pillar (Technology and Innovation)

Stakeholders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy-makers	<ul style="list-style-type: none"> Advocate for policy implementation to bridge the digital divide in the ecosystem. 	<ul style="list-style-type: none"> Gender-responsive policies drive tech growth, economic sustainability, and women's empowerment. 	<ul style="list-style-type: none"> Engage in high-level policy dialogues, Provide data on gender gap in tech, propose gender-responsive policies.⁹⁷ 	<ul style="list-style-type: none"> Research reports Policy briefs Stakeholder engagement platforms 	<ul style="list-style-type: none"> Track policy implementation in the tech sector.
Private Sector	<ul style="list-style-type: none"> Encourage investment in women-led tech startups to promote gender inclusion in tech. 	<ul style="list-style-type: none"> Gender inclusion in tech leads to better innovation and financial returns. 	<ul style="list-style-type: none"> Establish public-private partnerships Organise networking events Offer incentives for hiring women in tech.⁹⁸ 	<ul style="list-style-type: none"> Corporate sponsorship Investment funds Platforms for partnerships 	<ul style="list-style-type: none"> Track the growth in investments directed towards women led startups.
Local and international Development Partners	<ul style="list-style-type: none"> Promote capacity building for women in tech through partnerships with development organisations 	<ul style="list-style-type: none"> Empowering women in technology is key to sustainable development and poverty reduction. 	<ul style="list-style-type: none"> Collaborate for training programmes Technical support and Funding for female entrepreneurs 	<ul style="list-style-type: none"> Training resources Funding from development agencies Strategic partnerships 	<ul style="list-style-type: none"> Evaluate training outcomes and programme sustainability.
Traditional Leaders	<ul style="list-style-type: none"> Engage community leaders to champion women's participation in tech. 	<ul style="list-style-type: none"> Traditional leaders can shift perceptions and support women in tech. 	<ul style="list-style-type: none"> Organise community forums Raise awareness led by traditional leaders. 	<ul style="list-style-type: none"> Community outreach materials Training for traditional leaders Logistical support for forums 	<ul style="list-style-type: none"> Measure community engagement and changes in perceptions.
Religious Leaders	<ul style="list-style-type: none"> Mobilise religious leaders to support women's inclusion in the tech sector. 	<ul style="list-style-type: none"> Empowerment of women in technology aligns with fairness in religious teachings. 	<ul style="list-style-type: none"> Conduct interfaith dialogues Engage religious leaders in promoting digital literacy for women. 	<ul style="list-style-type: none"> Religious community networks Outreach programmes Interfaith dialogue platforms 	<ul style="list-style-type: none"> Track religious leaders' involvement and women's participation.

97.

World Economic Forum. (2024). Global Gender Gap Report 2024.

98.

Deloitte. (2020). Women in technology leadership: A pathway to diversity and innovation. Deloitte Insights. from <https://www2.deloitte.com/us/en/insights/industry/technology/women-tech-leadership.html>

4.2.3 Capacity Building Plan

The capacity building plan for Women's Economic Empowerment in technology and innovation focuses on equipping stakeholders with the skills, resources, and knowledge to support gender-inclusive policies, foster women's participation in tech, and change societal attitudes. Activities include gender trainings, workshops, mentorship, financial support, and community sensitisation, with resources like expert facilitators, grants, corporate partnerships, and media campaigns to promote women's involvement in the tech and innovation sectors.

Table 18: Capacity Building Plan for the WEE Emerging Industry Pillar (Technology and Innovation)

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Polymakers	Gender-responsive policies in tech, tech infrastructure, and innovation ecosystems.	<ul style="list-style-type: none"> • Training on gender mainstreaming in tech policies • Workshops on promoting women's access to tech • Policy dialogues and roundtables 	<ul style="list-style-type: none"> • Expert facilitators • Government policy briefs • Research reports on gender and tech • Technology policy resources from international bodies
Private Sector Organisations (including well-established large tech companies)	<ul style="list-style-type: none"> • Women in technology workforce, diversity in tech, • fostering innovation and startups 	<ul style="list-style-type: none"> • Mentorship programmes for women in tech • Leadership and entrepreneurship workshops for women • Partnership with universities to support tech education for women 	<ul style="list-style-type: none"> • Corporate partners for mentorship • Tech resources (e.g., cloud computing credits, access to tools) • Internship programs • Funding for innovation hubs
Development Partners (INGOs, NGOs, and CSOs)	<ul style="list-style-type: none"> • Women's access to technology, skills development, and financial inclusion 	<ul style="list-style-type: none"> • Training women in digital literacy • Financial support for women-led tech startups • Gender-responsive funding channeled towards innovation. 	<ul style="list-style-type: none"> • Development grants • Funding resources • Collaboration with tech hubs • Research materials on women's economic empowerment in tech
Traditional/Religious Leaders	<ul style="list-style-type: none"> • Social attitudes towards women in technology, community-based solutions for tech integration 	<ul style="list-style-type: none"> • Community sensitisation on the benefits of women in tech • Dialogue on changing gender norms in tech • Awareness campaigns 	<ul style="list-style-type: none"> • Local influencers and community networks • Religious organisations • Campaign materials • Radio/TV spots for sensitisation

4.2.4 Sustainability Plan

The sustainability plan aims to enhance women's participation in emerging industries by fostering long-term investments, capacity-building initiatives, and supportive infrastructure. In the short term (1–3 years), it focuses on organising STEM workshops, establishing women-centric tech hubs, offering scholarships, and implementing fiscal incentives for tech innovation. In the long term (4+ years), the plan emphasises maintaining strategic partnerships, sustaining funding for research and development, institutionalising dedicated tech spaces, and fostering mentorship and innovation networks. Key stakeholders include government ministries, NGOs, tech firms, educational institutions, and financial partners to ensure continuous growth and inclusivity in the digital economy ecosystem.

Table 19: Sustainability Plan for the WEE Emerging Industry Pillar (Technology and Innovation)

Objective 1: Increase women's participation in emerging industries, by increasing support in the digital ecosystem through local and foreign investments in women's programmes		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Organise STEM-focused workshops for women. • Partner with schools and universities to promote tech programmes for women. • Provide scholarships and financial aid for women in tech. • Develop gender-responsive tech hubs and co-working spaces. • Provide access to resources such as high-speed internet, computing devices, and innovation tools. • Set up incubation programmes specifically for women-led tech startups. • Organise coding boot camps, workshops, and digital literacy courses for women. • Offer certifications in high-demand tech skills (e.g., AI, data science, web development). 	<ul style="list-style-type: none"> • Establish an institute of technology. • Allocate budget for technology and innovation.⁹⁹ • Maintain strategic partnerships with tech companies, NGOs, and educational institutions. • Provide sustained infrastructure support (e.g., internet connectivity, equipment, and funding). • Foster long-term mentorship and coaching networks for women in tech. 	<ul style="list-style-type: none"> • Lagos State Ministry of Innovation, Science and Technology • Lagos State Ministry of Education • Lagos State Employment Trust Fund (LSETF) • NGOs focused on women and in tech • Universities and Colleges • Tech hubs- Private tech firms • Co-working space providers • JONAPWD
Objective 2: Deploy fiscal policies that support or protect women in tech, encourage investment in critical sectors, and promote local production, by increasing civil society participation in cultural governance		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Provide grants and subsidies for research and development for women in technology. • Implement investment-friendly policies to attract global venture capitalists to invest in women-led or women owned tech hubs or startups. • Establish gender responsive training and skill development programmes in emerging tech fields (e.g., AI, cybersecurity). • Support tech firms in creating internships and apprenticeships for female professionals 	<ul style="list-style-type: none"> • Maintain fiscal policies that attract long-term domestic and foreign investments. • Ensure continuous review and updates to regulatory frameworks. • Provide sustained grants for tech research and development. • Foster long-term partnerships with global investors and financial institutions. 	<ul style="list-style-type: none"> • Lagos State Ministry of Finance- Ministry of Innovation Science and Technology • Nigerian Investment Promotion Commission (NIPC) • Central Bank of Nigeria- Lagos State Employment Trust Fund (LSETF) • Development partners • Private tech firms • Startups and incubators • JONAPWD

99. Lagos State Government. (2024). Citizens budget 2024. Lagos State Ministry of Economic Planning and Budget. <https://lagosmegpb.org/wp-content/uploads/2024/CITIZENS-BUDGET.pdf>

Objective 1: Increase women's participation in emerging industries, by increasing support in the digital ecosystem through local and foreign investments in women's programmes

Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Create government-backed funding programmes specifically for research and development in emerging technologies. • Create funding programmes specifically for women in tech with focus on research and development in emerging technologies 	<ul style="list-style-type: none"> • Institutionalise sustainable funding streams for research and innovation. • Establish collaborative research hubs between public institutions and private firms. • Create long-term agreements for knowledge transfer between tech firms and universities. • Maintain ongoing infrastructure development for research labs and digital innovation. 	<ul style="list-style-type: none"> • Lagos State Ministry of Innovation Science and Technology • Nigerian Research and Innovation Council • Universities and research institutions- Private tech firms • Development partners • Nigerian Investment Promotion Commission (NIPC) • JONAPWD

4.2.5 Monitoring and Evaluation Framework

Increasing women's participation in technology can be achieved by enhancing STEM education access, aiming for a rise in enrollment from 28.45% to 35%, and boosting financial support for women in tech, targeting at least 5% budget allocation. Progress can be tracked through enrollment audits, financial reports, and feedback from relevant government bodies. Similarly, the domestication and implementation of the WEE Roadmap remains essential, alongside increasing private-sector investment in women-led tech startups from 10% to 35%. These efforts can be monitored through policy reviews and investment portfolio tracking.

Table 20: Monitoring and Evaluation Framework for the WEE Emerging Industry Pillar (Technology and Innovation)

Objective 1: Increase women's participation in emerging industries, by increasing support in the digital ecosystem through local and foreign investments in women's programmes					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Increase access to STEM education and training for women	28.45% of women enrolled/trained in STEM ¹⁰⁰	35% of women enrolled/trained in STEM ¹⁰¹	Annual enrollment audits	<ul style="list-style-type: none"> • Educational institutions • State Ministry of Education
2	Financial support and digital literacy for Women in Tech	0.05% (2024) of direct financial allocation to women in tech in budgetary allocation in THEME + Agenda. ¹⁰²	5% of direct financial allocation to women in tech in budgetary allocation in THEME + Agenda	<ul style="list-style-type: none"> • Scholarship reports and beneficiary feedback. • Lagos State Government Yearly Citizens' Budget • Assessment of digital literacy programs • Surveys on impact of digital literacy programs. 	<ul style="list-style-type: none"> • OSDG • Lagos State Employment Trust Fund (LSETF) • Lagos State Ministry of Innovation Science and Technology • Lagos State Ministry of Economic Planning and Budget • Lagos State digital institute

^{100.} Using the national average of 28.45% female representation in Engineering and Technology as a benchmark, Lagos State can establish a baseline for measuring progress in this sector. (National Bureau of Statistics (NBS). (2021). Statistical report on women and men in Nigeria. National Bureau of Statistics.)

^{101.} Leveraging the 35% affirmative action (Federal Republic of Nigeria. (2008). National gender policy. Federal Ministry of Women Affairs and Social Development.)

^{102.} Budgetary allocation was not designated to women in Tech under the THEME + Agenda as reflected in Lagos State Government. (2024). Citizens budget 2024. Lagos State Ministry of Economic Planning and Budget. <https://lagosmepb.org/wp-content/uploads/2024/CITIZENS-BUDGET.pdf>

3	Digital infrastructure for Women in Tech	Using the ICT Social Impact Index as a proxy, Nigeria ranks 123/139 (2018)	Nigeria ranks 100/139 by 2030 on the ICT Social Impact Index	Assessment of digital infrastructure programs, projects and initiatives	<ul style="list-style-type: none"> • Lagos State Ministry of Innovation Science and Technology • Tech Hubs • Development Partners • ISPs • MNOs
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Objective 2: Deploy fiscal policies that support or protect women in tech, encourage investment in critical sectors, and promote local production, by increasing civil society participation in cultural governance

S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
4	Policy frameworks for investment in emerging industries	National WEE Policy	Domestication and implementation of the Lagos state WEE policy Roadmap	Policy reviews and reports	<ul style="list-style-type: none"> • MWAPA • OSDGs • Ministry of Commerce, • Ministry of Innovation Science and Technology • Cooperatives • Trade & Investment
5	Increased private-sector investment in women-led tech enterprises	10% of deals by women-only start up. ¹⁰³	35% of deals by women-only start up. ¹⁰⁴	Investment portfolio tracking	<ul style="list-style-type: none"> • OSDGs • MWAPA • State Ministry of Innovation Science and Technology • Ministry of Trade and Investment • Private Sector Reports

4.3 Creative Industry

4.3.1a Objectives

- Increase women's participation in creative industries through local and foreign investments in women's programmes.
- Domesticate and implement the National Cultural Policy and The Creative Sector Act that support or protect creative industries, encourage investment, and promote local production.

4.3.1b Implementation Strategy

The implementation roadmap for emerging sectors in Lagos State focuses on enhancing the growth and sustainability of creative industries with a particular emphasis on increasing women's participation. Recognising the critical role that women play in driving innovation and economic development, this strategic plan aims to create an inclusive environment where women can thrive as creators, entrepreneurs, and leaders. The plan outlines a series of targeted interventions designed to address barriers to entry, provide robust support systems, and promote equal opportunities within the creative sector. Key initiatives include policy reforms, capacity-building programmes, and investment incentives, all aimed at empowering women

103.

104.

The national statistics was leveraged for Lagos State from the Briter Bridges - Beyond the Noise: A Roadmap to Addressing the Gender Funding Gap in Africa's Startup Ecosystem. Briter Bridges Website.

Leveraging the 35% affirmative action (Federal Republic of Nigeria, (2006). National gender policy. Federal Ministry of Women Affairs and Social Development.)

to actively contribute to and benefit from the burgeoning creative economy. Through these concerted efforts, Lagos State can become a leading hub for creative talent and entrepreneurship, fostering a vibrant and diverse cultural landscape that reflects the contributions of all its citizens.¹⁰⁵

Table 21: Implementation Plan for the WEE Emerging Industry Pillar (Creative Pillars)

Objectives	Activities	Approach	Responsible parties	Resources Needed
Increase women's participation in creative industries through local and foreign investments in women's programmes.	<ul style="list-style-type: none"> • Conduct a gender analysis/assessment on the Lagos State creative sector • Conduct training programmes for female creatives • Establish mentorship programs for female creatives • Offer funding for local and female-led creative initiatives 	<ul style="list-style-type: none"> • Partner with industry experts for training programmes • Utilise successful female professionals as mentors • Partner with local and international organisations to solicit for funds 	<ul style="list-style-type: none"> • Policymakers • Educational institutions • Ministry of Tourism, Arts and Culture • INGOs, NGOs and CSOs • Ministry of Establishments, Training and Pensions • Vocational training centers • Government agencies 	<ul style="list-style-type: none"> • Training materials • Mentorship platforms • Funding
Domesticate and implement the National Cultural Policy and The Creative Sector Act that support or protect creative industries, encourage investment, and promote local production.	<ul style="list-style-type: none"> • Advocate for gender-responsive fiscal policies and domesticate the National Cultural Policy and the Creative Sector Act. • Mandate the implementation of Sexual Exploitation and Abuse (SEA) Policy across different creative platforms/organisations. 	<ul style="list-style-type: none"> • Organise policy dialogues and workshops • Increasing civil society participation in central governance • Ministry of Tourism, Arts and Culture to develop a SEA template 	<ul style="list-style-type: none"> • Policymakers • OSDGs • Ministry of Tourism, Art and Culture 	Policy experts

4.3.2 Advocacy Strategy

The advocacy strategy for the creative industry in Lagos State is designed to elevate the creative industry by significantly increasing women's participation. This advocacy strategy addresses the critical need for gender inclusion, aiming to dismantle barriers and create opportunities for women to thrive as artists, entrepreneurs, and leaders within the creative economy. By engaging key stakeholders, including policymakers, private sector leaders, local and international development partners, community and traditional leaders, and educational institutions, the framework promotes gender-responsive policies, investment in women-led initiatives, and community support for women's empowerment. Through strategic advocacy efforts, such as policy dialogues, investment forums, and community campaigns, this plan seeks to foster an inclusive and dynamic creative sector where women can fully contribute to and benefit from Lagos State's cultural and economic growth.

105. UNESCO. (2022). Gender & creativity: Progress on the precipice. United Nations Educational, Scientific and Cultural Organisation. <https://www.unesco.org/creativity/sites/default/files/media/figures/2022/01/375706eng.pdf>

Table 22: Advocacy Strategy for the WEE Emerging Industry Pillar (Creative Pillars)

Stake-holders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy Makers	Deploy fiscal policies that are gender responsive in the creative industry	Implement gender-responsive fiscal policies to empower female creatives	Organise policy dialogues and workshops	Policy experts, advocacy materials	Regular assessment of policy adoption and fiscal outcomes.
Private Sector	Encourage investment across key sectors of the creative industry	<ul style="list-style-type: none"> Investing in women-led initiatives drives economic growth and innovation. Empowering women entrepreneurs benefits the entire economy. 	<ul style="list-style-type: none"> Host investment forums Launch targeted investment campaigns 	Event organisers, marketing materials, funding partners	Track investment growth and project outcomes
Local and Development Partners/ Sector-specific experts	Increase growth in all sub-sectors	Collaborative efforts can enhance growth across the creative sub-sectors	<ul style="list-style-type: none"> Conduct sector-specific growth forums 	<ul style="list-style-type: none"> Implementation guides, strategic funding 	<ul style="list-style-type: none"> Periodic reviews of sector performance metrics.
Traditional Leaders	Identify and respond to cultural misconceptions about women in the creative industry	Cultural support is crucial for women's participation in creative industries	<ul style="list-style-type: none"> Community advocacy using local influencers 	<ul style="list-style-type: none"> Advocacy materials, meeting venues 	<ul style="list-style-type: none"> Track endorsement from cultural and religious leaders Conduct a survey to determine a shift in social norms and ideologies about women in the creative sector
Religious Leaders		Religious leaders play a key role in advocating gender fairness and addressing socio-cultural myths	<ul style="list-style-type: none"> Promote gender equality through sermons and interfaith dialogues 	<ul style="list-style-type: none"> Community feedback tools, dialogue facilitators 	

4.3.3 Capacity Building Plan

To fully harness the potential of the creative industry in Lagos State, focusing on the capacity-building needs of women, who represent a vital yet underrepresented segment of this dynamic sector, is crucial. Targeted capacity-building initiatives are essential to foster a more inclusive and vibrant creative economy, as this encompasses a range of activities designed to enhance their skills, knowledge, and access to resources.¹⁰⁶ These activities include specialised training programmes in areas such as digital marketing, financial management, and intellectual property rights, which are crucial for the sustainability and growth of creative enterprises.¹⁰⁷ Investment in these capacity-building initiatives will not only empower women but will also contribute to the broader economic and social development of Lagos State. Key factors for developing a tailored and effective capacity-building plan for this sub-sector involves: ensuring inclusivity by making programmes accessible to women with disabilities and those from diverse socio-economic and educational backgrounds; leveraging public-private partnerships to mobilise resources and expand program reach;

¹⁰⁶ Adewale, D. S. (2018). Harnessing the potential of Nigeria's creative industries: Issues, prospects, and policy implications. ResearchGate. https://www.researchgate.net/publication/328744613_Harnessing_the_Potential_of_Nigeria's_Creative_Industries_Issues_Prospects_and_Policy_Implications

¹⁰⁷ World Intellectual Property Organisation (WIPO). (2021). The role of intellectual property in fostering creativity and innovation. https://www.wipo.int/edocs/pubdocs/en/copyright/0908/wipo_pub_0908.pdf

emphasising sustainability by focusing on self-sufficiency and long-term skill retention in program designs; and integrating digital tools and platforms to enhance program efficiency and extend beyond traditional learning methods.

Table 23: Capacity Building Plan for the WEE Emerging Industry Pillar (Creative Pillars)

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Polymakers	<ul style="list-style-type: none"> • Improve women's access to markets and platforms • Increase awareness of intellectual property rights (IPR) 	<ul style="list-style-type: none"> • Facilitate workshops and masterclasses led by industry experts for women in the creative sector. • Host seminars on IPR and copyright protection 	Workshop materials, funding, expert facilitators
Private sectors	<ul style="list-style-type: none"> • Enhance women's creative skills for economic empowerment • Support innovation in creative practices 	<ul style="list-style-type: none"> • Train female creatives on marketing and branding. • Host exhibitions and creative showcases. • Offer training in integrating technology into creative processes (e.g., digital art tools, music production software). 	Training venues, internet access, marketing experts
Local and International Development Partners	<ul style="list-style-type: none"> • Build leadership and entrepreneurial capacities 	<ul style="list-style-type: none"> • Conduct leadership training tailored for women in the creative industry. • Provide mentorship programmes through the aid of established creative experts. 	Mentors, training guides, venues
Traditional Leaders	<ul style="list-style-type: none"> • Promote cultural heritage and identity 	<ul style="list-style-type: none"> • Foster collaboration in creative hubs. 	Tech labs, software tools, collaborative spaces
Religious Leaders			Legal advisors, seminar spaces, printed materials

4.3.4 Sustainability Plan

The sustainability plan for the Women's Economic Empowerment Policy in Lagos State's creative industry sector is focused on three main objectives. In the short term (1-3 years), efforts will prioritise increasing women's participation through targeted funding, training, and partnerships with international organisations. Long-term plans (4+ years) aim to establish lasting investment mechanisms, create policy frameworks, and sustain networks for women entrepreneurs. To support the domestication of the National Cultural Policy and Creative Sector Act¹⁰⁸, short-term actions include raising awareness and increasing civil society participation, while long-term strategies will focus on institutionalising gender-sensitive policies and establishing a women-specific policy monitoring body. Finally, to address the long-term effects of Covid-19, immediate recovery efforts will include financial aid and digital platforms for women, while a 10-year recovery plan will ensure ongoing support through public-private partnerships and robust monitoring systems. These initiatives will be led by the Lagos State Ministry of Women Affairs and Poverty Alleviation, in collaboration with various stakeholders, including the Lagos State Creative Industry Council, private sector actors, and civil society organisations.¹⁰⁹

¹⁰⁸ Ministry of Information and National Orientation. (2008). National Cultural Policy. Federal Government of Nigeria.

¹⁰⁹ UNESCO. (2023). Creative industries and sustainable development: Policy handbook. Retrieved from <https://www.unesco.org/creativity/sites/default/files/media/riehiers/2023/01/08047eng.pdf>

Table 24: Sustainability Plan for the WEE Emerging Industry Pillar (Creative Industry)

Objective 1: Increase women's participation in creative industries through local and foreign investments in women's programmes		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Establish targeted funding and grant programmes for women in the creative industry. • Organise workshops and training on investment opportunities and financial literacy for women. • Partner with international organisations for joint ventures to promote women-led projects in the creative industry. 	<ul style="list-style-type: none"> • Set up long-term investment mechanisms (e.g., women-led venture capital funds). • Implement the National Cultural Policy and the Creative Sector Act to ensure continued funding and support for women in the sector. • Establish a network of women entrepreneurs in the creative industries to sustain collaboration and mentorship. 	<ul style="list-style-type: none"> • Lagos State Ministry of Women Affairs and Poverty Alleviation • Lagos State Ministry of Tourism, Art and Culture • OSDGs • Lagos State Council for Art and Culture • Private Sector Investors • Local and International Development Partners
Objective 2: Domesticating and implementing the National Cultural Policy and The Creative Sector Act that support or protect creative industries, encourage investment, and promote local production		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/ Responsible Parties
<ul style="list-style-type: none"> • Conduct awareness campaigns on the benefits of the National Cultural Policy and Creative Sector Act for women in creative industries. • Establish civil society forums to allow women to contribute to the policy implementation process. 	<ul style="list-style-type: none"> • Create a women-specific policy monitoring body within the cultural governance framework. • Build a robust legal and institutional infrastructure to ensure continuous support for women in creative sectors. • Institutionalise civil society participation in the governance of creative industry with a focus on women. • Form partnerships with local organisations to implement gender-sensitive policies in creative industries. 	<ul style="list-style-type: none"> • Lagos State Ministry of Women Affairs and Poverty Alleviation • Lagos State Ministry of Tourism, Art and Culture • OSDGs • Lagos State Council for Art and Culture • Private Sector Investors • Local and International Development Partners

4.3.5 Monitoring and Evaluation Framework

The monitoring and evaluation framework aims to track progress in increasing women's participation in Lagos State's creative industry by measuring key metrics such as funding access, skill development, policy integration, and employment rates, with the goal of achieving gender-inclusive growth in the creative industry.

Table 25: Monitoring and Evaluation Framework for the WEE Emerging Industry Pillar (Creative Industry)

Objective 1: Increase women's participation in emerging industries, by increasing support in the digital ecosystem through local and foreign investments in women's programmes					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Funding for women-led creative businesses	42.8% of creative businesses led by women have access to funding. ¹¹⁰	Increase the percentage of women-led creative businesses receiving funding to 50%	Surveys, financial reports, funding program data	<ul style="list-style-type: none"> Lagos State Ministry of Arts Culture and Tourism National Council for Arts and Culture
2	Skill development programs for women in the creative industry	Over 50% women benefit from creative skills training programs. ¹¹¹	50% women trained annually in creative skills	Program enrollment data, participant surveys	<ul style="list-style-type: none"> Lagos State Ministry of Arts Culture and Tourism National Council for Arts and Culture
Objective 2: Domesticating and implement the National Cultural Policy and The Creative Sector Act that support or protect creative industries, encourage investment, and promote local production.					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Policy advocacy and governance for women in the creative sector	National WEE Policy and National Cultural Policy and the Creative Sector Act in creative sector governance	Domestication and implementation of Lagos state WEE Roadmap, and the Creative Sector Act and Cultural Policy	Policy reviews reports, legislation records	<ul style="list-style-type: none"> Lagos State Ministry of Arts Culture and Tourism National Council for Arts and Culture

4.4 Energy Sector

4.4.1a Objectives

- Increase women's participation in energy sector
- Deploy fiscal policies that support or protect women in the energy industry
- Increase growth in all sub-sectors by improving technical and financial support for women in the energy industry

110.

Utilising UNESCO data, approximately 42.8% of women in the creative sector receive media grants (UNESCO. (2023). Global Report: Reshaping the Future of Creativity. <https://www.unesco.org/creativity/sites/default/files/media/fichiers/2023/01/380474eng.pdf>)

111.

According to UNESCO data, approximately 50% of women in the creative sector have received training in media grants. However, only about 6 out of 20 firms selected for the selective distribution support scheme were female-led. (UNESCO. (2023). Global Report: Reshaping the Future of Creativity. <https://www.unesco.org/creativity/sites/default/files/media/fichiers/2023/01/380474eng.pdf>)

4.4.1b Implementation Strategy

The implementation roadmap for the Women's Economic Empowerment policy in Lagos State's energy sector focuses on increasing women's participation through mentorship, training, and gender-responsive policies, deploying fiscal policies to support women-owned businesses, and enhancing technical and financial support to foster sustainable growth in all energy sub-sectors. Key activities include policy advocacy, capacity-building, financial incentives, and partnerships with local and international stakeholders.

Table 26: Implementation Strategy for the WEE Emerging Industry Pillar (Energy Industry)

Objectives	Activities	Approach	Responsible parties	Resources Needed
Increase women's participation in energy sector	<ul style="list-style-type: none"> Establish mentorship programmes for women in energy Facilitate training and capacity-building initiatives Promote policies to support women in energy-related professions 	Collaborative partnerships, awareness campaigns, and targeted training programs	<ul style="list-style-type: none"> MWAPA, Lagos State Ministry of Energy and Mineral Resources Ministry of Establishment and Trainings Private Sector Development Partners 	Training resources, mentors, financial support for women-led initiatives
Deploy fiscal policies that support or protect women in the energy industry	<ul style="list-style-type: none"> Advocate for gender-responsive policies in energy sector budgeting Create tax incentives for women-owned energy businesses Providing single-digit loans for women owned businesses in the energy industry 	Policy advocacy, consultations with stakeholders, and budget adjustments	<ul style="list-style-type: none"> MWAPA Lagos State Ministry of Energy and Mineral Resources Ministry of Establishment and Trainings Private Sector Development Partners 	Policy papers, stakeholder meetings, technical advisory support
Increase growth in all sub-sectors by improving technical and financial support for women in the energy industry	<ul style="list-style-type: none"> Provide grants and financial incentives for women-led energy enterprises Offer technical training and skills certification for women Foster partnerships with international energy organisations to boost women's involvement 	Financial assistance, technical support, and capacity-building	<ul style="list-style-type: none"> MPAWA Lagos State Ministry of Energy and Mineral Resources OSDGS Ministry of Establishment and Trainings Private Sector Development Partners 	Funding, experts in energy sector for capacity-building

4.4.2 Advocacy Strategy

The Advocacy Strategy for the Women's Economic Empowerment Policy in the energy sector emphasises targeted engagement with key stakeholders to advance gender inclusion. It is recommended that Policy Makers be engaged through policy briefings and consultations to encourage the adoption of gender-responsive policies, with success measured by policy implementation rates. For the Private Sector, it is recommended to implement awareness campaigns, workshops, and media outreach to foster gender-inclusive practices, with progress tracked through surveys on gender representation in leadership roles. Local and International Development Partners and Sector Experts could be mobilised through workshops and fundraising campaigns to support gender-focused initiatives, with outcomes assessed based on funds raised and program impact. Traditional Leaders can also be instrumental in community-level advocacy through cultural events, with effectiveness monitored by attendance and feedback. Religious Leaders could promote gender equity through sermons and dialogues, with engagement tracked through participation rates and feedback from congregants. This strategic approach is recommended to ensure sustainable progress in advancing women's economic empowerment within the energy sector.¹¹²

Table 27: Advocacy Strategy for the WEE Emerging Industry Pillar (Energy Industry)

Stakeholders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy Makers	Promote gender-responsive policy frameworks for the energy sector (like the gender strategy for energy and mining)	Gender equality is crucial for sustainable development in energy.	Policy briefings, roundtable discussions, formal consultations	Policy briefs, expert facilitators, data on gender gaps in energy	Tracking policy adoption and implementation rates
Private Sector	Encourage gender-inclusive practices in recruitment, leadership, and procurement	A diverse energy sector strengthens innovation and sustainability	Awareness campaigns, partnerships, workshops, media outreach	Case studies, marketing materials, HR toolkits	Surveys on workplace practices, gender representation in leadership
Local and International Development Partners/ Sector-specific experts	Advocate for resource mobilisation and implementation of gender-responsive programmes in the energy sector	Investing in women in energy drives long-term sector growth	Workshops, webinars, fundraising campaigns, partnerships	Advocacy toolkits, funding proposal templates, case studies	Evaluate project/ program impact
Traditional Leaders	Foster community-level support for women's participation in the energy sector	Empowering women in energy benefits the entire community	Community meetings, traditional forums, cultural events	Cultural materials, community leaders, meeting spaces	Measure perception of community member and religious leaders on women's participation in the energy sector

112.

UN Women. (2023). Gender equality in the sustainable energy transition. United Nations Entity for Gender Equality and the Empowerment of Women. <https://www.unwomen.org/sites/default/files/2023-05/Gender-equality-in-the-sustainable-energy-transition-en.pdf>

113.

Religious Leaders Sermon and dialogue facilitators	Engage religious leaders in promoting gender equality and women's empowerment	Gender equity aligns with our faith values of fairness	Sermons, dialogues, interfaith discussions, local outreach	Sermon materials, dialogue facilitators, religious networks	Measure perception of community member and religious leaders on women's participation in the energy sector
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4.4.3 Capacity Building Plan

The Capacity Building Plan for the Women Economic Empowerment Policy in the Energy Sector outlines recommendations for various stakeholders. It is recommended that Policy Makers enhance their ability to develop gender-responsive policies through workshops, training on gender budgeting, and knowledge-sharing, supported by manuals and toolkits. Private Sector Organisations are encouraged to adopt gender-inclusive practices in recruitment, leadership, and procurement through training, mentorship programmes, and networking, using HR templates and frameworks. Development partners are advised to drive advocacy, resource mobilisation, and monitoring of gender-focused programmes through specialised training and toolkits. Additionally, Traditional and religious leaders are encouraged to promote community-level advocacy and address socio-cultural barriers through awareness campaigns and culturally appropriate training. This approach is recommended to create a sustainable foundation for women's economic empowerment in the energy sector.

Table 28: Capacity Building Plan for the WEE Emerging Industry Pillar (Energy Industry)

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Polymakers	Gender-responsive policy formulation and implementation in the energy sector (like the gender strategy for the mining and steel industry)	<ul style="list-style-type: none"> Workshops focused on integrating gender perspectives into energy policy and exploring global best practices Training on gender-responsive budgeting for energy initiatives Knowledge-sharing sessions with global best practices 	Policy manuals, expert facilitators, gender policy toolkits, case studies
Private Sector Organisations	Promoting gender-inclusive recruitment, retention, and leadership as well as procurement in the energy sector	<ul style="list-style-type: none"> Training on gender-responsive workplace policies and practices Capacity-building sessions on creating mentorship and sponsorship programmes for women Networking events for women in energy leadership 	Training materials, mentorship frameworks, HR policy templates, networking platforms
Development Partners (INGOs, NGOs, and CSOs)	Advocacy, funding, and program implementation for women in the energy sector	<ul style="list-style-type: none"> Capacity-building on designing and implementing gender-focused energy programs that are in line with global best practices Training on resource mobilisation and sustainable financing for WEE in energy Workshops on monitoring and evaluation (M&E) for gender-focused energy projects 	Advocacy toolkits, funding proposal templates, M&E frameworks, technical expertise

Traditional/Religious Leaders	Community-level support and advocacy for women's participation in the energy and steel sector	<ul style="list-style-type: none"> • Awareness workshops on the importance of women in the energy sector • Capacity-building on addressing socio-cultural barriers limiting women's participation • Training on community-based advocacy and sensitisation strategies 	Culturally appropriate training materials, local advocacy champions, resource guides
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4.4.4 Sustainability Plan

The sustainability plan aims to enhance women's participation in the energy sector through targeted training, mentorship, and networking in the short term. In the long term, the plan focuses on advocating for gender-responsive policies and permanent networks while being intentional about women with disabilities. It also seeks to deploy fiscal policies by offering tax incentives and financial tools for women-led businesses in the short term, with long-term institutionalisation of supportive fiscal measures and advisory bodies. To foster growth in emerging industries, the plan focuses on providing technical training and funding access for women entrepreneurs, with long-term strategies for sustainable funding and innovation hubs. The task force, led by MWAPA and key partners, will drive these efforts.

Table 29: Sustainability Plan for the WEE Emerging Industry Pillar (Energy Industry)

Objective 1: Increase women's participation in energy sector		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/Responsible Parties
<ul style="list-style-type: none"> • Develop targeted training programmes to upskill women in technical and managerial roles within the energy sector, including accessible training for women with disabilities. • Facilitate mentorship programmes connecting women professionals with leaders in the energy industry, including women with disabilities. • Organise workshops and networking events to increase women's visibility in energy sector initiatives. 	<ul style="list-style-type: none"> • Integrate gender-responsive policies into the energy sector framework, ensuring continued recruitment and retention of women. • Institutionalise mentorship programmes and ensure they are sustained through public-private partnerships. • Establish permanent networks and women-led advocacy groups to support long-term participation in the sector. 	<ul style="list-style-type: none"> • MPAWA • Lagos State Ministry of Energy and Mineral Resources • Ministry of Establishment and Trainings • Private Sector Partners
Objective 2: Deploy fiscal policies that support or protect women in the energy industry		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/Responsible Parties
<ul style="list-style-type: none"> • Implement tax incentives for women-led businesses within the energy sector to stimulate growth and sustainability. • Launch public awareness campaigns and workshops to educate women entrepreneurs in the energy sector on fiscal policies and available government support. 	<ul style="list-style-type: none"> • Institutionalise fiscal policies that ensure long-term support for women-led energy businesses, creating a stable and supportive environment. • Establish a permanent advisory body for women-led businesses in the energy sector to provide ongoing guidance on fiscal policies. 	<ul style="list-style-type: none"> • MPAWA • Lagos State Ministry of Energy and Mineral Resources • Ministry of Establishment and Trainings • Private Sector Partners

<ul style="list-style-type: none"> Facilitate access to financial tools such as grants, subsidies, or low-interest loans targeted specifically at women-led startups in the energy sector. 	<ul style="list-style-type: none"> Create long-term funding mechanisms, such as innovation funds or venture capital, to ensure continuous financial support for women-led energy enterprises. 	
Objective 3: Increase growth in all sub-sectors by improving technical and financial support for women in the energy industry		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/Responsible Parties
<ul style="list-style-type: none"> Provide short-term technical training in emerging industries like renewable energy for women entrepreneurs, including women with disabilities. Establish access to microfinance and seed funding specifically for women-led startups in energy sector. 	<ul style="list-style-type: none"> Develop long-term sector-specific strategies to integrate women-led businesses as key contributors in emerging industries, including women with disabilities Establish lasting support mechanisms through partnerships with financial institutions and sustainable funding sources Create permanent innovation hubs and incubators to continually support and scale women-led startups across all emerging industries. 	<ul style="list-style-type: none"> MPAWA Lagos State Ministry of Energy and Mineral Resources Ministry of Establishment and Trainings Private Sector Partners

4.4.5 Monitoring and Evaluation Framework

It is recommended that focused efforts be made to increase women's participation in the energy sector, with targets to raise the proportion of women in technical roles from 10% to 15% and in leadership positions from 8% to 16% by 2029.¹¹⁴ Additionally, enhancing female participation in energy sector training programmes from 28.25% to 35% should be prioritised.¹¹⁵ Full implementation of the Women's Economic Empowerment (WEE) policy is essential to achieving these targets. To address current funding gaps, the establishment of an innovation fund, with at least 20% women beneficiaries, is advised. These efforts should be monitored through comprehensive tracking of workforce data, leadership roles, training participation, policy adoption, and fund distribution, with coordinated oversight from relevant government agencies and private sector partners.

Table 30: Monitoring and Evaluation Framework for the WEE Emerging Industry Pillar (Energy Industry)

Objective 1: Increase women's participation in energy sector					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Women's representation in energy sector workforce	10% of women hold technical roles in the energy sector ¹¹⁶	Increase the proportion of women with technical roles by 15%	Workforce data analysis and annual surveys	<ul style="list-style-type: none"> Lagos State Ministry of Energy and Mineral Resources Ministry of Establishment and Trainings Private Sector Partners

¹¹⁴ Sustainable Energy for All (SEforALL). (2022). Beyond gensets: Assessing sustainable energy solutions for Lagos State Government (Extended report). <https://sun-connect.org/wp-content/uploads/SEforALL-Beyond-Gensets-LASG-Extended-final.pdf>

¹¹⁵ National Bureau of Statistics. (2021). Statistical report on women and men in Nigeria. National Bureau of Statistics

2	Leadership roles held by women in energy sector	8% of Women in leadership roles ¹¹⁷	16% women hold leadership roles	Leadership position tracking in energy companies	<ul style="list-style-type: none"> • MPAWA • Lagos State Ministry of Energy and Mineral Resources • Ministry of Establishment and Trainings • Private Sector Partners
3	Women's participation in energy training programs	28.3% of women in energy sector participate in the training programs ¹¹⁸	35% of women in energy sector participate in the training programs	Tracking training enrollments and completions	<ul style="list-style-type: none"> • MPAWA • Lagos State Ministry of Energy and Mineral Resources • Ministry of Establishment and Trainings • Private Sector Partners

Objective 2: Deploy fiscal policies that support or protect women in the energy industry

S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
4	Implementation of gender-responsive policies	National WEE Policy	Full implementation of WEE policy roadmap and other gender-responsive policies in the energy sector.	Policy monitoring, sector analysis, gender-responsive policy adoption rate	<ul style="list-style-type: none"> • MPAWA • Lagos State Ministry of Energy and Mineral Resources • Private Sector Partners

Objective 3: Increase growth in all sub-sectors by improving technical and financial support for women in the energy industry

S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
5	Long-term funding support for women in emerging industries	Limited long-term funding availability	Create innovation fund with at least 20% women beneficiaries	Fund distribution and tracking reports	<ul style="list-style-type: none"> • MPAWA • Lagos State Ministry of Energy and Mineral Resources

¹¹⁶. Sustainable Energy for All (SEforALL). (2022). Beyond genders: Assessing sustainable energy solutions for Lagos State Government (Extended report). <https://sun-connect.org/wp-content/uploads/SEforALL-Beyond-Genders-LASG-Extended-final.pdf>

¹¹⁷. Sustainable Energy for All (SEforALL). (2022). Beyond genders: Assessing sustainable energy solutions for Lagos State Government (Extended report). <https://sun-connect.org/wp-content/uploads/SEforALL-Beyond-Genders-LASG-Extended-final.pdf>

¹¹⁸. Leveraging the national proportion of women in engineering (National Bureau of Statistics. (2021). Statistical report on women and men in Nigeria. National Bureau of Statistics.) as a proxy measure for the proportion of women in the energy sector in Lagos State

Pillar 5: Education and Skill Acquisition



To drive educational and skilling outcomes for women in Lagos State, an all-encompassing objective was developed in partnership with stakeholders during the co-creation:

5.1 Objectives

- Driving inclusive education for women and girls across all levels in Lagos State.
- Improve women and girls access to TVET education and livelihood
- Deepen intentionality around promotion of girls' education outcomes in implementation of key government education programmes and policies

5.2 Implementation Strategy

The table details strategies to promote inclusive education for women and girls in Lagos State, emphasising improved access to schools, infrastructure, teacher retention, and technical training. It involves gender-sensitive curricula, industry partnerships, and community engagement, with key stakeholders including government ministries, community leaders, CSOs, and construction companies, supported by surveys, media, and resources for training.

Table 31: Implementation Strategy for the WEE Education and Skill Acquisition Pillar

Objectives	Activities	Approach	Responsible parties	Resources Needed
Driving inclusive education for women and girls across all levels in Lagos State.	Improve accessibility by assessing the number of schools and vocational centers, ensuring learning locations are nearby.	Annual surveys and assessments of schools and vocational centers within communities.	<ul style="list-style-type: none"> Ministry of Education WAPA Community Leaders Religious Leaders Office of the SDGs Ministry of Local Government, Chieftaincy Affairs and Rural Development. Youth Groups CSO 	<ul style="list-style-type: none"> Survey tools Government data Mapping software Survey personnel
	Document findings from annual census of schools and vocational centers to identify gaps and opportunities.	Collaboration with local government and community leaders to engage in data collection.	<ul style="list-style-type: none"> Ministry of Education WAPA Community Leaders Religious Leaders Youth Groups Office of the SDGs Ministry of Basic and Secondary Education Ministry of Tertiary Education Local Government Ministry of Economic Planning and Budget Construction companies 	<ul style="list-style-type: none"> Budget for construction Media support Infrastructure development teams

	Strengthen motivational incentives such as transportation, housing for teachers in remote areas.	Advocacy for government incentives, partnerships with CSOs for workable solutions.	<ul style="list-style-type: none"> Ministry of Basic and Secondary Education Ministry of Tertiary Education Local Government Ministry of Economic Planning and Budget Construction companies Ministry of Transportation. 	<ul style="list-style-type: none"> Budget for incentives Partnerships with CSOs Logistics for mobility support
Improve women and girls access to TVET education and livelihood	<ul style="list-style-type: none"> Develop gender-responsive curricula. Partner with industries to provide hands-on training. Establish training programmes in underserved areas to build technical and vocational skills. Create community-driven training hubs with emphasis on rural engagement (including out-of-school children). 	Collaboration with industries, local government, and educational institutions to enhance technical training offerings	<ul style="list-style-type: none"> Secondary Education Ministry of Tertiary Education Local Government Ministry of Economic Planning and Budget Construction 	<ul style="list-style-type: none"> Training materials Industry partnerships Curriculum development experts Funding for facility upgrades and equipment
	Regularly engage industry leaders to review and update the curriculum based on current labour market trends.	Public-private partnerships for curriculum reviews and updates.	<ul style="list-style-type: none"> Secondary Education Ministry of Tertiary Education Local Government Ministry of Economic Planning and Budget Construction Private sector TVET institution 	<ul style="list-style-type: none"> Industry reports Curriculum experts Policy documents
	Set up entrepreneurship support systems in vocational hubs, including funding, mentoring, and incubation programmes.	Partnerships with financial institutions and organisations that offers mentorship programmes.	<ul style="list-style-type: none"> Ministry of Women Affair Ministry of Economic Planning and Budget WAPA Private sector Partners NGOs 	<ul style="list-style-type: none"> Seed capital funds Mentorship programs Entrepreneurship training modules
	Develop gender-specific scholarship programmes and internship opportunities with industry partners	Advocacy for gender-based scholarship schemes; Partnership with private sector for internships.	<ul style="list-style-type: none"> Secondary Education Ministry of Tertiary Education Local Government Ministry of Economic Planning and Budget Construction 	<ul style="list-style-type: none"> Scholarship funds Internship opportunities Monitoring tools

	Design and deliver gender and inclusive tailored skill acquisition programmes for women in low-income households and correctional facilities, especially for women with disabilities.	Collaborate with organisations focused on women with disabilities and social welfare services to ensure access to programmes.	<ul style="list-style-type: none"> • MWAPA • Secondary Education • Ministry of Tertiary Education • Local Government • Ministry of Economic Planning and Budget • Construction • Private sector • TVET institution 	<ul style="list-style-type: none"> • Training facilities • Specialised instructors • Program materials
Deepen intentionality around the promotion of girls' education outcomes in the implementation of key government education programmes and policies	Develop curriculum and training modules tailored to women's economic needs.	Work with education professionals and stakeholders to develop practical, inclusive, and needs-based content.	<ul style="list-style-type: none"> • MWAPA • Ministry of Education • Skill Development Centres • NGOs • Private Sector • Trainers. 	<ul style="list-style-type: none"> • Technical expertise • Funding for curriculum development • Meeting spaces.
	Organise training sessions, workshops, and vocational programmes.	Use community outreach and partnerships to ensure inclusivity and accessibility.	<ul style="list-style-type: none"> • Local governments • Training organisations • Community leaders • Development partners. 	<ul style="list-style-type: none"> • Training materials, venues, equipment, and financial support

5.3 Advocacy Strategy

A comprehensive advocacy strategy is recommended to enhance women's access to education and skill development. Key actions include advocating for gender-responsive policies through high-level dialogues, encouraging private sector investment in educational initiatives, and fostering capacity building through partnerships with development organisations. Traditional and religious leaders are encouraged to be mobilised to shift community perceptions and promote women's educational advancement. A robust monitoring and evaluation framework is essential to track policy adoption, financial investments, training outcomes, and changes in community involvement, ensuring continuous alignment with the goal of empowering women through education and skills development.¹¹⁹

Table 32: Advocacy Strategy for the WEE Education and Skill Acquisition Pillar)

Stake-holders	Advocacy Objectives	Key Messages	Advocacy Tactics	Resources Needed	Monitoring and Evaluation
Policy Makers	Advocate for review and implementation of existing policies that prioritises women access to education and skill acquisition programmes.	Investing in women's education and skills is key to national economic growth and equality.	Policy briefs, direct meetings, participation in policy forums.	Research on policy gaps, data on women's education needs, and advocacy materials.	Monitor the policy adoption rate and evaluate the impact of the policy implementation

119. World Bank. (2004). Ten Steps to a Results-Based Monitoring and Evaluation System. <https://openknowledge.worldbank.org/server/api/core/bitstreams/687d81cf-54e9-5a35-ab8e-dc24b8185a/content>

Private Sector	Encourage private sector investment in women education and skills development initiatives.	Empowering women with skills drives business innovation and growth.	Corporate social responsibility initiatives, partnerships, and sponsorship of training programmes.	Partnerships, funding, training program designs, and media exposure.	Monitor the level investment by the private sector in women education and skills
Local and International Development Partners/ Sector-specific experts	Align with partners to support educational and skills programmes for women	Collaborating for sustainable and inclusive growth empowers women economically.	Collaborative workshops, joint advocacy events, shared research, and expert panels.	Research studies, expert consultations, funding.	Monitor the progress of the projects and programs on women education and skill funded by development partners.
Traditional Leaders	Mobilise traditional leaders to champion women access to education and skills in local communities.	Supporting women education enhances community prosperity and social stability.	Host community meetings, participate in local events, and support community-led education initiatives.	Cultural and community engagement resources, travel allowances, and facilitators.	Monitor community-level engagement in women education and skills initiative
Religious Leaders	Engage and support religious leaders in promoting inclusive messages on women education and skill acquisition within religious communities.	Empowering women through education and skills promotes fairness, prosperity, and enhances community and family well-being.	Religious conferences, interfaith dialogues, public statements, trainings, and collaboration with religious groups.	Facilitators, training resources, media for sermons, and funding for events.	Monitor level of commitment of religious leaders in advocating for women education and skill acquisition

5.4 Capacity Building

The capacity-building plan for the Women's Economic Empowerment (WEE) policy under the education and skill acquisition pillar is designed to strengthen the ability of stakeholders to drive impactful changes. It focuses on equipping individuals and institutions with the knowledge, skills, and resources needed to design, implement, and sustain gender-responsive education and skills development initiatives. By fostering a collaborative and well-informed approach, this plan aims to create an enabling environment where women and girls can access equitable learning opportunities and acquire skills that enhance their economic empowerment and societal contributions.

Table 33: Capacity Building for the WEE Education and Skill Acquisition Pillar

Stakeholders	Focus Areas	Capacity Building Activities	Resources Needed
Policy Makers	Policy development and implementation of women and girls' education programmes.	Policy workshops and briefings on gender-sensitive education and skills training policies.	Research reports, policy experts, facilitators.

Private Sector Organisations (including well-established Edutech companies)	Investment in women and girls' education and skills development and technology integration.	Facilitate workshops on designing inclusive educational programmes and leveraging technology for skill development.	Funding, expertise in education, training materials and technology tools.
Development Partners (INGOs, NGOs, and CSOs)	Collaborative program design for women and girls' education.	Conduct joint training on monitoring and evaluation (M&E), resource mobilisation, and scaling of women's education programmes.	<ul style="list-style-type: none"> • Human resources • Funding • Logistical support, networks.
Traditional/Religious Leaders	Community advocacy and support for women and girls' education and skill acquisition.	Provide training in advocating for women and girls' education, including integration of gender-sensitive messages in sermons/ dialogues	<ul style="list-style-type: none"> • Training facilitators, community engagement materials, and funding for local events.

5.5 Sustainability Plan

The sustainability plan requires the collective commitment of diverse stakeholders to ensure the short- and long-term success of initiatives in Lagos State. It reflects the outcomes of collaborative discussions and strategic deliberations among government officials, civil society organisations, private sector representatives, community leaders, and development partners.

Table 34: Sustainability Plan for the WEE Education and Skill Acquisition Pillar

Objective 1: Driving inclusive education for women and girls across all levels in Lagos State.		
Short-Term Sustainability Plan (1-3 Years)	Long-Term Sustainability Plan (4+ Years)	Task Force for Women's Empowerment in Lagos State/Responsible Parties
<ul style="list-style-type: none"> • Establish a baseline by conducting an initial comprehensive survey of all schools and vocational centers. • Implement a bi-annual review process to update the data and identify gaps or surpluses in educational facilities. • Map existing schools and vocational centers to identify underserved areas. • Conduct community consultations to understand local needs and potential barriers to accessing education. 	<ul style="list-style-type: none"> • Institutionalise the review process with regular updates to ensure continuous alignment with demographic changes and educational needs. • Develop a digital platform for real-time data collection and analysis. • Develop long-term infrastructure projects to establish permanent schools and vocational centers in underserved areas. • Create strategic plans to improve transportation and accessibility to learning locations 	<ul style="list-style-type: none"> • Ministry of Education • WAPA (Vocational Centers) • Community leaders • Religious leaders • The Office of the SDGs • Ministry of Local Government, Chieftaincy Affairs and Rural Development • Principals of Schools • CSOs • Public-Private Partnerships (PPP) • WAPA • University Communities, • The Ministry of Economic Planning and Budget • Lagos State House of Assembly • Teachers

Objective 2: Improve women and girls access to TVET education and livelihood**Short-Term Sustainability Plan
(1-3 Years)**

- Launch and maintain awareness campaigns using local media, social media, and community meetings to sensitise on the importance of education and available resources.
- Partner with local leaders and organisations to amplify the campaign and ensure it reaches all community segments.

**Long-Term Sustainability Plan
(4+ Years)**

- Maintain ongoing community engagement initiatives and integrate education awareness into broader community development programmes.
- Develop educational outreach programmes in collaboration with local organisations to sustain community awareness.

**Task Force for Women's
Empowerment in Lagos
State/Responsible Parties**

- Ministry of Local Government, Chieftaincy Affairs and Rural Development
- Ministry of Education,
- WAPA (Vocational Centers)
- Community Leaders, CSOs, and religious leaders
- The Office of the SDGs
- Media outlets
- House of Assembly
- Ministry of Economic Planning and Budget
- Funding organisations.

Objective 3: Deepen intentionality around promotion of girls' education outcomes in implementation of key government education programmes and policies**Short-Term Sustainability Plan
(1-3 Years)**

- Identify the specific needs and preferences of teachers working in remote areas through surveys and interviews.
- Develop and pilot incentive programmes, such as transportation allowances and housing support options for teachers.

**Long-Term Sustainability Plan
(4+ Years)**

- Evaluate and refine incentive programmes based on feedback to reflect current economic and living conditions, ensuring they remain attractive and effective for retaining teachers in remote areas.
- Secure long-term funding and partnerships to sustain these incentives.

**Task Force for Women's
Empowerment in Lagos
State/Responsible Parties**

- Ministry of Education
- Principals of school
- CSOs
- Public-Private Partnerships (PPP)
- WAPA
- University Communities,
- Ministry of Economic Planning and Budget
- Lagos State House of Assembly

5.6 Monitoring and Evaluation Framework

This section examines key metrics in education to evaluate progress toward gender equity and inclusivity. It focuses on enrollment, retention and completion rates across primary, secondary, and tertiary education levels, assessing disparities and identifying areas for targeted interventions. Evaluating the availability of gender-inclusive Technical and Vocational Education and Training (TVET) facilities, ensuring equitable access to skills development opportunities. The section also reviews the inclusion of gender-specific goals within education policies, highlighting efforts to integrate gender-responsive strategies into national and regional education frameworks. These indicators collectively provide insights into the effectiveness of policies and programmes aimed at fostering equitable education outcomes.

Table 35: Monitoring and Evaluation Framework for the WEE Education and Skill Acquisition Pillar

Objective 1: Driving Inclusive Education for Women and Girls Across All Levels in Lagos State					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
1	Completion Rates in Primary, Secondary, and Tertiary Education.	Percentage of women enrolled in formal education. ^{120,121} <ul style="list-style-type: none"> Primary: 98% Junior Secondary: 89% Senior Secondary: 85% Tertiary: 25% 	Increase enrolment, retention and completion rate among women in formal institutions (Primary, Secondary and Tertiary Schools)	Annual school census, household surveys, enrollment records, graduation record and a cohort analysis.	<ul style="list-style-type: none"> Education ministry databases School records and surveys.
Objective 2: Improve the education and livelihoods of women and girls through access to TVET					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
2	Availability of Gender-Inclusive TVET Facilities	The percentage of TVET centers with gender-inclusive facilities is low. ¹²²	Upgrade 90% of TVET centers to include gender-inclusive facilities (e.g., childcare, safe spaces)	Facility audits, stakeholder interviews, and program evaluations.	Facility assessment reports, TVET institution data, local government.
Objective 3: Deepen intentionality around the promotion of girls' education outcomes in the implementation of key government education programmes and policies					
S/N	Key Focus Area	Baseline Metrics (2025)	Smart Policy Targets (2030)	Measurement Method	Data Source
3	Inclusion of Gender-Specific Goals in Education Policies	Percentage of key education policies with gender-responsive goals. ¹²³	Ensure at least 90% of key government education programmes and policies include gender-responsive goals for girls' education outcomes.	Policy reviews, stakeholder interviews, and analysis of education frameworks.	Government policy documents, education ministry records.

120. <https://www.unicef.org/nigeria/media/9211/file/Nigeria%20Education%20Fact%20Sheet.pdf>
 121. UNICEF Nigeria Education Fact Sheets 2023 | Analyses for learning and equity using MICS data
 122. <https://unesdoc.unesco.org/ark:/41832/pt0000373263>
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Appendix

Approaches Employed in the Development of Lagos State Women Economic Empowerment Roadmap

This policy utilises a multifaceted approach to gain comprehensive insights and perspectives on Women Economic Empowerment in Lagos State. By combining desk reviews, online research, mixed data methods (qualitative and quantitative), and co-creation workshops, the policy development process draws from diverse methodologies to understand the barriers, opportunities, and enabling factors for women's economic participation. Each method contributes valuable information, ensuring a holistic exploration of the subject and incorporating the voices and experiences of various stakeholders across the state.

The desk review employs frameworks such as the Gender Analysis Framework, Women's Economic Empowerment Framework, and Policy Diffusion Framework to investigate the systemic factors influencing women's access to resources, decision-making, and economic opportunities. These frameworks highlight the cultural, societal, and institutional dynamics shaping women's experiences and emphasise the role of stakeholders in implementing effective policies and scaling successful interventions.

The online review leverages search tools like Google Chrome to identify relevant programmes, policies, and initiatives addressing women's economic empowerment in Lagos State. Additionally, grey literature is examined using thematic analyses to provide further context and insights into ongoing efforts and gaps in policy and implementation.

The mixed-method approach integrates qualitative and quantitative research to capture a broad spectrum of perspectives. The qualitative aspect includes in-depth interviews with 25 grassroots participants, such as religious leaders, traditional rulers, market leaders, women with disabilities, and NGO representatives. These interviews uncover the diverse lived realities and challenges faced by women in Lagos State. Focus group discussions (FGDs) with representatives from various ministries complement these findings, fostering collaborative dialogue on critical issues surrounding women's economic empowerment. On the quantitative side, surveys were conducted with 396 respondents, offering statistical data to support the qualitative insights.

The stakeholder engagement and co-creation workshop involved consultations with private and public sector actors, alongside other relevant stakeholders, to gather insights on women's economic empowerment. A three-day co-creation workshop was organised to address economic challenges specific to women in Lagos State. This workshop, guided by the National Women's Economic Empowerment (WEE) Framework, aimed to adapt national strategies to the unique socio-economic realities of Lagos. By bringing together policymakers, business leaders, grassroots organisations, community representatives, and women entrepreneurs, the workshop created a collaborative platform for developing a localised roadmap to accelerate gender equality and women's participation in the economy.

In conclusion, this policy leverages a diverse and integrative set of methodologies to ensure a well-rounded understanding of women's economic empowerment in Lagos State.

