

JUNE 2020

COVID-19 PANDEMIC REVIEW

The Tourism and Creative Sectors Report

By The Covid-19 Pandemic Review Committee
To The Ministry of Tourism, Arts and Culture
Lagos State



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Acknowledgement

This report is submitted by the Lagos State Covid-19 Pandemic Review Committee led by Mrs. Ajoke Silva-Jacobs MFR. The preparation of the report was overseen by Dr. Adun Okupe and Mr. Gbenga Sunmonu, members of the committee. The Covid-19 pandemic review committee was created by the Honourable Commissioner for Tourism, Arts and Culture, Pharm. Mrs. Uzamat Akinbile-Yusuf under the leadership of the Governor, His Excellency Mr. Babajide Sanwo-Olu.

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We are also grateful to our colleagues in the sub-committees set up by committee members to ensure wide dissemination of surveys and to provide detailed representative inputs to guide our recommendations, within the two-week timeframe provided.

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Abbreviations & Acronyms

- ARAN** Artifacts Rescuers Association of Nigeria
- AVOLN** Association of Venue Owners Lagos Nigeria
- CEAN** Cinema Exhibitors Association of Nigeria
- FTAN** Federation of Tourism Associations of Nigeria
- HOMAL** Hotel Owners & Managers Association of Lagos
- ITP** Institute for Tourism Professionals of Nigeria
- LSETF** Lagos State Employment Trust Fund
- MTAC** Ministry of Tourism, Arts and Culture
- NASA** Nigerian Auto Sport Association
- NATOP** Nigerian Association of Tour Operators
- NHCI** Nigerian Hotel & Catering Institute
- SAAP** Strategic Alliance Against Piracy
- SON** Standard Organization of Nigeria
- TAMPAN** Theatre Arts and Motion Pictures Producing Association of Nigeria
- UNWTO** United Nations World Tourism Organization

Executive Summary

Lagos State is the economic capital of the country with the highest concentration of tourism, art and culture-related agents in the country. The Lagos State Government is in full gear response mode, working hard to flatten the Covid-19 curve by minimizing transmission and ensuring that the state's healthcare system is not overwhelmed as the pandemic threatens lives and livelihoods. The Sectors are two of the worst hit sectors of the economy.

The Lagos State Covid-19 Pandemic Review Committee was set up to critically assess and review the impacts of the pandemic on The Sectors. This presents an opportunity for the State Government to demonstrate leadership not just in Nigeria, but throughout the continent by showing visible support to the arts, creative industries and tourism sectors (“The Sectors”) at this time. The Sectors are of economic, social and cultural importance to the state.

The components of The Sectors are listed below:

- Advertising
- Architecture
- Aviation
- Beauty
- Craft
- Design
- Electronic and Print Media
- Fashion
- Film and Video
- Hospitality
- Literature and Publishing
- Music
- New Media
- Performing Arts
- Software development
- Tourism
- Travel
- Visual Arts
- And affiliated industries.

The committee set up by the Lagos State Ministry of Tourism, Arts and Culture (“The Ministry”) was tasked with the following:

- Conduct a holistic assessment of the impacts of the pandemic on The Sectors;
- Recommend short and long-term palliatives with respect to loans and grants, tax relief;
- Recommend pathways to refocus attention on the development of a vibrant domestic tourism industry in Lagos, hinged upon The Sectors;
- Recommend other strategic measures for the sustainability of The Sectors.

To enable the committee to conduct its tasks within the two-week timeframe, each committee member was asked to set up a sub-committee to provide focus groups and ensure wide dissemination of the survey instrument. The survey was conducted over a one-week period with 1,043 responses received. The findings revealed that The Sectors in Lagos State are made up of predominantly freelancers, as well as micro and small enterprises (about 75 per cent of the industry) with 81.9 per cent having fewer than 30 members of staff. The spread of the pandemic has meant the closure of cultural venues, hotels, restaurants, tourist attractions, offices, cinemas, and other events spaces. This has resulted in the loss of several billions of Naira in the sector and various subsectors.

Key Findings

Domestic tourism and recreational activities will recover quickly for a younger demographic. Older customers may be reluctant to engage in domestic tourism, given health considerations. Furthermore, in order to get them to engage with The Sectors, proper health and safety measures will have to be put in place, communicated and enforced.

There is the possibility of an upsurge in the demand for local production (for fashion and other sectors) as restrictions in importation could affect supply. The weak Naira, which makes foreign products more expensive, and importation barriers will lead to an appreciation for local and more sustainable design processes and production facilities.

Increased adoption of digital tools and services, especially e-commerce platforms, can provide more efficient logistics and distribution options. The pandemic has provided the opportunity to encourage stronger collaborations across sectors (e.g. fashion, tourism, health and technology) as sector agents explore ways to meet new challenges and industry needs.

Businesses in The Sectors have been closed for about 61-90 days with little to no operation at this time, contributing to an average loss of revenue of about N1,000,000 per month for individuals and organizations in The Sectors.

Recovery is expected to happen by late 2020 - early 2021 and total anticipated loss is estimated to be on average between N1,000,000 and N5,000,000 for most organizations in these industries. Tax relief, business loans and grants are the preferred forms of government assistance required to support the industry.

It is important for The Ministry to engage in extensive communications on the health and safety guidelines for The Sectors and explore the provision of an online e-learning module to train organizations as to the health and safety standards required and the monitoring framework in place to ensure adherence to it.

There is a need to focus on marketing and promoting domestic tourism, which would be instrumental in resetting The Sectors. Soft and hard infrastructural development could assist in the creation of an enabling environment for The Sectors to thrive. Government assistance is required to equip The Sectors to achieve their objectives and there are opportunities for training and capacity development.

Key Recommendations

We recommend tax relief in the form of payment holidays for tax and levies for the duration of the lockdown for 6-9 months until January 2021 when The Sectors are expected to revert to normal.

We recommend a total assistance package of N2 billion (Two Billion Naira) distributed as below:

- N250 million for grants and commissions (N5 million each to 50 organizations)
- N500 million for micro-grants to 2,000 freelancers in The Sectors to cover income (N250,000 per individual)
- N1 billion for 3-5-year business loans (up to N 10 million per organization based on criteria – evidence of past earnings)
- N250 million for tax holiday.

Based on our findings, we recommend in addition, the following immediate palliatives for The Sectors. Detailed short, medium and long-range palliatives and strategies are detailed in the body of the report. The immediate action plans are designed to be executed between 1 and 60 days of the submission of the report. The short-range action plan consists of recommendations designed to be executed within the range of 60 to 90 days. The mid-range recommendations are designed to be executed between the range of 90 to 180 days of the submission of the report, providing a six-month agenda for The Ministry.

Recommendations for Immediate Assistance

1. Relaxation of stringent regulations with regards to accessing the CBN Covid-19 funds for small and medium-sized enterprises in the state;
2. Engagement of Lagos State Employment Trust Fund (LSETF) to dispense palliatives to registered and qualified applicants; using established criteria;
3. Liaison with the financial institutions to review existing loans and payment terms and the adoption of flexible and all-inclusive financial services to address the diverse stakeholders in the industry;
4. Approval of grants and commissions that will employ Nigerian artists to educate, inform and protect the tourism, arts and cultural assets of the state. Professional and independent managers need to be appointed to manage such programs;
5. Provision of payment holiday for tax and levies for the duration of the lockdown for nine months until January 2021 when The Sectors are expected to revert to normal for businesses locked down due to the pandemic according to government directives;
6. Partnering with Lagos State Advertising Agency (“LASAA”) platforms to showcase The Sectors’ assets and those of related industries, especially the cinematography business in the state for six months until January 2021. Contents will be provided by the various subsectors of the industry with a clear message of being supported by The Lagos State Government;

7. Provision of Covid-19 testing centres for The Sectors;
8. Set up of detailed re-opening guidelines, registration requirements and monitoring efforts with the Lagos State Safety Commission;
9. Development of re-opening training material for e-learning for establishments in The Sectors, completion of which presents a certificate and proof of attendance to authorize re-opening;
10. Review of the Lagos State Master Plan and engagement of the stakeholders on action points to promote and develop tourism in the state.

Introduction

Lagos State, Nigeria, is the Centre of Excellence, aquatic splendour and the economic capital of Nigeria with a population of over 20 million people, and a concentration of tourism, arts and culture activity in the country. The state is the leading contributor to Nigeria's non-oil sector economy of the country with a contribution of over 30 per cent to Nigeria's GDP. Lagos attracts over 50 per cent of the total visitor arrivals into the country. The Sectors play a significant part in the state's economy with activities in hospitality and tourism, food and beverages, transportation, MICE, creative industries, culture and heritage, film, art and entertainment with other related and allied business enterprises.

According to the Nigeria Economic Sustainability Plan 2020,

Nigeria with a population of over 200 million populations with diverse arrays of economic activities, but a major dependent on the crude oil exportation been very badly hit. The lockdown has frozen economic activities, causing massive job losses and supply chain disruptions. It has also depressed the demand for crude oil and precipitated an unprecedented oil price crash. Nigeria's dependence on oil for revenue and foreign exchange makes it particularly vulnerable in this situation. The unemployment rate, which was 23.1% (or 20.9m people) at the end of 2018 is expected to rise to 33.6% (or 39.4 million people) at the end of 2020, if urgent steps are not taken. The major problem with unemployment of a very large youth population is the hopelessness that gives rise to criminal activities and anti-social behaviour, which can ultimately create potential recruits into the ranks of insurgents. Even for those able to earn a living, the situation is dire. The Nigerian Bureau of Statistics (NBS) recently released a household survey of poverty in Nigeria, a five-year study which showed that over 40% of Nigerian households earn less than N137,000 per annum. This is barely N11,000 per month.

With the COVID crisis, this poor income will drop much further. Given these indices, the National Bureau of Statistics (NBS) projects that economic growth could fall by as much as minus 4.40% to minus 8.91% depending on the length of the lockdown period, the potency of the economic plans that are put in place, and, in particular, the amount of stimulus spending.

Given the impact of Covid-19 on all activities, it is important to review the overall fiscal, financial, psychological and socio-economic impact of the pandemic on The Sectors in Lagos State. Flights and bookings have been cancelled, creative and cultural events and exhibitions have either been cancelled or suspended, tourism hotspots worldwide have been empty for months and freelancers and Micro, Small and Medium Enterprises (MSMEs) are particularly affected. Given the precarious state of The Sectors pre-Covid-19, it is important to consider the pandemic as an opportunity to support The Sectors and identify key growth areas.

The Lagos State Government is interested in moving The Sectors forward and recognises the role leading professionals can play to address the situation.

This review committee was appointed to proffer workable solutions within the allotted time (two weeks). To achieve this, almost daily virtual meetings via Zoom were held to refine the objectives and ensure a coherent and comprehensive review of the impacts on The Sectors. In this report, we present our findings on the impact of COVID-19 on The Sectors in Lagos State, and provide suggested policy statements and recommendations to The Ministry to serve as a framework for promoting a sustainable recovery of The Sectors and opening up avenues for growth and development in Lagos State.

Outline of the Report

The report is presented in three sections. The first section of this report presents the general industry overview together with key challenges. The second section provides the key findings and analysis from the public survey as well as focus group discussions with selected stakeholders in the industries. In the third section, recommendations for the recovery of The Sectors are presented, followed by concluding remarks.

Aim and Objectives

The aim of the report was to review and assess the impact of the novel coronavirus (COVID-19) on The Sectors in Lagos State with a view to suggesting recommendations to the Lagos State Government in the sustainable recovery of The Sectors.

Specific objectives are to:

- Conduct a holistic assessment of the impacts of the pandemic on The Sectors;
- Recommend short and long-term palliatives with respect to loans and grants, tax relief;
- Recommend pathways to refocus attention on the development of a vibrant domestic tourism industry in Lagos, hinged upon The Sectors;
- Recommend other strategic measures for the sustainability of The Sectors.

Methodology

Following the inauguration of the COVID-19 Pandemic Review Committee, the project began with the creation of subcommittees consisting of selected notable practitioners in The Sectors in Lagos State. Calls for submission of letters to membership organizations and associations related to these sectors on their challenges and recommendations were issued by the committee and the letters received are presented in the appendix. In order to get a holistic view of the impact of the pandemic, an electronic survey instrument was designed, tailored to the Lagos State creative and tourism landscape. The survey was conducted over a oneweek period between May 26th and June 2nd, in which 1,043 stakeholders in the creative, cultural and tourism sectors participated.

In addition to the electronic survey, interviews were held with selected representative practitioners from the sub-sectors.

Limitations of the Study

This project had very short time boundaries for the research (two weeks) and as a result, the output is a high-level report. Given the timeline, the views expressed in this report are those of the survey participants, sub-committee members and membership organizations and associations, and may not perfectly reflect the entire state of The Sectors as a whole. However, steps have been taken to ensure recommendations are as comprehensive and representative of The Sectors, as possible, within the timeframe set.

Section 1: General Industry Overview

The world is facing an unprecedented health, social and economic emergency with the COVID-19 pandemic. Globally, the creative and cultural industries are bordering on the brink of collapse as all festivals, fairs, exhibitions, events and concerts have either been cancelled or suspended. Clubs, theatres, performance arts, virtual arts, photography, agencies, organizers, freelancers are affected. Airplanes have been grounded, hotels closed and travel restrictions put in place. In three months, The Sectors have experienced a rapid decline in demand and a surge in job losses putting the survival of MSMEs at risk. Despite The Sectors' proven resilience in responses to other crises, the nature of the current pandemic will likely have a longer lasting effect on international tourism compared to other industries, with people likely to become more cautious about travelling locally and overseas in the future. This effect will not be as serious for domestic tourism, leisure and recreational activities. This presents the opportunity to focus on harnessing domestic tourism potentials, together with supporting The Sectors.

According to the United Nations World Tourism Organization (UNWTO) Report on COVID-19 Related Travel Restrictions, as of 20th April 2020, all worldwide destinations have introduced travel restrictions in response to the global pandemic. Available data points to a decrease of 22 per cent in international tourist arrivals in Q1 2020, with arrivals in the month of March down by 57 per cent, following the start of the lockdown in many countries, widespread travel restrictions and the shutdown of airports and national borders. This represents a loss of 67 million of international arrivals in the first quarter of 2020 compared to the same period of the previous year. The international tourist arrivals also will be down by 20 per cent to 30 per cent in 2020 when compared with 2019 figures, equivalent to a loss of US\$ 300 to 450 billion in international tourism receipts (exports) almost one third of the US\$ 1.5 trillion generated globally.

By region, Asia Pacific was the first region to suffer the impact of COVID-19, with a 35 per cent decrease in arrivals in Q1 2020. The second-hardest hit region was Europe with a 19 per cent decline, followed by the Americas (-15 per cent), Africa (-12 per cent) and the Middle East (-11 per cent). According to the latest estimates, Asia will see the highest overall drop in travel and tourism revenue in 2020, with China accounting for the lion's share of lost revenue. In Europe, where the tourism industry employs around 13 million people, around €1 billion in revenues per month is expected to be lost as a result of the coronavirus, with Italy and Spain as countries most affected.

Nigeria

In Nigeria, the effect of Covid-19 is still being measured with data sets generally unavailable. 93.1 per cent of all agents within The Sectors have reported extended closure and cessation of business operations. It is feared that the volume of revenue loss may affect the ability of most of the industries and businesses in The Sectors to return back to normal operations after the COVID-19 pandemic without appreciable financial assistance from the Lagos State Government.

The Lagos State Ministry of Tourism, Arts and Culture is responsible for The Sectors, all components of which are interrelated and supported by ancillary sectors. Support at this stage will **secure jobs** in The Sectors and provide social safety nets for workers in The Sectors, as well as ensure The Sectors are not further depressed and are able to bounce back once the Covid-19 pandemic is over. How we handle this situation, can also contribute to the growth of domestic tourism in Lagos once the pandemic is over, given that people are not going to want to travel far due to uncertainty. Therefore, there is a strong case to intervene in The Sectors to **protect jobs as well as amplify Lagos' orientation efforts** using actors of The Sectors.

For clarity and comparability with sectors in other countries, it is important to define The Sectors and their inter-linkages.

Definitions

In the 1990s, the UK Government's Department for Culture, Media and Sport (DCMS) provides the widely accepted definition of the **creative industries** as *'those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.'* The definition places an emphasis on creativity as the engine of innovation, technological change and a source of comparative advantage in business development. Since 2004, UNCTAD (United Nations Conference on Trade and Development) has played a leading role in analysing the creative industries and providing insight into the global creative economy through its Creative Economy Programmes. UNCTAD's work has elevated the 'creative economy' on the world economic and development agenda.

The components of the creative industries include, but are not limited to; Advertising, Architecture, Design, Fashion, Film, Video, Photography, Publishing (Electronic and Media), Research & Development, Software Development, Performance Arts, Visual Arts, Broadcast and the likes.

UNESCO (United Nations Educational, Scientific and Cultural Organization) defines the cultural industries as those *'industries that combine the creation, production and commercialization of contents which are intangible and cultural in nature; these contents are typically protected by copyright and they can take the form of a good or a service.'* The cultural industries are those activities, which deal primarily in symbolic goods whose primary economic value is derived from their cultural value. However, the cultural sector has an important research and design function

in renewing and reinforcing the knowledge-driven society. It generates mental capacity that can lead to unexpected opportunities and connections. Cultural industries have also incorporated adaptation to technological advances and the evolving place of media in society, sophisticated production processes and largescale distribution methods to reach global markets.

According to the UNWTO, **tourism industries** can be seen as the set of industries, which facilitate by providing infrastructure, products and services that make travelling possible for different purposes, leisure and business interests. The tourism industry is the largest industry in the world and is quite complex, involving many components of tourism. There are six major components of tourism, each with their own sub-components. They include the tourist boards, travel services, accommodation services, conferences and events, attractions and tourism services.

Some Key Challenges

The Sectors are still at an early development stage, presenting challenges, but also opportunities. Covid-19 presents the risk of staff lay-off from establishments in The Sectors, which will result in a high rate of unemployment. For example, in the hospitality industry, there is a low hotel occupancy rate - currently about 5 per cent in Lagos and mostly from corporate bookings who require emergency accommodation as a result of Covid-19. There is also the risk of skills becoming rusty based on the length of time away from the job, and efficiency might reduce upon re-opening which requires training and retraining of staff. Other challenges include:

- Covid-19 presents an extreme case of the challenges faced every day by agents in The Sectors in Lagos State and in Nigeria. This is to say, the players in The Sectors were already in a precarious position pre-Covid-19.
- At the moment, there is genuine anxiety that the entire arts and culture ecosystem could lose its fragile footing completely. If corporate sponsorship dries up, social distancing remains enforced and government endorsed calendar events are cancelled, by default the income stream to many artists and associated disciplines are effectively stopped with no company benefits or job security.
- Copyright infringement makes it difficult to create strong value propositions for increased investment in The Sectors.
- Some organizations within The Sectors are not registered with The Ministry or with affiliated associations to enable them to present their case to The Ministry regularly and in a meaningful way.
- The lack of structure also includes the lack of insurance for businesses.
- The Ministry does not have an existing portal or dedicated website through which to communicate directly with professionals in The Sectors.
- The lack of an IT portal to ensure registration and capturing of the data of businesses in The Sectors, to understand their profiles, their focus areas and their business performance means that many of the data needs to be captured as primary data for this report, but also for the ongoing role of The Ministry.

- Creative productions cannot recover lost revenue and the value chain of such productions have been adversely affected.
- The added burden of cost of maintenance of running machines, staff retained to manage infrastructures still on down-turn.
- Cost, quality and availability of data for digital transactions.
- Erratic power supply increases costs of production.
- No dedicated broadcasting channel to promote the tourism, arts and culture industries.

Section 2: Key Findings

1,043 responses were received from the electronic survey disseminated to stakeholders in the creative, cultural and tourism sectors in Lagos State over a 7-day period from Tuesday, 26th May 2020 until Tuesday, 2nd June 2020.

Below are the findings from the public survey.

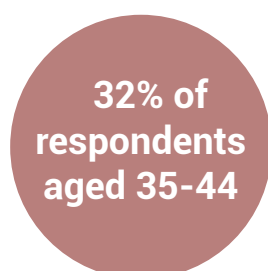
A. Respondents' Role in The Sectors

Findings revealed that 52.7 per cent of respondents were owners of enterprises within the creative, cultural and tourism sectors; 22.7 per cent worked as freelancers; 20 per cent worked as employees in private firms or organizations related to the creative, cultural and tourism industries, and 4.6 per cent were associated with nongovernmental organizations (NGOs), as shown in the chart below. The NGO category may be a composition of trade skills associations in the various sub sectors of the industry. It is important to note that The Sectors utilize contract workers who are called in to work on projects and for sub sectors, such as performing arts; these may be over 100 people. With the pandemic, these freelancers are not being called on for any projects.

	Owner	NGO	Freelancer	Employee
Number	553	42	240	209
Percentage	53%	4%	23%	20%

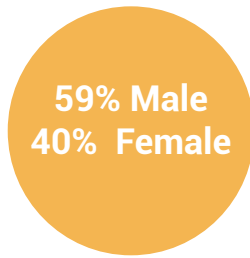
B. Age Distribution of Respondents

In terms of the distribution according to age, 32.2 per cent were between the ages of 35-44, 31.8 percent were 25-34, 18.9 per cent were 45-54, 8.5 per cent were 55-64, 6.7 per cent were 18-24 and 1.4 per cent were over 65 years of age. This implies a significantly young demographic and presents an opportunity for them to grow and develop a career in The Sectors.



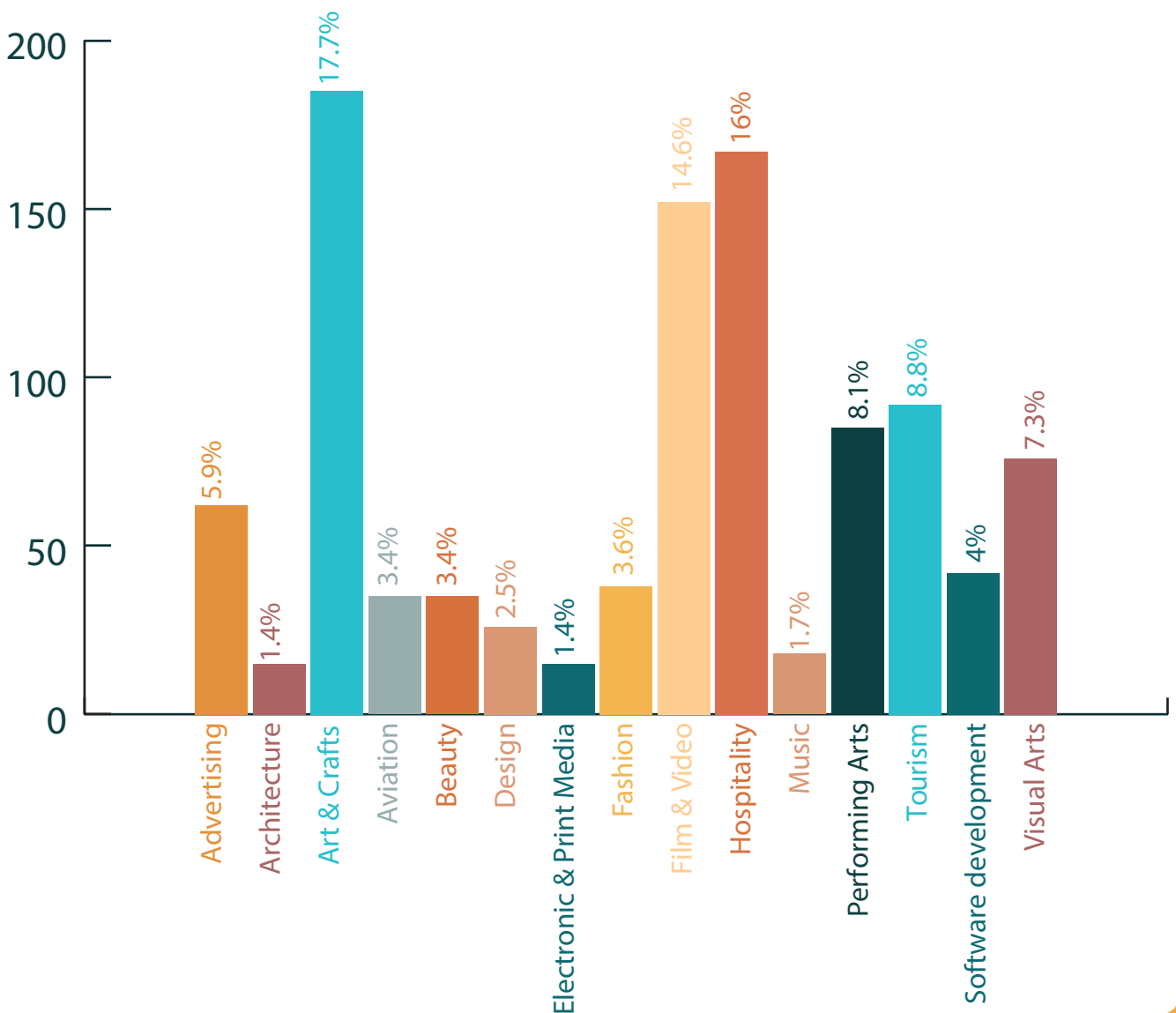
C. Gender Distribution of Respondents

Findings revealed that that The Sectors were dominated by the male gender. 59 per cent of the respondents were males while 40 per cent were females. 1 per cent preferred not to indicate their gender.



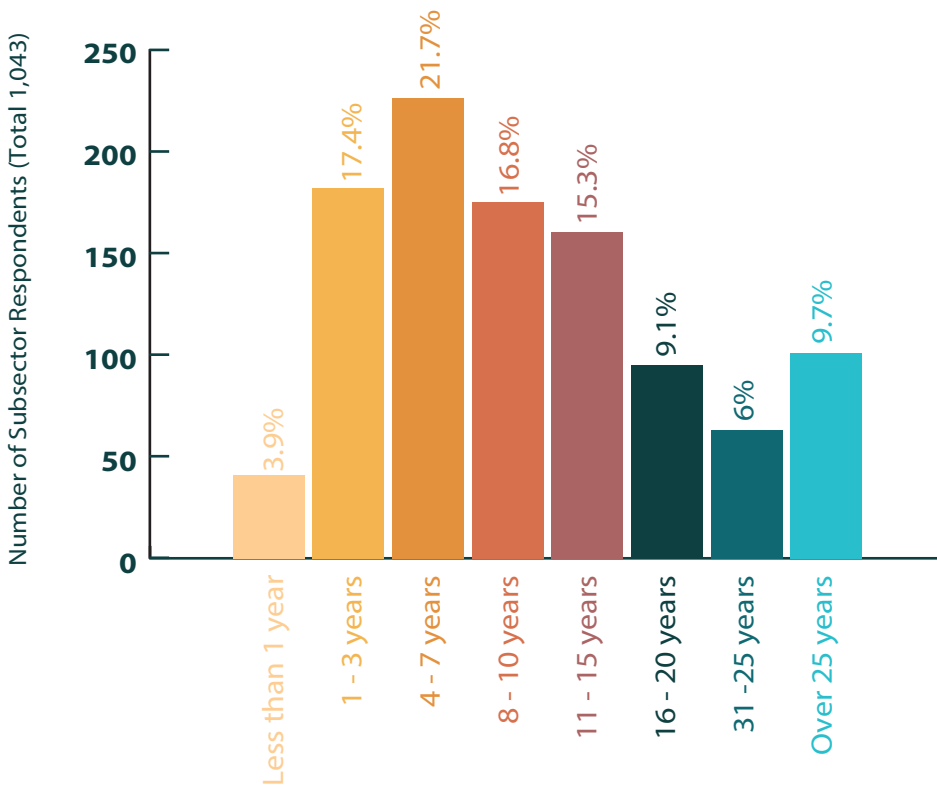
D. Subsectors of Respondents

Findings as shown in the graph revealed that the five most predominant sub sectors that were represented during the survey were arts and craft (17.7 per cent), hospitality (16 per cent), film and video (14.6 per cent), tourism (8.8 per cent) and performing arts (8.1 per cent).



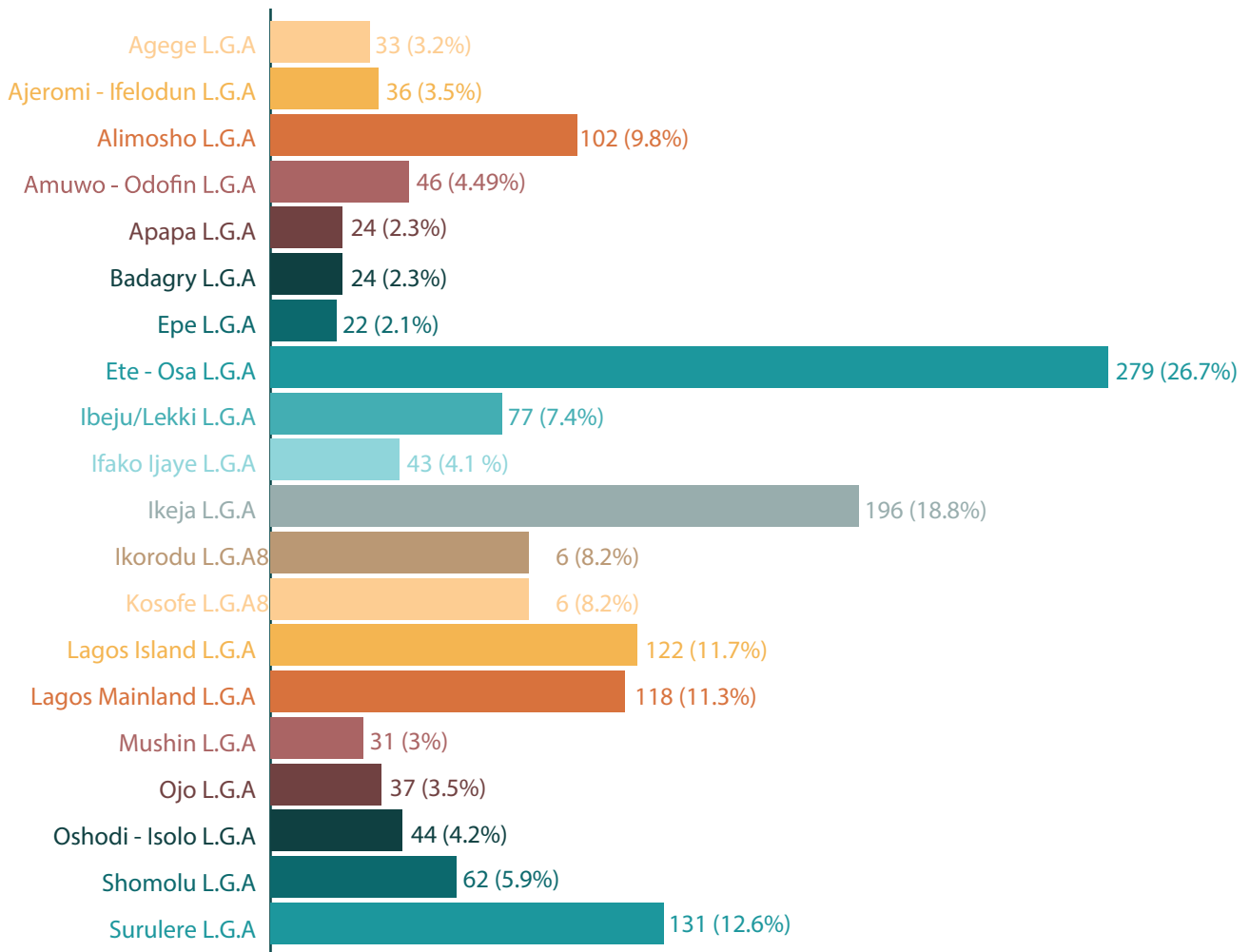
E. Experience in The Sectors

In terms of the years of experience working in The Sectors, 21.7 per cent had worked for 4-7 years in the sector, 17.4 percent had worked for 1-3 years, 16.8 percent had worked for 8-10 years. This shows that the current demographic of The Sectors is a young population with experience of 4-10 years, and is therefore advantageous for The Ministry's future strategy for The Sectors.



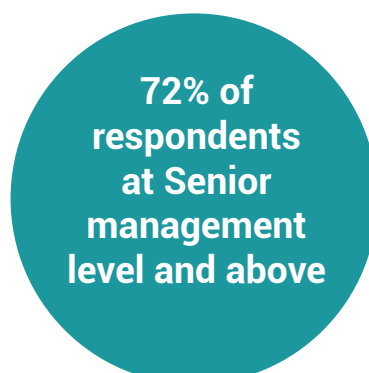
F. Business Domiciliation in LGA

Most businesses are domiciled in Eti-Osa LGA (26.7 per cent), followed by Ikeja (18.8 per cent), Surulere (12.6 per cent), Lagos Island (11.7 per cent) and Lagos Mainland (11.7 per cent), as shown below.



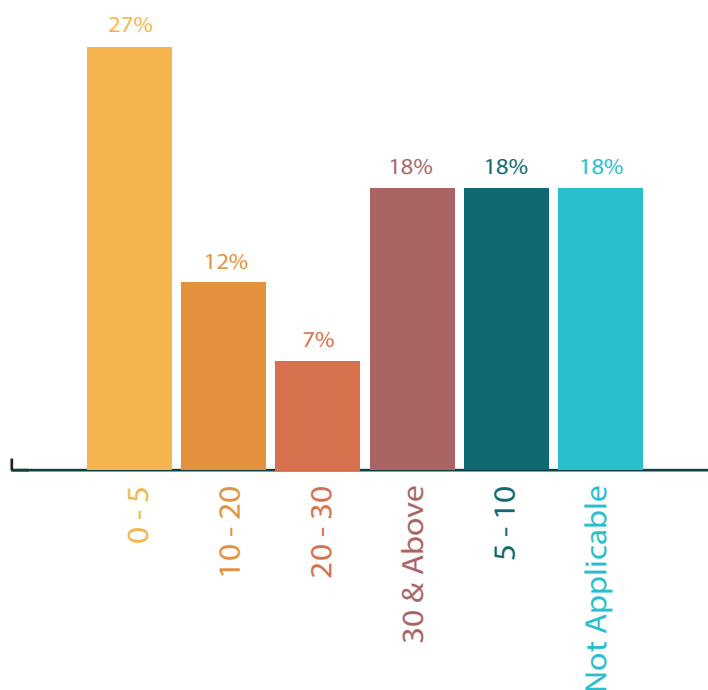
G. Respondents' Position Within Organization

Our survey revealed that the majority of the respondents were mostly senior management team members who are responsible for strategic decision making within their organizations. It also suggested that most creative, cultural and tourism stakeholders were self-employed entrepreneurs, who solely bore the benefits as well as the risks of their businesses, as shown in the following table.



H. Staff Strength in Organization

As can be seen in the chart below, most of the surveyed respondents owned or worked in a Micro, Small or Medium sized enterprise, with 27 per cent indicating a staff strength of 0-5, 18 per cent had between 5-10 staff members. However, 18 per cent worked for organizations of more than 30 staff. 12 per cent had 10-20 staff, 7 per cent had 20-30 staff.



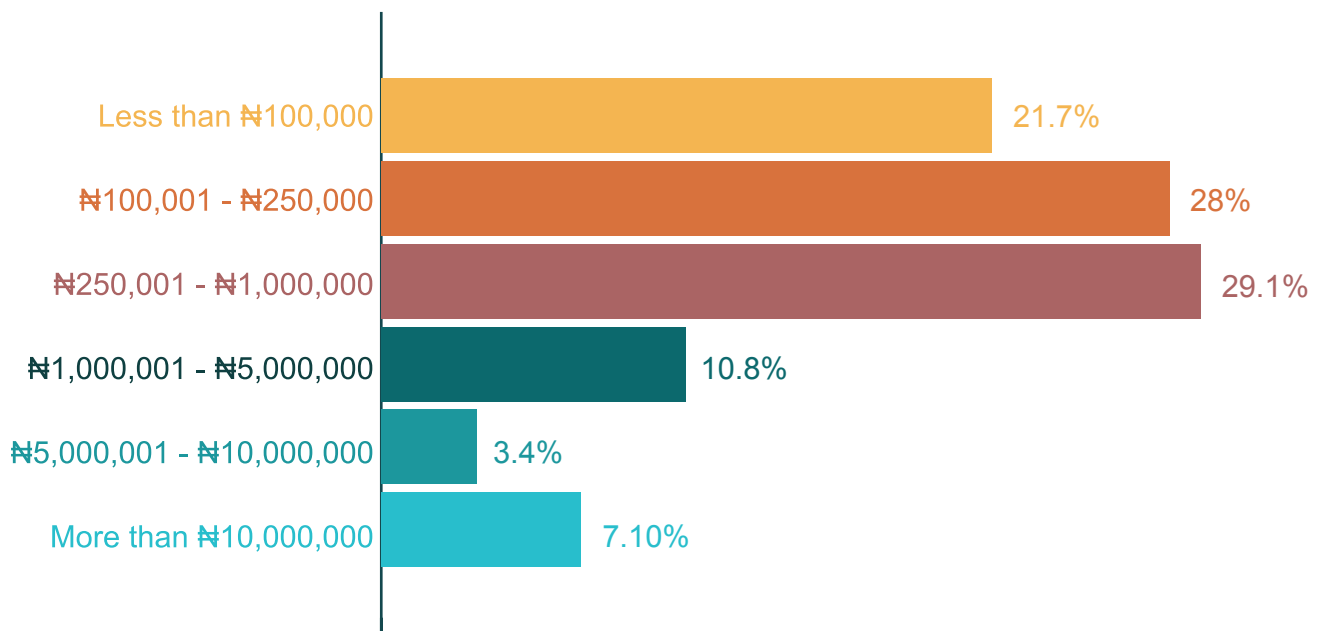
I. Region of Predominant Customer Base

Lagosians servicing Lagos – the customer base is predominantly within the state followed by within-country, which is useful for proposed focus of interventions and the recovery of The Sectors. 67.3 percent of the respondents had their current customer base in Lagos state. 48.7 per cent had a national customer base, 16.1 per cent had a regional customer base and 30 per cent had an international customer base, as shown in the figure below.



J. Monthly Revenues Generated Before COVID-19

29.1 per cent of the respondents said that their monthly revenue was between the ₦250,000 – ₦1,000,000 mark a month, with 28 per cent reporting that their monthly revenues were between ₦100,000 and ₦250,000. Only 3.4 per cent of respondents reported their monthly revenue was above the ₦5 million mark and 7.1 per cent reported above ₦10 million a month mark, as shown in the figure below:



K. Effects of Pandemic on Business

66.8 per cent reported a total closure of business operations while 18.5 per cent were still in operation but had no flow of income due to the pandemic. This correlates with the global impact of the pandemic, as virtually every sector in the economy had to be shut down for months.

**66.8% of
businesses with
total closure and
18.5% operating
but with no income**

L. Estimated Revenue Loss from March-May 2020

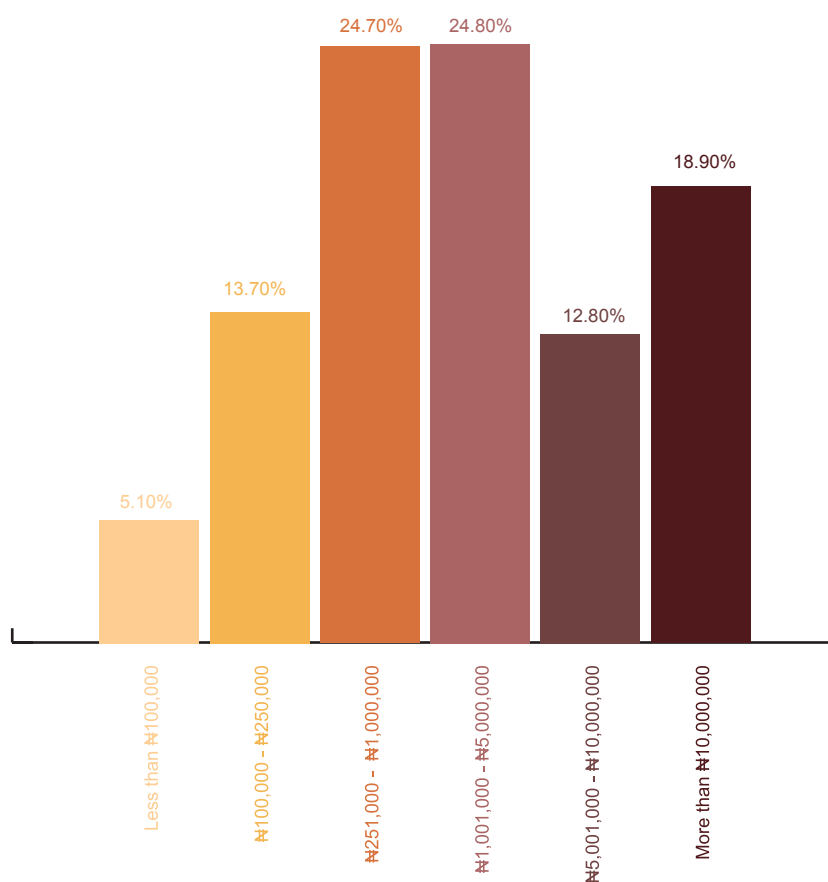
29.1 per cent of the respondents reported a total estimated revenue loss of between ₦251,000 - ₦1,000,000 as a result of the pandemic as compared to the same time in 2019; 12.5 per cent estimated a revenue loss of over ₦10 million. 0.5 per cent made a profit, while 1.5 per cent of the respondents had not incurred any losses.

M. Duration of Closure due to COVID-19

41 per cent of the respondents have been closed for 61-90 days. 32 per cent have been closed for 30-60 days. 5.3 per cent have been closed for 16-30 days, while 5 per cent have had operations shut down for over 90 days (3 months), as illustrated below.

N. Anticipated Revenue Loss

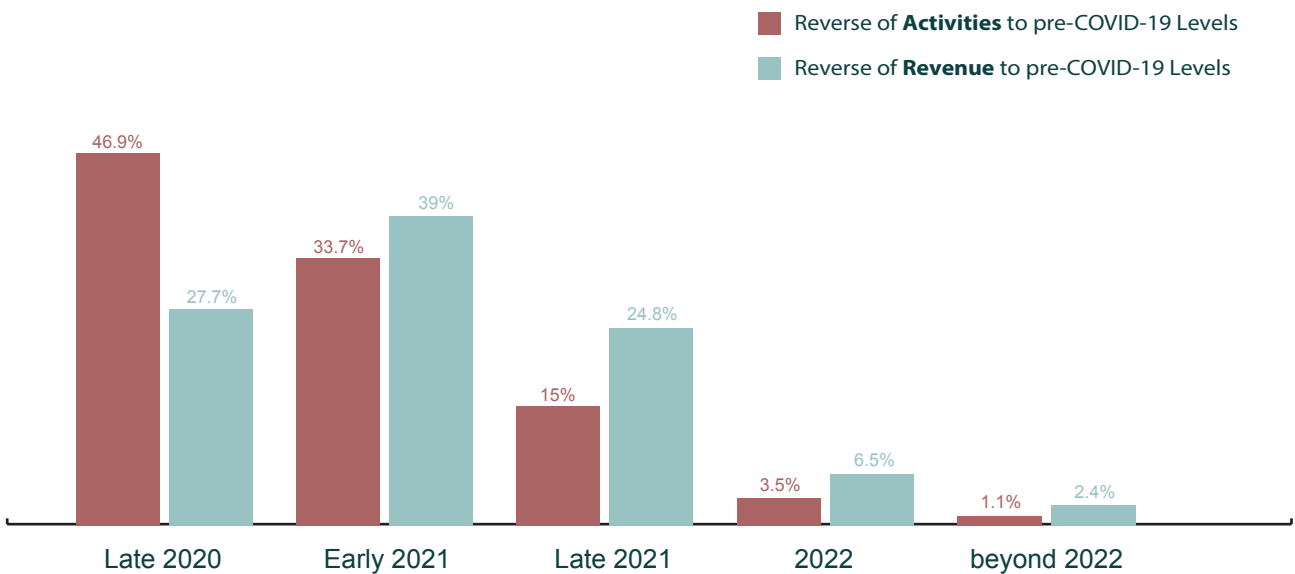
24.8 per cent of the respondents said that their anticipated revenue was between the ₦1,001,000– ₦5,000,000 mark, with 24.7 per cent reporting that their revenues were between ₦251,000 and ₦1,000,000. Only 18.9 per cent of respondents reported their revenue was above the ₦10 million mark and 12.8 percent reported between ₦5 - ₦10 million.



O. Reversion of Activities and Revenue to pre-COVID-19 Levels

46.9 per cent anticipated that their activities would revert to pre-COVID-19 levels in late 2020. This suggests that most stakeholders in the creative, cultural and tourism sectors are eagerly anticipating a return to normal activities before the end of the year, as shown in the following chart.

39 per cent of the respondents said that their revenue would revert to pre-Covid 19 levels in early 2021. 27.2 per cent said late 2020. 6.5 per cent said 2022 and 2.4 per cent said beyond 2022. This implies that most stakeholders do not expect to begin to generate tangible revenue until early next year.



P. New Innovation into Business during Lockdown

39.6 reported using social media more during the lockdown for their business, 27 per cent added no new innovation, while 10.7 percent added preventive measures at their place of work to promote health and safety. 8.4 per cent engaged in alternative businesses to survive, while 6 percent conducted more research in their sector to stay relevant. It is important for The Ministry to further explore some of these new innovations together with ways to support, promote and adopt these throughout The Sectors.



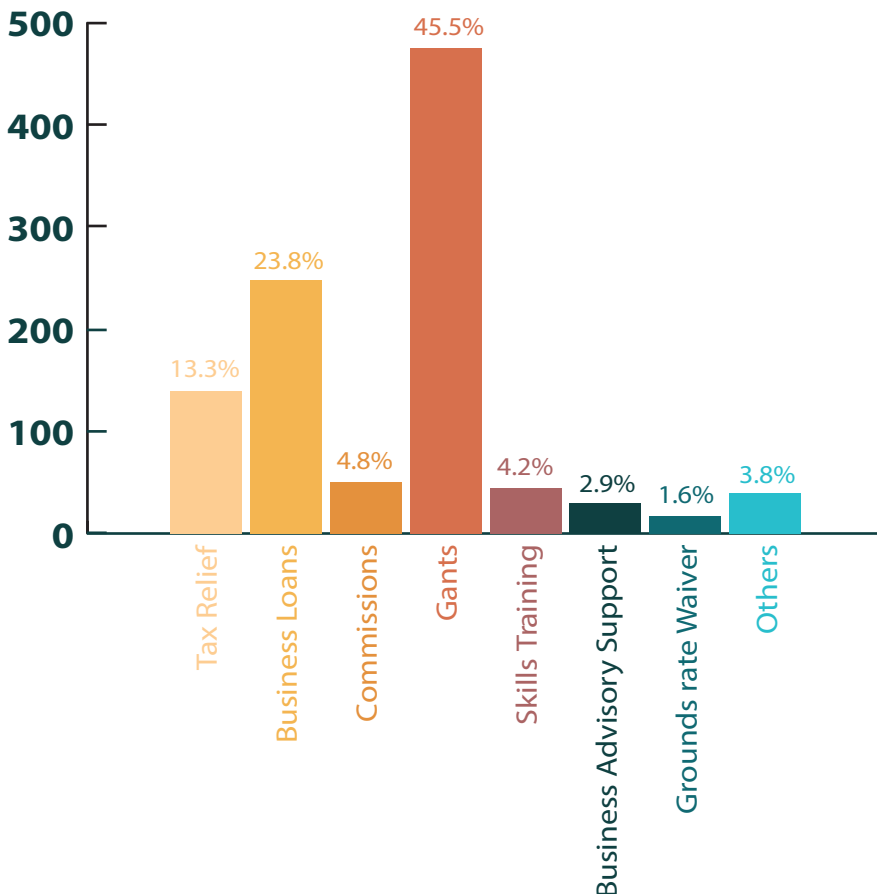
Q. Readiness to Open

59.4 per cent were prepared to open immediately in line with post lockdown regulations. 7.4 per cent were ready to open in 11-14 days, 7.8 per cent were ready to open in 15-30 days and 4.7 per cent were ready to open in over 30 days in line with post lockdown regulations.



R. Preferred Form of Government Assistance

Tax relief, business loans and grants are the preferred forms of government assistance required to support the industry. 45.5 per cent of the respondents preferred grants as their preferred form of government assistance. 23.8 percent preferred business loans, 13.3 preferred tax relief, 4.8 percent preferred commissions, 4.2 percent preferred skills training, 2.9 percent preferred business advisory support, 1.6 percent preferred grounds rate waivers and 3.8 percent preferred other forms of government assistance. This suggests that the overwhelming majority of creative, cultural and tourism sector professionals consider grants, business loans and tax holidays as the most important palliatives the government could render to their industries.



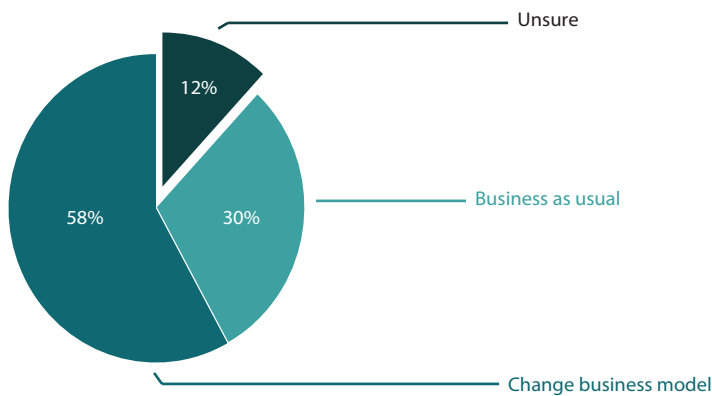
S. Awareness of Health and Safety Standards

91.3 per cent of the respondents were aware of the health and safety standards required for their activities post lockdown. 5.4 per cent were not aware and 10.4 percent required training on the health and safety standards required for their activities post lockdown, as shown in the figure below.



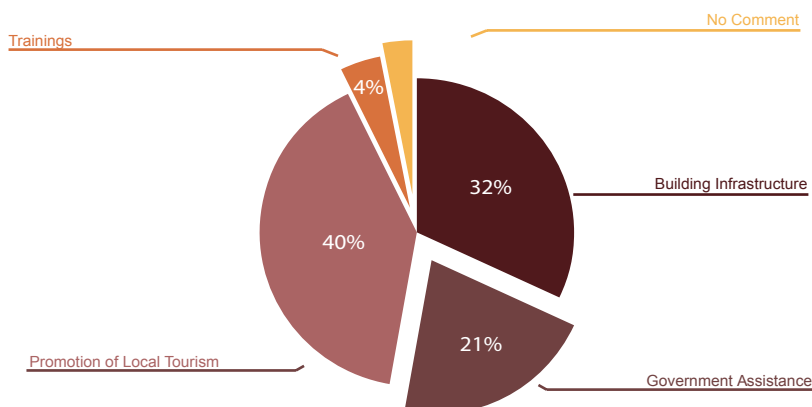
T. Plans Post Lockdown - Business NOT as usual

58 per cent of the respondents planned to change their business models to adjust to the new normal of their sector's post lockdown, 30 per cent planned to continue with business as usual and 12 were unsure about their plans for post lockdown.



U. Further comments on developing the State's creative, cultural and tourism sectors

40 per cent of the respondents suggested that focus on marketing and promoting domestic tourism would be instrumental in developing the creative, cultural and tourism sectors, 32 per cent agreed that infrastructural development could assist in the creation of an enabling environment for the sectors to thrive, 21 per cent suggested government assistance in terms of continued and holistic support while 4 per cent suggested training and capacity development.



V. Cross Tabulation Analysis of Monthly Revenue of Sectors Before COVID-19 in Naira

The cross-tabulation analysis showing the average monthly revenue each sector made before the pandemic was carried out in this study with the mode marked in bold.

Sector ₦		Less than 100k	100k - 250k	250 - 1m	1- 5m	5- 10m	Over 10m	Total
Advertising	N	16	22	25	5	2	6	76
	%	21.1	28.9	32.9	6.6	2.6	7.9	100.0
Architecture	N	1	1	6	2	2	-	12
	%	8.3	8.3	50.0	16.7	16.7	-	100.0
Aviation	N	9	14	15	6	2	10	56
	%	16.1	25.0	26.8	10.7	3.6	17.9	100.0
Beauty	N	56	27	1	-	-	-	84
	%	66.6	32.1	1.2	-	-	-	100.0
Craft	N	22	31	31	8	3	7	102
	%	21.6	30.4	30.4	7.8	2.9	6.9	100.0
Design	N	14	16	15	8	3	2	58
	%	24.1	27.6	25.9	13.8	5.2	3.4	100.0
Electronic & Print Media	N	-	12	5	1	1	1	20
	%	-	60.0	25.0	5.0	5.0	5.0	100.0
Fashion	N	13	21	12	7	3	3	59
	%	22.0	35.6	20.3	11.9	5.1	5.1	100.0
Film and Video	N	12	12	26	8	-	5	63
	%	19.0	19.0	41.3	12.7	-	7.9	100.0
Hospitality	N	28	23	30	9	4	4	98
	%	28.6	23.4	30.6	9.2	4.1	4.1	100.0
Literature and Publishing	N	2	4	5	10	4	8	33
	%	6.1	12.1	15.2	30.3	12.1	24.2	100.0

Sector #		Less than 100k	100k - 250k	250 - 1m	1- 5m	5- 10m	Over 10m	Total
Music	N	19	32	22	5	2	9	89
	%	21.3	36.0	24.7	5.6	2.2	10.1	100.0
News Media	N	2	9	4	4	1	-	20
	%	10.0	45.0	20.0	20.0	5.0	-	100.0
Performing Arts	N	11	7	6	5	1	3	33
	%	33.3	21.2	18.2	15.2	3.0	9.1	100.0
Software Devt.	N	9	8	9	7	2	-	35
	%	25.7	22.8	25.7	20.0	5.7	-	100.0
Tourism	N	2	6	6	13	6	2	35
	%	5.7	17.1	17.1	37.1	17.1	5.7	100.0
Travel	N	32	37	25	16	5	5	120
	%	26.7	30.8	20.8	13.3	4.2	4.2	100.0
Visual Arts	N	20	13	9	2	1	5	50
	%	40.0	26.0	18.0	4.0	2.0	10.0	100.0
Total	N	268	295	252	116	42	70	1043
	%	26.7	28.3	24.1	11.12	4.0	6.7	100.0

Avg. Monthly Revenue of Sectors Before COVID-19

W. Cross Tabulation Analysis of Sectors' Monthly Revenue Losses During COVID-19

A cross tabulation analysis was also carried out to find out how much on average each sector had lost monthly during the COVID-19 pandemic.

Sector #		Less than 100k	100k - 250k	250 - 1m	1- 5m	5- 10m	Over 10m	Total
Advertising	N	8	7	30	17	5	9	76
	%	10.5	9.2	39.4	22.3	6.6	11.8	100.0
Architecture	N	1	3	1	5	2	-	12
	%	8.3	25.0	8.3	41.7	16.7	-	100.0
Aviation	N	5	5	11	13	7	15	56
	%	8.9	8.9	19.6	23.2	12.5	26.8	100.0
Beauty	N	53	29	2	-	-	-	84
	%	63.1	34.5	2.4	-	-	-	100.0
Craft	N	7	19	31	25	5	15	102
	%	6.9	18.6	30.4	24.5	5.0	14.7	100.0
Design	N	4	12	18	10	12	2	58
	%	6.9	20.7	31.0	17.2	20.7	3.4	100.0
Electronic & Print Media	N	-	-	2	7	-	11	20
	%	-	-	10.0	35.0	-	55.0	100.0
Fashion	N	6	14	10	17	5	7	59
	%	10.2	6.8	16.9	28.8	8.5	11.9	100.0
Film and Video	N	8	7	15	17	7	9	63
	%	12.7	11.1	23.8	26.9	11.1	14.3	100.0
Hospitality	N	5	16	28	32	6	11	98
	%	5.1	16.3	28.6	32.7	6.1	11.2	100.0
Literature and Publishing	N	6	8	5	4	3	7	33

Sector #		Less than 100k	100k - 250k	250 - 1m	1- 5m	5- 10m	Over 10m	Total
Music	N	6	15	31	21	7	9	89
	%	6.7	16.8	34.8	23.6	7.9	10.1	100.0
News Media	N	1	3	7	5	-	4	20
	%	5.0	15.0	35.0	25.0	-	20.0	100.0
Performing Arts	N	1	7	16	5	1	3	33
	%	3.0	21.2	48.4	15.1	3.0	9.1	100.0
Software Devt.	N	4	5	9	9	4	4	35
	%	11.4	14.2	25.7	25.7	11.4	11.4	100.0
Tourism	N	2	6	6	13	6	2	35
	%	5.7	17.1	17.1	37.1	17.1	5.7	100.0
Travel	N	15	27	33	23	8	14	120
	%	12.5	22.5	27.5	19.2	6.67	11.7	100.0
Visual Arts	N	-	22	22	2	3	1	50
	%	-	44.0	44.0	4.0	6.0	2.0	100.0
Total	N	132	205	277	225	81	123	1043
	%	12.7	19.7	26.6	21.6	7.8	11.8	100.0

Projected Monthly Revenue Lost During COVID-19

Section 3: Recommendations

Following an extensive analysis of survey results and subcommittee discussions, the Lagos State COVID-19 Pandemic Review Committee proposes the following general recommendations for The Sectors.

Key Recommendations

We recommend tax relief in the form of payment holidays for tax and levies for the duration of the lockdown for 6-9 months until January 2021, when The Sectors are expected to revert to normal. We recommend a total assistance package of N2 billion (Two Billion Naira) distributed as below:

- N250 million for grants and commissions (N5 million each to 50 organizations),
- N500 million for micro-grants to 2,000 freelancers in The Sectors to cover income (N250,000 per individual),
- N1 billion for 3-5-year business loans (up to N 10 million per organization based on criteria – evidence of past earnings),
- N250 million for tax holiday.

Recommendations for Immediate Assistance (1- 60 days)

1. Relaxation of stringent regulations with regards to the accessing of the CBN Covid-19 funds for small and medium-sized enterprises in the state;
2. Engagement of Lagos State Employment Trust Fund (LSETF) to dispense palliatives to registered and qualified applicants; using established criteria;
3. Liaison with the financial institutions to review existing loans and payment terms and the adoption of flexible and all-inclusive financial services to address the diverse stakeholders in the industry;
4. Approval of grants and commissions that will employ Nigerian artists to educate, inform and protect the tourism, arts and cultural assets of the state. Professional and independent managers need to be appointed to manage such programs;
5. Provision of payment holiday for tax and levies for the duration of the lockdown for nine months until January 2021 when The Sectors are expected to revert to normal for businesses locked down due to the pandemic based on government directives;
6. Partner with Lagos State Advertising Agency (“LASAA”) platforms to showcase The Sectors’ assets and related industries; especially the cinematography business in the state for six months until January 2021. Contents will be provided by the various sub sectors of the industry with a clear message of being supported by The Lagos State Government;
7. Provision of Covid-19 testing centres for The Sectors;
8. Set up of detailed re-opening guidelines, registration requirements and monitoring efforts with the Lagos State Safety Commission;
9. Development of re-opening training material for e-learning for establishments in The Sector, completion of which presents a certificate and proof of attendance to authorize re-opening;
10. Review of the Lagos State Master Plan and engagement of the stakeholders on action points to promote and develop tourism in the state.

Short Range (60-90 days)

- Palliatives, such as grants, business loans and tax holidays (possibly for the remainder of 2020) should be provided to the various individuals, organizations and associations within the sectors who apply through the Lagos State Employment Trust Fund (LSETF).
- Full rebate of entertainment tax for 2020 and ground rent for business premises for the period of March - September 2020.
- Full rebate and assistance with the securing of 20,000 COVID-19 testing kits and materials for the various organizations in The Sectors to ensure staff are tested and certified free before full resumption of activities.
- Assistance with the health and safety protocol to ensure the enforcement of COVID-19 health and safety protocols in the various subsectors and monitor for compliance.
- Access to LSETF should be simplified and easily accessed by all subsectors of The Sectors.
- Engagement with financial institutions and CBN for Relaxation of regulations for organizations in The Sectors with regards to accessing the COVID-19 funds for the Small and Medium Enterprises (SMEs) in the state.
- 80 per cent discounts for The Sectors on all state-owned advertising platforms and advertising payment rates until December 2021.
- Development of vocational education in Lagos and vocational courses expanded to include more e-learning and service-oriented activities according to sector training needs that can lead to immediate income generation.
- Prioritize skills training like digital training to improve global competitiveness and future visibility in an online world; business and admin to better manage their practices; cross artisanal skills acquisition to hedge against loss of income.
- Creation of Lagos State Tourism, Arts and Culture funded and supported art publicity via approved media houses, social media, newspaper, and TV.
- Access to all The Sectors' organizations in the Bankers Committee CIFI Loans Program.
- Provision of technical assistance and workshops on financial management, cash-flow management and how to create a business or export plan.
- Development of a staggered taxation system in The Sectors, and a detailed review to eliminate double taxation of organizations and establishments.
- Access to foreign funds with backing and support from the state government for exemplary members of the industry from different levels.

The previously stated recommendations are designed to be executed between 1 and 60 days of the submission of the report. The short-range action plan are recommendations designed to be executed within the range of 60 to 90 days.

Re-Open Guidelines and Monitoring

- Development of domestic traveller guidelines and tracking process using creative industries to develop public service announcement.
- Monitoring, compliance, support, training and reporting systems should be put in place.
- Serious deterrents should be put in place for employers who expose their team to risk in a bid to generate business.
- Formulation of health and safety committee together with LASEPA, Ministry of Home Affairs, the Safety Commission and Ministry of Special Duties to oversee that standard safety operating procedures recommended by WHO for Covid-19 are adhered to across The Sectors.
- Provision of safety hotline, where employers and employees can access information or report unsafe incidents.
- Facilitation of a testing centre/operation for screening of employees returning to work before they start work and for guests to venues. It is important for representative associations to develop guidelines on readiness to open businesses across the various sectors. Rather than waiting for the Government, the representative associations can be more proactive and provide guidelines to assist the Government in making decisions for The Sectors, which, once approved, can be translated into standard, simple documents for businesses to adopt, passed through the relevant communication channels.
- These associations need to be empowered with clear objectives and responsibilities.
- Monitoring, compliance, support, training and reporting systems should be put in place.

Documenting Covid-19 in Lagos state

- Provide grants and commissions for an initiative that chronicles the Covid-19 pandemic in Lagos and the various stories emerging, using photography, documentary, art exhibition, performance arts, publications and any other tools to tell the story factually.
- Commission technocrats as independent parties to monitor execution, efficiency and accountability in research and development. Remunerate all fairly and timely.

The mid-range recommendations are designed to be executed between the range of 90 to 180 days of the submission of the report, providing a 6-month agenda for The Ministry.

Mid-Range (90-180 Days)

Employee Protection

- The nature of work in The Sectors is precarious and it is important to develop policies to safeguard both employers' and employees' rights and benefits and ensure that the health and safety protocols are strictly adhered to.
- Employees need to be protected as they return to work in the frontline. Strict guidelines as regards safety protocols should be issued now, before the lockdown restrictions are lifted.
- Legislation of health and employment insurance and pension policies for those working in The Sectors.

Harmonization across Ministries and Sectors.

- The Ministry should relate with other superintending ministries with the goal of reducing taxes, levies, charges and payments in any form to the government.
- Establishment of specialized content market to help authentic film distributors operate.
- Develop a framework to articulate the relationship between the creative/cultural industries and larger societal development.
- LASAA to make available their bill boards for cinema promotions free for a quarter to launch back their market to target audience while they are ready to assist with production materials.
- Release of community cinemas to professional practitioners who will maximize the potentials of the assets creating wealth all through the day, capacity building in the morning, relaxation and entertainment in the evening.

Use of Under-Utilized Resources

- Take a tally of abandoned state-owned buildings across the city and create a scheme which allows artists, galleries, museums etc. to take up temporary residential/ studio accommodation in these abandoned state government buildings across the city at rent subsidized rates.
- Create a designated business and cultural hubs across the 36 local government areas, and have a dedicated cultural district in the city.
- Appoint creative hub ambassador urban actors within their communities to promote the activities of the creative-hubs across the local government areas and to help with identifying and nurturing artisans, craftsmen and artists within communities to promote employment, community development, safety and security and regeneration.

Harness Domestic Tourism Opportunities

- Opportunities in domestic tourism require funding to renovate and maintain existing assets (based on a prioritization) and to embark on a global campaign to promote Lagos as the preferred leisure and business tourism hub.
- The five regions of Lagos (IBILE - Ikeja, Badagry, Ikorodu, Lagos Island and Epe) must be actively engaged in promoting the individual cultural and natural tourism assets. The Tourism Calendar, launched during the 2016 Lagos Tourism Summit, should be expanded to include The Sectors' activities to ensure packages are built around the calendar.
- Standardised inter-state and country border control and health requirements, i.e. clear communication and online accessibility must be mandatory, making domestic attractive to tourists within and visitors coming into the state.
- The Lagos state government should issue policy statement encouraging patrons to visit tourism sites in the state using all public services announcement channels. Easy accessibility to COVID testing centres, and processes must be prompt within three days to assist with visa requirements and country entry requirements.
- Valid COVID-free certification must be implemented as an entry requirement.
- Detailed training for airport healthcare and immigration workers, and protective screens for immigration officers and airline counter agents.
- Extensive use of pre-boarding health and safety tips and training displayed on airport screens with adequate informational signage in queue areas.
- Signages can be sponsored by the private sector in return for limited branding to advertise their entity.
- The Public Private Partnership with organization with key competence in tourism promotion to drive patrons to our destination sites on a promotional basis could be explored.

Long Range (180 days and beyond)

The Ministry for The Future

- The Ministry should work as an enabler for The Sectors and commission an independent body of reputable private-sector professionals to work on the administration and implementation of elements of the Tourism Masterplan.
- Focus should be on the maintenance of tourism destination sites, destination marketing, road infrastructure, financing and addressing insecurity. It is important to commence a state-wide campaign on the importance of tourism to all Lagosians, not just the young, to enable the growth of the sector, which makes up 1 in 10 jobs and provides opportunity for revenue generation, and taxes to contribute to the state's internally generated revenue. It is important to also change the perception that Lagos is insecure and unsafe.
- Publicize the Lagos State master plan policies, breaking it down into an easily comprehensible action plan and educating the players and publics regarding the journey.
- Feed the implementation plan into the development of a campaign of a calendar of activities in the ministry of tourism, arts and culture all year round.
- Work with the private sector to create cross sector regulatory frameworks that are resilient, adaptable to international standard norms with intent to educate, guide and protect industry sector business operations.
- Reduction in the cost of SMEs' certification for the fashion industry through the sister ministry.
- The pronouncement of policy statement for tax holidays from March –December 2020 and the deferred payments of tax and levies (from January – March 2021) or as the pandemic subsists and businesses are closed down on government directives.
- Organize a massive campaign all year-round on The Sectors' positioning of Lagos to Lagosians.
- Create a world-class Lagos tourism, arts and culture website and app that provides a themed focus for the state and an attractive representation of the creative and tourism assets in Lagos.

Data Collection and Intelligence

The Ministry needs to increase its capacity for collecting intelligence and data collection within the various sectors. One aspect of enabling this can be the creation of a government and stakeholder-maintained directory of participants in the industry that are regularly surveyed and asked for feedback on their opinions regarding the efficacy of various government initiatives, and the enabling of participatory policy creation. This will enable a more democratic and bottom-up framework that can ensure that the government does more things that will benefit the most people in the tourism, arts and culture industry.

- Harmonise and register creative and tourism associations.
- Create and publicize a database of establishments and practitioners in the Lagos state.
- The Ministry should organize international festivals to attract foreign tourists to Lagos, which will further contribute to the growth of other sub-sectors in the industry.
- The grading and classification of establishments in Lagos state in line with international standard and global best practices to ensure quality assurance.
- Design long-term financial emergency funding strategies for disaster and crisis management for the sector and explore favourable insurance policies and schemes.

Stimulating Growth in The Sectors

- Providing a policy framework that helps increase the ease of doing business (EODB) by making access to licenses, permits and government approvals less cumbersome.
- Reduction in costs of SMEs' certifications and registration to enable The Sectors to grow.
- Stimulate the development of manufacturing through research and development (R&D) programs.
- Provide more favourable intra-region (West Africa) trade policies that can facilitate the further increase in market access via mobility or through goods and services.
- Improving technical infrastructure and ensuring that specific needs of SMEs from different sectors are met.
- Establish rules and guidelines to develop national standards and help with the integration of these standards as a framework for collaboration and competitiveness in the production and manufacturing ecosystem.
- Providing a policy framework that helps increase the ease of doing business by making access to licenses, permits, government approvals less cumbersome. The Sectors need economic policies that support the revitalisation of the industry. Tax breaks, discounts and exceptions; better ease of doing business within the state; the provision of loans, regular grants and funds that are directed at multiple types of stakeholders within the industry; access to foreign funds with backing and support from the state government for exemplary members of the industry - again from different levels; access to resources and education to enable businesses to become more robust and intelligent; a more streamlined way of offering suggestions and feedback to government on various policies implemented.
- Rethink business models and deeper interrogation of those who responded to having changed business models in the survey as a result of the lock-down.
- Making The Sectors attractive for foreign investment coming into the country to take advantage of the weakening Naira to develop local production capacity. Most of this may still be for export as economic incentives will encourage producers to seek sources of foreign exchange over local currency, but due to supply chains and logistics still reorganizing in the short term, it should be possible for local brands to benefit from this injection of cash into the raw materials sector.
- Stimulate the development of manufacturing through research and development (R&D) programs. Provide more favourable intra-region (West Africa) trade policies that can facilitate the further increase in market access via mobility or through goods and services.
- Improving technical infrastructure and ensuring that specific needs of SMEs from different sectors are met. This can be achieved by collaboration with technology industry players.
- Advocacy for public art policy that will recognise and include art as part of the architectural edifices in Lagos.

Partnering with The Lagos State Employment Trust Fund (LSETF)

The Lagos State Employment Trust Fund (LSETF) was established by The Lagos State Employment Trust Fund Law 2016 to provide financial support to residents of Lagos State, for job, wealth creation and to tackle unemployment.

Proposed Criteria for Eligibility for LSETF Support

Implementation of the various recommendations across the various sub sectors should follow the following guidelines.

1. The execution should be vested in the hands of Lagos State Government working with various sub sector industry professionals as members of the implementation committee;

2. The activation of palliative measures with a priority for high compliant organizations using LSETF as a vehicle.

The compliance indices will include a weighted average of the below, but may not be limited to;

1. Evidence of close of business, and operations that have had to postpone or cancel their 2020 events.
2. At least 70 per cent of the disbursement must be spent on fees and salaries to both staff and freelancers whose incomes have been affected by closures and cancellations and the remainder.
3. Ensure individual payments are made and recorded to avoid multiple payments to the same person.
4. Process to harmonize payment so same organizations and/or individuals are not recipients of the CBN Covid-19 funds. This is to make sure the aim of the fund, to provide relief is maintained.
5. Evidence of ability to pay back and guarantee provided towards this with stringent penalties in place for non-payment.
6. Evidence of payment of taxes especially to Lagos state internal revenue services.
7. Payment of land use charge for the operational base if any.
8. Payment of PAYE on employees if any.
9. Registration with the Ministry of Tourism, Arts and Culture and payment of annual renewal fee if applicable.
10. Clearance from The Ministry (using evidence of completion of online training module).
11. Any other guidelines as added by the government.

Below are some reflections on the effectiveness of LSETF in The Sectors so far since its establishment, and what more could be recommended to improve its efficiency in the disbursements of funds, loans and grants to various subsectors.

- LSETF has not been involved with The Sectors and appears to work in the agricultural and manufacturing sectors. The Sectors are mostly intangible services and it is important for them to be prioritized by LSETF.
- There should be a grant model adopted in such a way that grants are stratified into different tiers or categories. In many cases, the same people are awarded grants and commissions, crowding out other players.

Concluding Remarks

The pandemic review exercise has been successful in communicating the willingness and commitment of the government to The Sectors.

It is important that action is taken to alleviate some of the challenges in the industry and the impact of Covid-19. Longer term strategies need to be employed to review the masterplan to adapt implementation strategies in a Covid-19 era, focused on domestic tourism and the amplification of The Sectors' assets in the state.

The Ministry also needs to improve its external relationship with all related associations and government parastatals, employ robust two-way communication channels, for example, quarterly town hall meetings.


The Covid-19 pandemic is a crisis with dire consequences for the socio-economic and cultural development of Lagos State. However, it also presents an opportunity to reset The Sectors, for the ministry to demonstrate its commitment to actualizing its vision of making Lagos State the preferred destination for tourism, leisure and business in Nigeria, and in Africa.

This is the time to provide support to the arts, culture and tourism industries. The Ministry can use this time to identify key partners and stakeholders with which it can implement its tourism masterplan, develop a robust tourism, arts and culture identity for the state.

We would like to express our appreciation once again to the Executive Governor of Lagos state, Mr. Babajide Sanwoolu through the Commissioner Of Tourism, Arts And Culture, Pharm. Uzamot Akinbile Yusuf for the opportunity given us to serve in this committee as we look forward to the implementation of our reports to make a difference in the life of the industry players in this critical period of the tourism, arts and culture industry.

Mrs Ajoke Silva (MFR)
For The Committee.

APPENDIX I



ARTIFACTS RESCUERS ASSOCIATION OF NIGERIA (ARAN)
A Subsidiary of the National Commission for Museum and Monuments
Motto: Rescuing National Heritage and Pride
13, Onitario Crescent, Maitama District, Abuja, Nigeria

Our Ref: aran/002/6/20. Your Ref: Date: 02/06/2020

The Chairman,
Covid-19 Committee,
Palliative for Arts &
Culture,
Lagos State.

Sir,

REQUEST FOR PALLIATIVE

The above named association, Artifacts Rescuers Association of Nigeria (ARAN) is a subsidiary of the National Commission for Museums and Monuments. We have been working in Partnerships with the Federal Government and other NGOs for the past Nineteen years, with the sole aim of rescuing and promoting our Cultural Heritage and works of arts, both cotemporary and ancient.

We have quite a large numbers of members all over the Federation with Lagos State as the epic center of all our activities, Lagos, with a membership strength of over 1,000 is a home to the biggest arts and crafts markets in Nigeria. Such art market are:

1. Oba Elegushi art market Ajah
2. Eko hotel art and craft market
3. Tejosho Market for art and craft in Yaba
4. Aguda art and craft market
5. Obalende art and craft market

Other smaller art outlet could also be found all over Lagos.

PRESIDENT 08023079871 NMT SEC 08075005624

APPENDIX II



STRATEGIC ALLIANCE AGAINST PIRACY

National Secretariat

Block Eu8. Shop 7-10, Movie Section, Army Shopping Arena,
Bolade Oshodi, Lagos. Tel: 08092523080

E-mail: moviecontentowners@gmail.com

June 4, 2020

Chairperson,
Lagos State Covid -19 Impact Review Committee

Attention.: Ms. Joke Jacobs

Dear Ma,

POST C19: SAAP / FEELL OPTION

We are the Strategic Alliance Against Piracy SAAP, the first permanent stakeholder organization to address the issue of copyright infringement in all its ramifications. It is an initiative of International Federation of African Audiovisual Professionals IFAAP. SAAP is modeled alongside Federation Against Copyright Theft (UK), Alliance for Creativity and Entertainment (US) and similar organisations around the world. SAAP comprises the following: Association of Movie Producers AMP, Association of Movie Content Owners and Distributors AMCOD, Film and Video Marketers and Producers Association of Nigeria FVPMAN, Association of Nollywood Core Producers ANCOP, Electronic Media Content Owner Association of Nigerian EMCOAN, Movie Content Distributors Association of Nigeria MCDAN, Film Distributors Association of Nigeria FDAN.

SAAP will work closely with sovereign states, state and municipal authorities, security and regulatory agencies (local and international), Non-governmental and Inter-governmental agencies like World Intellectual Property Organization WIPO, United Nations, African Union etc.

Billions are lost annually to piracy which manifests in various forms including but not limited to: Bootlegging, Counterfeiting, Illegal Broadcasts, Illegal Streaming and Downloading amongst others.

In spite of these challenges the entertainment industry has sustained its significant contribution to the revenue profile of Lagos state in various ways including: Entertainment Tax, Sales Tax, Value Added Tax, Personal Income Tax and other forms of taxation.

The industry has provided direct employment to hundreds of thousands of youths and indirect employment throughout the value chain through the use of public spaces and event venues, printing, sales, distribution and many others. The industry has provided a constant boost to tourism by popularizing the city of Lagos , its skyline and making it a tourism destination of choice .It has consistently boosted the occupancy rates of Lagos hotels and tenement rates by popularizing and enhancing the real estate value of places like Surulere and Lekki Peninsular. SAAP salutes the foresight of the government in establishing this committee .In support of this initiative we therefore propose the following value adding initiatives in the highlighted areas.

FEELL INITIATIVE

1. FUNDING

LASG should partner with SAAP and other stakeholders in a unique Public Private Partnership PPP arrangement that will generate at least one billion naira (N1b) to fight piracy and an additional five billion naira in revenue for Lagos state.

2. ENFORCEMENT

Immediate composition of a Task Force comprising of Lagos Censors Board & NCC with stakeholders to monitor, enforce compliance & prosecute offenders.

3. ENLIGHTENMENT

Hosting of Annual Copyright Summit in partnership with SAAP and federal agencies to provide a platform for review of developments in the sector.

Hosting of quarterly capacity building programmes for the Judiciary and Law Enforcement agencies to deepen their appreciation of copyright issues. SAAP will provide experts to support this initiative. Quarterly release of magazine, fliers and other promotional materials. Production and broadcasting of anti-piracy jingles on all state owned platforms.

4. LEGISLATION

Review of relevant state laws relating to the sales of unclassified, uncensored and unlicensed video works. Lobbying of National Assembly to move Copyright from Exclusive to Concurrent List. This will pave way for the establishment of a state Copyright Agency.


This will strengthen the fight against piracy, generate revenue and employment. Introduce stronger punitive measures for violations or state laws relating to films. Review state laws relating to the use of premises for illegal activities ...

5. LOGISTICS

Immediate provision of secretariat for SAAP with necessary logistical support. Immediate integration of members into existing Lagos state welfare support schemes including health, housing, funding support etc.

Establishment of a specialized content market where authentic film distributors can operate. This will generate revenue and employment in Lagos state. The above proposals are the outcome of intense research and analysis. We have no doubt about the efficacy if implemented holistically.

Please accept the assurances of our warmest regards.

Madu C Chikwendu 

Ag..Director General
(08023238203)

CC: His Excellency

Mr.Babajide Sanwo Olu
Executive Governor
Lagos State.

Bon. Mudasbiro Obasa
Speaker,
Lagos State House of Assembly

Bon. Desmond Emot
Member,
Lagos State House of Assembly

Mr. Oele Balogun
Executive Secretary
Lagos State Film and Video Censors Board



ASSOCIATION OF VENUE OWNERS LAGOS NIGERIA

RC: CAC/IT.NO99191

20, Mobolaji Bank Anthony Way, Ikeja, Lagos.
Tel: +234 802 354 1327, +234 802 974 3053, +234 809 510 0008
Website: www.avoln.org

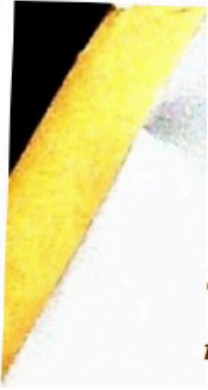
Tuesday, May 2nd 2020

**The State Coordinator,
Federation of Tourism Association of Nigeria,
Lagos State Chapter,
Lagos State.**

Dear Sir,

SUGGESTED OPERATIONAL GUIDELINES TO GUIDE THE STATE GOVERNMENT ON RE-OPENING EVENT CENTRES FOR OPERATION

1. We members of the Association of Venue Owners Lagos, Nigeria, (AVOLN) use this medium to apprise Federation of Tourism Association of Nigeria (FTAN) on some steps we have taken as an association to develop a set of practicable guidelines that we believe will aid government as they develop a set of guidelines for the re-opening of the sector in line with the phased re-opening of the State's economy.
2. In furtherance of the above and the need to ensure continuity of our business sector in view of associated additional costs of implementing safety protocols, we proposed to government to consider an occupancy range of between 40%-50% seating capacity for event centers.
3. We further proposed the following recommendations to government following advice from a Health and Safety Expert engaged by the Association. These are:
 - a. All chairs and tables should be cleaned with soap and water or disinfected before they are decorated.
 - b. All chairs must be arranged in such a way that it allows people sit at least 1 meter apart from all directions.
 - c. Attendees can only (safely) remove their face mask when seated, especially when they are about 1.8 meters apart. Anyone who wants to leave his or her seat must wear his or her face mask before doing so.
 - d. Seating arrangement must allow for clear passage.

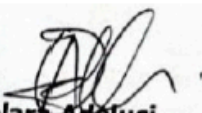



- e. Information leaflet *can be placed* on the table of each seat. This can contain all that attendees need to *know* to keep safe at the venue.
- f. For halls, existing basic housekeeping must be in place which includes trash cans in designated places.
- g. Also, standing automatic hand sanitizers may be positioned in *equally-spaced* spots within the hall.
- h. Soap must be present at all times in *the rest rooms* for *thorough* washing of hands. There must also be hand dryers *or paper* towels to dry hands after wash. Automatic soap dispensers *are* recommended. *If* not available, manual dispensers can be used.
- i. Security personnel must always wear face masks and keep minimum *of 2 meters* from people. They *are* to measure temperature *of attendees* using infrared thermometers. Anyone with high temperature should be isolated and the NCDC should be reached immediately.
- j. All Service personnel (Ushers, Food Vendors, Cleaners and other Service Providers) must undergo an infection prevention briefing before the arrival of guests and attendees. They must also wear masks throughout the event and avoid physical contact with guests. A service personnel, preferably an usher should manage doors so that this usher opens and close it to prevent the handle being touched *by* everyone. They are also responsible for the periodic surface cleaning and disinfection of frequently touched surfaces.
- k. At least one (1) cleaner must be assigned the role *of* refilling all hand sanitizers periodically, whether or not they have been exhausted. A cleaner should be assigned to clean all door knobs and other frequently touched surfaces throughout the duration *of* an event. A cleaner should be positioned around toilets for periodic cleaning and restocking of toiletries, including anti-bacterial soap and drying towel.

Kindly accept the assurances of our warm regards.

We remain yours,

per pro: ASSOCIATION VENUE OWNERS LAGOS NIGERIA (AVOLN)


Omolara Adelus
Ag. President


Ladi Odujinrin
Secretary.

APPENDIX III



30th May 2020

The Chairperson,

Lagos State Post covid 19 review committee

Lagos State Government, Ministry of Tourism, Arts & Culture

Lagos State Secretariat, Alausa, Ikeja,

Lagos, Nigeria.

Attention: **Mrs. Joke Silver, MFR**

Dear Madam,

Re: Submission of position paper on recommendations for the Lagos State Economy Reopening-Post Covid 19

Be kind enough to accept our warm regards concerning your appointment as the Chairperson of this committee with the onerous task of recommending what are required to re-fix Lagos state economy back on track.

Our Institute is the foremost ***Professional Body in the Tourism, Catering and Hospitality field registered since July 1980 and limited by guarantee***. Our Membership span across all the Hospitality sectors including the Hotels, Catering Organisations, Industrial Catering, Restaurants, Quick Service Restaurants, Public services, Civil Services, Armed Forces, Academic Institutions training Hospitality graduates and Hospitality and Hotel Equipment suppliers. Our core area of concern is the Human Capacity development of the employees in these organisations and their welfare and career development. We have had several trainings for the Catering and Hospitality staffers of the Lagos State government and State House Caterers and Hospitality

We are concerned with the impact of the Virus ravaging the whole world and the effort of the Lagos State government is commended with all the organs setup to deal with it and by extension your own committee now to restart Lagos economy especially as it concerns Tourism, Arts and Culture.



RC 34113

NIGERIAN HOTEL & CATERING INSTITUTE

Secretariat: Plot 32, Kud1ratAbiola Way, Oregun, Lagos. Tel: 01-8191072
Postal Address: P. O. Box 407, Ebute Metta, Lagos State.
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We are concerned especially about Establishments in this industry that has been ordered closed down by the government as part of measures aimed at curtailing the spread of the virus thereby leading to job losses, destroyed and damaged stock on hand, booking cancellations, dilapidated infrastructure due to prolonged closure, increasing cost of staff emoluments for those that did not sack their workers but who were virtually idle for no cause of their own, mounting bills from the Power Holding Companies leading to disconnection in many cases and worsening the rate of spoilage of remaining cold stocks and increasing loss of goodwill from prospective guests. In some cases, some of the organisations have paid their annual government rates and taxes only to end up closed. While we are not condemning the shutdown completely we however wish to state our case for the gradual reopening as follows: That

1. The government should allow for the reopening of the Hotels, Quick Service Restaurant, Industrial Catering outfits and Restaurants to enable the workers clean up and start the process of repair
2. The reopening process may need to be supervised but will surely require government funding intervention to rejump-start as some of the machineries and infrastructure are drawn down
3. The establishments would need support in terms of training for their workers to be able to deal with Covid-situations that may confront them subsequently
4. Financial support from government in the form of Grants would definitely be required to enable closed Hotels and other outfits be able to resuscitate their infrastructure that must have suffered neglect during the period inclusive of payments for power
5. The Government should recognise and commend those organisations that has refrained from laying off their workers during this pandemic and reimburse such organisations the workers' salaries less the PAYE for their support not to distort the government policies for loss of income
6. The government should grant waivers on all taxes, rates and fees for the next six months after opening if not for the rest of the year
7. The Ministry of Health, in collaboration with the Professional Bodies (*Nigerian Hotels & Catering Institute-NHCI* in this case) and *Standard organisation of Nigeria-SON* should conduct regular and series of certification trainings to ensure that workers are well aware, prepared and capable of handling any unforeseen circumstances that may arise while reporting to the appropriate government agencies.
8. All Catering, Hotels and Hospitality outfits must be Fumigated for covid19 by the appropriate Agencies for "Fit to Operate" and thereafter, the Operators should be mandated to carry out the compulsory fumigation and deratisation of their premises with certified government agencies with certificates provided.



RC 34113

NIGERIAN HOTEL & CATERING INSTITUTE

Limited by Guarantee

Secretariat: Plot 32, Kudirat Abiola Way, Oregun, Lagos. Tel: 01-8191072

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e-mail: nigerian.hotel.catering.institute@gmail.com, info.nhci@gmail.com

9. Regular inspection of all Hotel, Catering and Hospitality outfits must be done within the year by the Ministry of Health, Lagos State environmental Protection Agency and Standard Organisation of Nigeria while the Professional Body (NHCI) ensures that staffs are well trained and certified. Where staffs are not well trained, red flags should be raised by the Professional Bodies for government attention.
10. All workers of Tourism and Hospitality outfits must be provided with adequate Personal Protective Equipment and Managements, must ensure compliance in usage
11. Regular stakeholders meeting and trainings should be conducted by government to further inculcate the culture required to deal with the current situations. Such meetings and trainings should be rotated around the Local government areas of the state for even spread and grassroots appreciation and compliance. It is not enough for government to list out **do`s** and **don`ts** and handover to Operators for compliance but a collaborative paradigm should be explored. Nigerian Hotel & Catering Institute-NHCI will be very useful and supportive in handling these.
12. All Tourism establishments must be made to register with the State Ministry of Tourism, Arts and Culture without further delay to enable the database to be compiled and loaded for future planning.
13. The government should use this medium/opportunity to constitute the States Standardisation, Regularisation and Monitoring Agency or Body and commission them for function fully. **Federation of Tourism Association-FTAN and Nigerian Hotel & Catering Institute-NHCI** will be ready and willing to partner on this and further education on procedures and processes for effective take-off and functioning of such a body and would the first of its kind in the Country.
14. Where grants are considered, the committee must certify that the organisations were truly not functioning during the close-down order and direct visits could be useful for this.
15. Where grants are considered as recommended, the following will be our proposal:
 - a) Large Hotels with verified number of rooms not below 100 could be granted pre-opening grant of **Fifty Million (N50,000,000.00)** only to help in jump-starting the operations.
 - b) Medium Hotels with 50 to 99 rooms could be granted pre-opening grant of **Thirty Million (N30,000,000.00)** to help in jump starting the operations
 - c) Small Hotels with 25 to 49 rooms should be supported with pre-opening grant of **Fifteen Million (N15,000,000.00)** to help in jump starting their operations
 - d) Standard, registered and qualified Guest Houses of less than 25 Bedrooms should be supported with pre-opening Grant of **Five Million each (N5,000,000.00)**



RC 34113

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- e) Quick Service Restaurants and Industrial Catering Outfits/Companies that are registered and recognised could be supported with pre-opening grant of **Ten Million each (10,000,000.00)** to help in restarting their operations
 - f) Other recognised bodies such as Training outfits, Professional Bodies and vocational establishments should be supported with pre-opening grant of **Five Million each (NS,000,000.00)** to help rejuvenate their infrastructure and good will to re-open.
16. It may not be out of place for the Lagos state government to be the first to establish the long awaited **Tourism Bank** for the industry in Lagos with very reasonable sum of **One Billion Naira (N1,000,000,000.00)** with acceptable interest rate of 5% per annum so that any of the organisations that requires more funding can benefit from such. This fund may also be named **LAGOSTOURISM FUND** and modalities for participation may be worked out. Federation of Tourism Association and Nigerian Hotel & Catering Institute will be willing to support in establishing the process and procedures for operations.

The above constitute our position paper for your perusal, consideration and utilisation for your report and we are sure, if considered thoroughly, will surely spur the redevelopment of the Tourism Industry in Lagos State.

Thank you for the opportunity and we may be reached further via info@nhci-ng.org, info.nhci@gmail.com or www.nhci-ng.org

Yours Faithfully:

NIGERIANHOTEL& CATERINGINSTITUTE-NHCI

Mrs. Bolanle Dada, FNHCI

FNHCI, National President

08037270899

Mr. Victor Ola. Kayode

Executive Secretary

08023600704

APPENDIX V

MEMORANDUM ON COVID -19 PANDEMIC AND RESULTANT LOSSES TO HOSPITALITY SECTOR. - REQUEST FOR LAGOS STATE GOVERNMENT INTERVENTION.

The Hotel Owners and Managers Association of Lagos (HOMAL) comprises investors and managers of major Hospitality outfits in Lagos State. We hereby submit this memorandum for the consideration of your committee.

Membership

Almost all the major hotels in Lagos are direct members of our Association. Attached as Appendix A is the list of our current direct members.

Board of Trustees

HOMAL Board of Trustees are comprised of hotel owners, managers and seasoned hospitality consultants, namely:

1. Chief Charles Odunukwe – Chairman
2. Chief Samuel Olu Alabi– member
3. Mr Trevor Ward – Member
4. Mrs Marcelle Rizkallah
5. Mr. Webster T. John

Executive Committee

The team that oversees the running of the association are:

1. Chief Samuel Alabi – President
2. Mr. Trevor Ward - 1st Vice President
3. MR. Fred Ozoagu – 2nd Vice President
4. Mr. Philip Okonmah - Internal Auditor
5. Oluomo Jamiu Talabi - Ex Officio
6. Mr. Adeniyi A Ologun - Director General

Our Contribution to the economy

No doubt, tourism is a major contributor to the GDP of many nations, Nigeria inclusive. It is in realization of the special place of this sector that made the current government of Lagos state to allot tourism development a pivotal role in its economic development. Hospitality is a major sector of the tourism industry. It is one sector that has given good accounts of the relevance of itself. In view of our strategic positions our members' contributions to the socio economic development of the state and Nigeria are many, but some are stated hereunder:

1. Revenue generation to all the three tiers of government in form of taxes, levies and charges.
2. Employment opportunities. Hotel being labour intensive, more than 100,000 thousands Lagos residents are either directly or indirectly engaged by our members.
3. Contribution to infrastructural development. The constructional and development of our members business has gone a long way to open up social and economic development activities in their area of operations.
4. Training and manpower development. Many Nigerians were afforded to have opportunities to get trained as hotelier in accordance with international standard.
5. Corporate social responsibilities. Our members have made their mark in contributing to the social economic wellbeing of their host communities.

Covid -19 effect

Last year and up till late February this year, when news of the spread of Corona virus were being aired by many news media, the import of it on the economic activities was not as such real. No one could ever imagined that the economic activities will almost be totally grounded as from the month of March.

In the month of March and in response to government lockdown policy, our members were compelled to:

1. Cancel all confirmed bookings for rooms, banqueting, conferencing and related activities.
2. Decline further reservations of rooms, banqueting and conferencing events.
3. Place some of our workers out of duty.
4. Retain adequate numbers of staff to ensure safety of their property and maintain the equipment and machinery that could not be shut down for considerable long period of time.

The resultant effects of the above forced decisions were enormous in financial terms viz:

1. Contractual obligations. Continued financial exposure to employees emoluments and suppliers whose supplied items could not be used due to their perishable nature.
2. Continuous exposure to payment of utility bills, waste clearance bills etc.
3. Cost incurred in special cleaning and disinfecting of the rooms and premises.
4. Loss of revenue and Inability to meet with various existing financial and Cost of constant cleaning of the premises.

The Need For Government To Accord Special Treatment To Hospitality sector

Consequently, it has become expedient for a decisive government special financial interventions for our members. The reasons for these special interventions are many. His Excellency should kindly permit us to refer to few of such:

1. Hotels are in many areas of Lagos state. There is hardly a major road without one or two hotels adorning its environment. Being a labour intensive sector, it is therefore safe to say that hospitality industry is in frontline in Lagos. While banks and some other institutions are merging every now and then, hotels continued to spring up in every locality of the State. It has therefore become important for government to intervene financially if these employees are to be retained.

2. Going by the large number of employees that could be affected by their paucity of funds, failure to receive government palliatives could result in massive loss of jobs and resultant increase in crime rate in the State.
3. In realization of their legislative and regulatory jurisdiction, the Federal Government through the Federal Ministry of Information and Culture so far has given recognition to Creative Industry. No wonder, the committee set up in this regard by the Ministry of Culture and Information is being headed by a standup comedian and comprised of many creative arts practitioners.
4. During the lockdown and even under the relaxed lockdown regime, manufacturing, banking and some other key sectors of the economy were allowed to continue in operations subject to certain guidelines while all hotels were obliged to close down. This abrupt closure had engendered total loss of revenue on members' part.
5. In terms of revenue generation, it is only from Hotels and related business activities that Lagos State Government was able to latch on for revenue generation. Going by the provision of 1999 Constitution (as amended) and confirmed by Supreme Court, the regulation of hotels and allied business are within the competence of the state. No wonder Ministry of tourism no longer exists at the federal level. Hence, banking, manufacturing and many other sectors are no go areas for state revenue generation. Therefore, the resuscitation and success of our members' business now lies with the Lagos State Government.

Reliefs Required

To bring our members back to business we hereby call on the Lagos State Government to consider the under-listed palliative measures:

1. Creation of Tourism Development Funds to:
 - Fund reopening expenses.
 - To enable our member repurchase existing loans which could not be serviced due to cessation of revenue.
 - Deep cleaning and sanitization.

- Expand staff bus fleets to comply with social distancing in the vehicles.
 - Acquisition walk –in – temperatures scanners.
 - Modify our F&B and other guests’ service points.
 - Acquire more small operating equipment in line with modified service arrangements.
 - To re-stock the operating items.
 - Staff training to meet the health and safety standard as may be required in view of the pandemic situation.
 - Purchase of safety kits and materials for the use of staff, guests and visitors.
2. Postponement of pay at of Land use charge till 2021
 3. LAWMA charges should be suspended from March till when covid -19 ends.
 4. Repayment of salaries paid to our employees or being owed our employees from March till when normalcy returns to the hospitality business climate.
 5. Suspension of LASA Advertisements rates till 2021.
 6. Refund all utilities, internet and DSTV charges incurred during the pandemic period.
 7. Suspension of Hotel Renewal fees till 2021.
 8. The suspension of application of HOARC Tax till the end of the year.
 9. As from January 2021 the HOARC should be administered in the like manner of VAT whereby inputs would be allowed from the tax due
 10. Postponement of Safety Permit, Water regulatory fee. LASEPA Fees and charges and other state Government agencies levies and charges.
 11. Direct the Local Government to suspend the collection of the following till 2021:
 - a. Liquor license.
 - b. Radio/TV license.
 - c. Entertainment/Merriment charge.
 - d. Food storage permit.
 - e. Any other Local government charges.

In addition, regarding the charges and levies being proposed to be postponed till 2021, where any of our members have paid such before the pandemic period, same should be carried forward till 2021.

We trust His Excellency, the ever listening Governor, will consider and approve our request in the overall long term economic development of Lagos State.

Thank you

Yours Faithfully

HOTEL OWNERS AND MANAGERS ASSOCIATION OF LAGOS











CHIEF S O ALABI
President

APPENDIX VI



Lagos State Ministry of
Tourism, Arts & Culture
Post-COVID-19
Subcommittee
Recommendations

Subcommittee Members

Name	Organisation
 Alero Ayida-Otobo	Incubator Africa Limited & Reformer
 Tosin Otudeko	Garden Theatre & Writer
 Toju Ejoh	Actor, Director, Producer & Creative Entrepreneur
 Lanre Dasilva-Ajayi	Fashion Designer
 Ojama Ochai	Director of Programs, British Council
 Seke Somolu	Director, Writer & Creative Entrepreneur
 Femi Adebayo	Performer & Producer
 Lala Akindoju-Fregene	Actor & Producer
 Ifeoma Manye	Partner, Ciuci Consulting
 Soji Jacobs	Lufoda

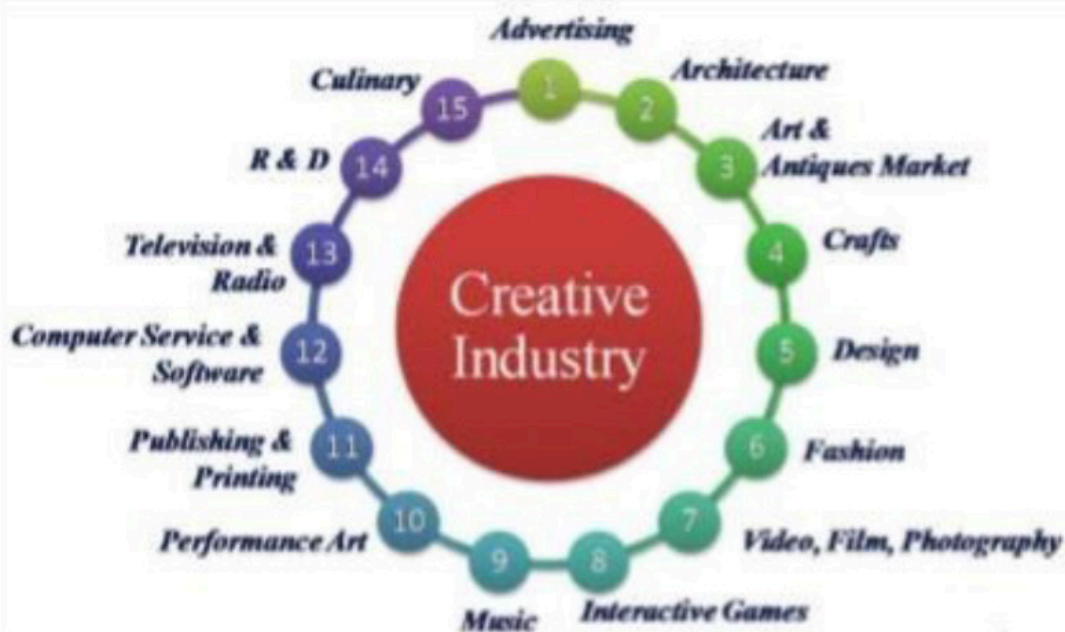
Overview

Creative industries around the world are grappling with the financial fallout of the COVID-19 pandemic. Many of the service industry jobs that several creatives rely on for steady supplemental income are gone. Therefore, financial support is needed now more than ever.

The Lagos State Ministry of Tourism, Arts & Culture has set up a committee to assess the impact of the pandemic to determine how to support the Lagos creative industry.

This report delves into the sub sectors of the Arts ecosystem in Lagos that have been affected by the COVID-19 pandemic and identifies ways to mitigate the impact across these sectors.

The Creative Industry Ecosystem



SOURCE: [ResearchGate](#)

Sample Creative Industry Job Types: Film & Television (1/2)

This is indicative and not exhaustive

<p><u>Theatre/film/TV</u> Actor/ Artists Production Staff Executive Producer/ Show-runner Producer Director Assistant Director Line Producer Production Manager Production Coordinator/ Coordinating Producer Production Supervisor Artist Manager Segment Producer Location Manager Location Scout Location Assistant Script Supervisor Production Accountant Production Clerk Production Assistants Unit Publicist Legal Counsel Casting Director Casting PA Previs (Previsualisation planning and design) Researchers Scriptwriter Story Editor Actor Scriptwriter</p>	<p><u>Camera Department</u> Cinematographer Camera Operator 1st Assistant Camera/Focus Puller 2nd Assistant Camera/Clapper Loader Film Loader Steadicam Operator Motion Control Technician/ Operator Digital Imaging Technician Camera Trainee</p> <p><u>Electrical Department</u> Gaffer Best Boy Lighting Technician/ Electric Technicians Welder</p> <p><u>Grip</u> Key Grip Best Boy (Grip) Dolly Grip Grip</p> <p><u>Sound Department</u> Sound Mixer Boom Operator Sound Assistant Light Engineer Sound Engineer Jingle Creator Voice over artists</p>	<p><u>Art Department</u> Production Designer Art Director Set Designer Illustrator Graphic Artist Animators Gallery</p> <p><u>Set and Construction</u> Set Decorator Buyer Leadman Set Dresser Construction Coordinator Head Carpenter Painter</p> <p><u>Props and Weapons</u> Propmaker Propmaster Weapons Master</p> <p><u>Costume</u> Costume Designer Costume Supervisor Costume buyer Tailor/Fitter/Cutter/Seamstress Costume Assistant Costumiers Tailors Fashion Designers</p>
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Sample Creative Industry Job Types: Film & Television (2/2)

This is indicative and not exhaustive

<p><u>Hair and Make-Up</u> Key Make-up Artist Special Effects (SFX) Make-up Artist Make-Up Supervisor Make-Up Artist Key Hair Hair Stylist</p> <p><u>Post-Production</u> Film Editor Post-Production Supervisor Colourist Visual Effects Producer Visual Effects Creative Director Visual Effects Supervisor Visual Effects Editor Composer Rotoscope/Paint Artist Sound Designer Dialogue Editor Sound Editor Re-recording Mixer Music Supervisor Composer Foley Artist Conductor/Orchestrator Score Recorder/Mixer Music Editor</p>	<p><u>Special Effects, stunts and Other Services</u> Special Effects Supervisor Special Effects Assistant Stunt Coordinator Drivers Craft (Welfare) Insurance Set construction</p> <p><u>TV Specific</u> Floor Manager Stage Manager Gallery/Control Room Team Runner Vision Engineer (Video Control Operator) Camera Control Unit Operator Vision Mixer Post-production Runner Title Sequence Designer Playback (Video Tape) Operator PR Firms Stage Manager Choreographers Projector Operators</p>	<p><u>Restaurant</u> Food suppliers Waiters Barman Chefs Preppers Cleaners Ushers Caterers</p> <p><u>Procurement Team</u> Security Road traffic wardens Health and safety coordinator Medical team Ticketing team Concession team Logistics Officers Accommodation/ Hotels and Guesthouses</p> <p><u>Education</u> Drama Teachers Music Teachers Dance Instructors Acting Instructor Storytelling Teacher Art Teacher</p>
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Sample Creative Industry Job Types Performing Arts, Comedy and Spoken Word

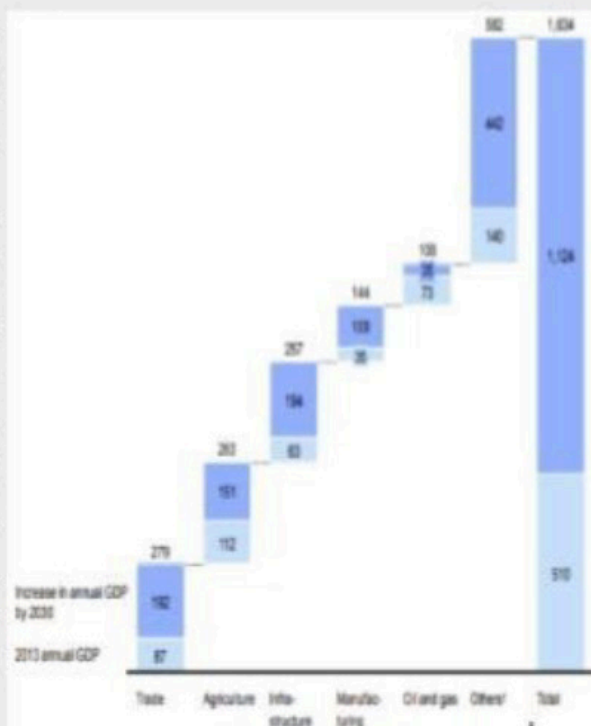
Performing Arts	Comedy	Spoken Word
Poetry	Stapstick	Monologues
Music	Skit	Commentators
Dance	Ventriloquist	Narrators
Theatre	Storyteller	Life Coaches
Singers	Stand Up	Voice Over Artist
Comedy	Recanteur	Mcees/Comperes
Opera	Music Comedy	Poets
Stage Lighting	Impressionist	Motivational Speakers
Spoken Words	Comedic Actor	Speech Writers
Makeup	Jester	Orators
Magic	Humourist	Public Analysts
Stage/Set maker	Pantomime	Stand Up
Circus	Cartoonist	
Sound	Clowning	
Actors		
Costume		
Puppetry		

This is indicative and not exhaustive

Nigerian Economic Summary: COVID-19

The economic impact of the spread of the virus within Africa is exponential. Travel bans and lockdowns are not only limiting the movement of people across borders and within countries, but also disrupting ways of working for many individuals and businesses.

Across all scenarios, Nigeria is facing a likely economic contraction. In the least worst-case scenario (contained outbreak), Nigeria's GDP growth could decline from 2.5 percent to -3.4 percent in 2020—in other words, a decline of nearly six percentage points. This represents a reduction in GDP of approximately \$20 billion, with more than two-thirds of the direct impact coming from oil-price effects, given Nigeria's status as a major oil exporter. In scenarios in which the outbreak is not contained, Nigeria's GDP growth rate could fall to -8.8 percent, representing a reduction in GDP of approximately \$40 billion. The biggest driver of this loss would be a reduction in consumer spending in food and beverages, clothing, and transport.



SOURCE: [McKinsey&Company](#)

REOPENING THE CREATIVE ECOSYSTEM

9

REOPENING: INTERNATIONAL PRACTICES TO DATE

Capacity Limits

- Entrance quotas
- Timed ticketing for staggered entrance
- Time limited visits (e.g., two hours)
- Extended opening hours to stagger visits
- Restricted access for small rooms/spaces
- Distanced seating for household groups

Visitor Requirements

- Require face masks
- Require 6 ft distance from non-household members
- Temperature checks / thermal scanning
- Visitor registration to assist with contact tracing
- Registration of health information via smartphone app in coordination with local health officials
- Clear signage warning against visitors entering with symptoms

Venue Hygiene

- Frequent cleaning regimen, particularly for high-touch areas/items
- Placement of no-touch hand sanitizer dispensers at all entrances/exits
- Limited usage of high-touch amenities (e.g., water fountains, revolving doors)

Activity Adjustments

- Suspend or adjust group tours and tour routes
- Limit and guide movement through exhibits to a single direction
- Eliminate audio guides and replace with smartphone app
- Close interactive program elements with high touch surfaces
- Close or restrict concessions and gift shops

Ticketing & Reception

- Shift reception services outdoors
- Build plexiglass shields for all visitor services
- Online-only ticketing
- No-touch scanning for tickets
- Designate 6-foot spacing for queues

Special Considerations

- Special policy or opening hours for at-risk visitors
- Special policy for at-risk staff or staff who fall ill
- Temporary quarantine areas on every floor for visitors that fall ill

10

On reopening, adopt sector-specific guidelines that acknowledge differences in cultural venues and visitor experiences at:

- ❑ Indoor exhibit-based venues (museums, galleries, historic sites, aquariums, etc.)
- ❑ Indoor fixed-seat venues (theatres, lecture/concert halls, cinemas, etc.)
- ❑ Outdoor venues (concerts in parks, street festivals, etc.)
- ❑ Support consistent, effective messaging to the public about COVID-19 measures at venues.
- ❑ Develop clear protocols in the event subsequent closures are needed.
- ❑ Include culture in long-term recovery planning – recognizing its impact on local economies, identity and quality of life.

REOPENING: INTERNATIONAL PRACTICES TO DATE

11

Safety measures to be adopted in Lagos State and nationwide

- Use of thermometers for temperature checks and hand sanitizers at entrances and foyer areas.
- COVID-19 awareness videos to play on theatre screens and LEDs in foyer areas.
- Disposable face masks (and other protective gears) recommended by relevant agencies to be made compulsory for staff and guests at cinema entrances.
- Implementation of adequate queue management to ensure social distancing within foyer areas.
- Sitting capacity to be reduced by 50% per screen to ensure social distancing in auditoriums.
- Leverage on our ability to control admissions through ticket reservation technology and controlled sitting arrangements.
- Helplines connected directly to NCDC or nearby approved private clinics, to be placed at strategic positions.
- Film-scheduling to allow for at least 20mins end-time between shows, to help regulate traffic in foyer areas.
- Restrooms to be regulated to allow strict usage based on capacity – number of available WC systems would determine the number of people allowed at every point in time.
- Cinemas to conduct deep cleaning of auditoriums after every show, with materials as advised by NCDC or relevant regulatory bodies.

12

Some key steps were taken to get an in-depth and holistic understanding of the impact of COVID-19 on the different creative subsectors to arrive at these recommendations.

1

Conducted a survey to gain insights from as many players in the creative ecosystem

2

Collated data received

3

Conducted a high level research and best practise study on measures adopted regionally, nationally and globally.

In coming up with recommendations, some key areas for proposed interventions such as humanitarian support/pallatives, business support funding and non funding were identified.

13

RECOMMENDATIONS

14

Recommendations

Protect workforces

- ❑ Guarantee continuation of employment in a safe working environment
- ❑ Adjust to remote work with the required tools
- ❑ Preserve employees' health through safe working facilities

Stabilize supply chains

- Industry players would need to:
- ❑ Guarantee business continuity through transparent supplier engagement;
 - ❑ Demand assessment; and
 - ❑ Adjust their production and operations.

Test financials

- ❑ Develop and assess relevant epidemiological and economic impact scenarios to address and plan for working capital requirements.
- ❑ Identify areas for cost containment across the business.

15

Recommendations

SHORT TERM










- ✓ Tax relief for individual brands & organizations for a specified period.
- ✓ Offer measures that will reimburse individual businesses & organizations with a percentage of their tax (income tax & VAT) remittance to help them recapitalize.
- ✓ Implement a policy that suspends the repayment of loans secured from commercial banks by individual businesses or organizations under the sector.
- ✓ Relax the stringent regulations with regards to accessing the CBN COVID-19 funds for SMEs.
- ✓ Technology support to enhance E-commerce in the wake of social distancing.
- ✓ Design a funding strategy for creatives practicing in Lagos who are in dire need of financial emergencies due to COVID-19.

LONG TERM

- ✓ Establish training institutes and develop a broad hard and soft skills training programme which will deepen skill sets in the creative industry.
- ✓ Create manufacturing hubs with state-of-the-art machinery and equipment. The time has come to stop being dependent on Asia for our manufacturing needs.
- ✓ Encourage apprenticeships at industry level and earn-while-you-learn experiences to further deepen much needed skills in the industry.
- ✓ Explore insurance policies and schemes that will be favourable to creative enterprises.

16

Role of Lagos State Government

-  Provide assistance for COVID-19 tests required for all cinema staff prior to opening.
-  Full rebate of all medical tests (such as food-handlers tests) for 2020.
-  Full rebate of ground rent for business premises for the period of March – June, 2020.
-  Full rebate of entertainment tax for the rest of 2020
-  Discount on all state-owned advertising platforms for the rest of 2020
-  Discount payment of advertising rates for the rest of 2020
-  Provide grants for rehousing staff resident in areas affected by COVID-19, until the pandemic is over.
-  Assist the film industry in securing government/ unused/ abandoned buildings located across Lagos State for use in movie production as private homes are no longer tenable. The management of these facilities would be private sector driven.
-  Subsidize N10,000 for each micro enterprise enrolled in the training institute set up to sustain micro businesses in the creative industry.

APPENDIX VII



NIGERIA AUTO SPORT ASSOCIATION

CAC/TT/NO.67131

NTDC AFFILIATED, Member of SFI, Member of FTAN.

29th May, 2020.

Mrs Ajoke Silva MFR,
The Chairman,
Lagos State Ministry of Tourism, Arts & Culture,
Covid-19 Palliative Committee,
Alausa Ikeja,
Lagos.

CC: The Vice President (South-West), Federation of Tourism Associations of Nigeria.

Dear Ma,

IMPACT OF THE COVID PANDEMIC ON NIGERIA AUTO SPORT ASSOCIATION (NASA NG)

The Nigeria Auto Sport Association is a registered non-governmental organization created to promote amateur and professional motorsports activities in Nigeria. We scheduled to organize two motor sport competitions for the year 2020 in Lagos state, the Nigerian Auto-Cross Championship (NA-x) and the Nigerian Drag Race Championship (NDRC) which are both first of its kind in the country.

As a result of the disruption in our way of life due to the pandemic, we have had to postpone both indefinitely as to such a time when it is feasible to hold sporting events. This has thrown the Association and our partners into a quandary as a lot of time, resources, funds and energy had gone into the planning of these competitions.

We are writing to brief you of the financial costs these postponements have on our Association. You will find attached a table which shows our expenditures so far towards the event and projected earnings as well as evidence of said expenditure.

NASA NG has also lost sponsors who like most entities in the private sector are cutting back on their running costs due to the halt in the economic activities.

Yours Sincerely,

Olure Bolaji V.,
Executive President.
08096076591, olurebolaji@nasa.com.ng

Sir Ini Akpabio
GMD, Nanet Group
Chairman, Board of Trustees

J.O Sule, Esq.
Director, Legal Services

Olure Bolaji V. I
Executive President

Ugbebor Emmanuel C
Vice President, Corporate Communications

Adekola Olamilekan R.
Vice President, Technical and Engineering

Shittu Adeshina K.
Vice President, Operations & Logistics

108, City Homes Estate, Plot 329 Galadimawa, Abuja.
+234 (0) 818 9377 578, +234(0) 7039585 889 E-mail: info@nasa.com.ng
www.nasa.com.ng

FINANCIAL IMPACT OF THE COVID PANDEMIC ON NIGERIA AUTO SPORT ASSOCIATION (NASA NG)

NIGERIAN AUTO CROSS CHAMPIONSHIP (NA-x)

The Nigerian Auto Cross Championship (the first ever in Nigeria's history) is a timed competition in which drivers navigate one at a time through a defined course on either a tarred or an untarred surface or mixed. It is a form of motorsports that emphasizes safe competition and active participation. Autocross differs from oval racing and circuit racing in that generally there is only one car on the track, driving against the clock rather than other cars. As an entry-level motorsport it provides a stepping stone for drivers looking to move into other more competitive and possibly expensive forms of racing (such as rallying, rally cross and circuit racing).

The proposed date for the maiden event was 11th April, 2020 (Saturday) and 12th April, 2020 (Sunday) in Eko Atlantic City.

NASA NG has two (2) regulations which is to guide the event, namely Technical Regulations and Sporting Regulations.

NIGERIAN DRAG RACE CHAMPIONSHIP (NDRC)

The NDRC is proposed drag race championship which will be subdivided into 15 leagues. It was slated to begin a month after the conclusion of the NA-x (Sallah weekend).

The drag race is 300m straight line race between two opponents. It is an elimination style league format competition and was planned to be held at Eko Atlantic City.

NASA NG MILESTONES AND CERTIFICATIONS

NASA NG has completed the Approvals and Partnership phase of the proposed Nigerian Grand Prix. NASA NG

- is duly registered with Corporate Affairs Communication (CAC).
- is duly registered with the Economic and Financial Crimes Commission (EFCC).
- is duly registered with Nigerian Tourism Development Corporation (NTDC).
- is a member of Federation of Tourism Associations of Nigeria (FTAN).
- is endorsed by the Federal Ministry of Information, Culture and Tourism.

- has secured media partnership with Hot FM.
- has secured media partnership with Nigerian Television Authority.
- has secured a partnership with Automobile Racer Association of Nigeria (in total, 15 racing teams has committed to the NA-x).

Due to the inescapable state of affairs caused by the ongoing pandemic, NASA NG had to postpone her events indefinitely. Below is a table showing the financial impact on the Association:

FINANCIAL IMPLICATION OF COVID-19 ON MOTORSPORTS ACTIVITIES					
S/N	ACTIVITY	PARTICULARS	NGN	NGN	NGN
NASA GRAND PRIX (Abuja)					
1	Estimated Revenue Lost				55,000,000.00
1a		Sales of Ticket		15,000,000.00	
1b		Advert Spaces		5,000,000.00	
1c		Sponsorship		20,000,000.00	
1d		Content Licencing		15,000,000.00	
2	Actual Irrecoverable Cost				15,078,508.57
2a		Operations & Logistics		350,352.00	
2a(i)		Accommodation	100,000.00		
2a(ii)		Transport	128,829.00		
2a(iii)		Feeding	25,523.00		
2a(iv)		Per Diem	96,000.00		
2b		Assets		9,522,500.00	
2b(i)		Electronic Timing System	5,900,000.00		
2b(ii)		Pit Wall Comms	3,622,500.00		

2c	Event Promotion		1,719,656.57
2c(i)	Social Media Promotion and Graphics	492,454.24	
2c(ii)	AD Production	80,000.00	
2c(iii)	Stationery and Printing	376,550.33	
2c(iv)	2D and 3D Design	770,652.00	
2d	Track Inspection		2,411,000.00
2d(i)	Inspection Coverage	80,000.00	
2d(iii)	Transport	140,000.00	
2d(iv)	Accommodation	125,000.00	
2d(v)	Feeding	56,000.00	
2d(vi)	Local running	35,000.00	
2d(vii)	Refreshment	45,000.00	
2d(viii)	Stakeholder Mobilisation Consultation and Risk Assessment	80,000.00	
2d(ix)		1,850,000.00	
2e	Interest on Loan (Loan Amount)		1,075,000.00
	Total		<u>70,078,508.57</u>

NASA NG has expended N15,078,508.57 (Fifteen Million, Seventy-Eight Thousand and Five Hundred and Eight Naira and Fifty-Seven Kobo only) towards the planning of its NGP. This expenditure is now lost as a result of the postponement because most of the preparation will have to be undertaken again once the country is clear for sporting events. This is not putting into consideration any unforeseen economic changes like inflation.

In light of the current realities of the pandemic and the absence of an effective treatment or vaccine, we are ready to enforce all the measures recommended and prescribed by the NCDC

and Federal Ministry of Health that have been released and will be released as the lock down directive is further relaxed:

1. The measures include limiting the number of tickets available per event so as to enable us enforce social distancing of two (2) metres and proper hand hygiene at our events
2. Mandating the use of face masks by all NASA NG officials, participating teams and spectators at our events
3. Collection and collation of proper data (identifying details of spectators) before and during the event to enable contact tracing if the need arises

CONCLUSION

The motor sports industry is an industry that is not only sports but also cuts across entertainment and tourism, as well as a testing ground and driver of automobile manufacturing. A vibrant motor sports culture and scene not only generates local and forex revenue for stakeholders but also fosters peace and unity and development of the incident industries as mentioned above while moulding the image of the country in favourable light. NASA NG is pioneering a turning point in the country's history.

There are numerous short term and long term benefits of having motor sports in the economy of the country, we will highlight some of them.

- **TOURISM:** Motor sports is one of the biggest forms of sports tourism in Africa and worldwide, as it brings people from far and near to where ever events are happening. This events (which will be annual) will definitely boost the tourism of the city who host thereby boosting the revenue for hotels, restaurants and transport companies (air, road and rail) as well as other tourist attractions as we expect quite a number of fans to turn up for the events.
- **JOB CREATION:** NASA NG will employ no less than **25 personnel** for these 2 events. Hundreds of jobs will also be created that will **comprise of youths** to work in the capacity of Marshals, volunteers as well as track officials etc. This number will increase rapidly as the number and frequency of events the Association organises increases. There will be no less than a hundred direct temporary jobs created directly by the Association alone for the events in the positions of stewards.

Indirect jobs will be created alongside as well, each of the racing teams will have no less than a 20-member crew as well as other incidental opportunities that will arise. And all these are estimated for just these events.

- There will be a visible impact on the entertainment sector because of the content that the events will create for media houses (TV, radio and print) as well as revenues for ad agencies and print business.
- One of the most crucial impacts this will have is adding to the image of Lagos as a progressive city in entertainment and in particular in youth and sports development.
- Lastly, having a recognized body with the capacity and ability to organize and sanction motorsport events will eradicate illegal street racing and motor sport activities in the country.

Providing an intervention fund will help us to cover some of our running costs while the pandemic and restrictions last, which we have now cut to the barest minimum, while providing us with enough capital to restart the final preparations to execute our sporting events.



CORPORATE AFFAIRS COMMISSION
FEDERAL REPUBLIC OF NIGERIA

Certificate of Incorporation

of Trustees of
NIGERIA AUTO SPORT ASSOCIATION

I hereby certify that

ADEKOLA OLAMILEKAN RICHARD, OLURE BOLAJI VICTOR, ENGR. ADEKOLA AYOOLA DAVID, AYO AYOMIMI VALERIE, ENGR. USIAGU GLORIA SIWE, SULE JUNaidu ONOJA, OSODI AZIBUKE FRANCIS,

the duly appointed Trustees of NIGERIA AUTO SPORT ASSOCIATION have this day been registered as a corporate body, subject to the below mentioned conditions and directions.

Given under my hand and the Common Seal
at Abuja this Seventh day of February, 2014

for Commissioner of

CONDITIONS AND DIRECTIONS

This certificate is valid in contemplation thereof the objects or the rules of the body be changed without the previous consent in writing of the Registrar General or should the body at any time permit or authorize any divergence from or breach of such objects and rules.

Note:

This certificate does not bestow upon the Organisation the right to establish any resolution, engage in any business and the other without permission from the appropriate authority.



BELLO MAHMUD

Registrar - General



FEDERAL MINISTRY OF INFORMATION AND CULTURE

Federal Secretariat Complex, Phase II,
Block A, First Floor, P.M.B. 473, Shehu
Shagari Way, Abuja

FMCT/DT /224/ VOLII/265

31st January, 2018

Executive President

Nigeria Auto Sport Assoc.;Jn

Olure Bolaji V.

10b, City Homes Estate,

Bulod111111Wd

Abuja.

RE: REQUEST FOR ENFORCEMENT

I am directed to acknowledge the receipt of your letter dated 15th January, 2018 on the above subject and to inform you that the Ministry considers your proposal and membership of the Nigerian Automobile Associations of Nigeria (if AN), in order to be able to participate in the development of the Automobile Industry in Nigeria which is fully recognized by the Government, a positive development.

2. On the issue of proposed partnership with the Nigerian Television Authority (NTA), please note that the Agency is an autonomous arm of the Ministry. You are therefore advised to contact the relevant Director, your proposal.

3. Please accept the assurances of the Hon. Minister, Ministry of Information and Culture, regards.

Deputy Director (D)

1st October, 2017

TO WHOM IT MAY CONCERN

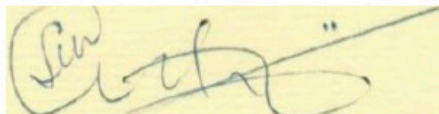
By this letter, we wish to inform you that Nigeria Auto Sport Association, NASA, is a bona fide member and in good standing with the Federation of Tourism Associations of Nigeria, FTAN, since 2016.

The Federation of Tourism Associations of Nigeria, FTAN, the umbrella body of all the tourism and tourism related associations in Nigeria, supports Nigeria Auto Sports Association, NASA, and their proposed sporting event as we believe it is a good driver for the development of tourism not only in the FCT but Nationwide.

We please request you recognise them and assist them in whatever way possible.

Thanks

Yours faithfully,



Alhaji Rabo Saleh
President, FTAN.

IOT Chairman: Chief Samuel Alabi,
Chief Abiodun Odusanwo,

Alhaji Rabo Saleh Kareem, 1st Deputy President Mr. Nkereuwem Onung,
Alhaji Badaki Aliyu. Otunba Ayo Olumoko. Lolo Ngozi Ngoka

VP North East: Mr John Adzer,
Internal Audit: Mr Stephen Adebayo-Ajayi.
Membership: Elder Emeka Anolcwuru,

Alhaji Nura Kangiwa, Mr. Eugene Nwaun, Mrs Suzanne Akponaye.
Secretary 1: Mrs. Ime Udo. Secretary 2: Mr John-unta M Best

1 Mr. Otcone Uguru.c~!!!ill~mg)~

Mr. Joese.f iCaa.m. _ _



FC/0305/2018

NIGERIAN TOURISM DEVELOPMENT CORPORATION

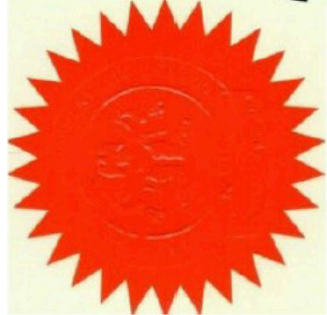
This is to certify that

Nigeria

Auto

Sport

Association



[Handwritten Signature]

Director General

No 5 Lord Lugard Crescent %
Garki - Abuja.

1-20-05

2018

30th January 2020

Mr. Olure Bolaji
Executive President
Nigeria Auto Sport Association - NASA
108, City Homes Estate,
Plot 329, Galadimawa,
Abuja.

RE: REQUEST FOR PARTNERSHIP- NIGERIA AUTO SPORT ASSOCIATION - NASA

The above refers:

The Director General of the NTA has approved for us to proceed on the partnership with your organization. This is in line with our mandate of encouraging innovative ideas and supporting worthy enterprise that promotes the Nigerian brand.

The NTA will support by way of pre-event publicity on the network service and live coverage of the Auto sport competition to broadcast on the NTASports24 channel.

We look forward to further discussion with your team on the modalities on this partnership.

Accept the assurances of my highest regards.


Wole Coker
Executive Director Programmes





Multichoice - Nigeria Studios
4 Industrial Street
Ilupeju
Lagos

25th February, 2020

The Executive President
Nigeria Auto Sport Association
Abuja

Dear Sir,

NIGERIAN GRAND PRIX

Sequel to our visit, we wish to inform you of our interest in this program and our willingness to be a part of the initiative.

We are also willing to consider taking part in the production of the program for Television.

Subsequent discussions will determine our level of involvement.

Yours Sincerely,

Felix Awogu
Executive Head, OB & Studios

World of Champions Building
137 Br. Mr Fischer Office R, Indubur 2194
Johannesburg Gauteng South Africa
T: 27 U 6866000 F: 08621 8755

CS supersport.com

~in~Don. I(Pty) Ltd. Reg. No. 1997/04108/01
Dir: fan: IL# trtm.CPN«k.WP-W, v'S'9ou'dos / CCMlpMjSertb-J :S Ktwm

DELIVERY TO:

Ship To Name Nigeria Auto Sport Association
 Ship To Contact Adekola Olamilekan
 Name
 Ship To Plot 108, City homes Estate, Galadimawa
 District
 900001 Abuja
 Nigeria
 Shipping Method UES

MYLAPS B.V.
 Zuiderhoutlaan 4
 2012 PJ Haarlem
 The Netherlands
 Tel : +31 23 - 760 0100
 KvK : 034053090
 VAT : NL 8062.91.886B01
 Website : www.mylaps.com
 Email : info@mylaps.com

INVOICE TO:

Bill To Name Nigeria Auto Sport Association
 Contact Name Adekola Olamilekan
 Phone +2348189377578
 Billing Address Plot J3A, Northwall Drive SunnyVale Homes
 Dakwo District, ABUJA 900001
 Nigeria

Created Date 11-3-2020 Expiration Date 10-4-2020
 Quote Number 00099873

Quantity	Product Code	Product	Line Item Description	Sales Price	Subtotal	Total Price
1,00	15R091CC	X2 Server and Decoder with cabling (1st timeline)	Racing Development Program: 100% Discount	EUR 0,00	EUR 0,00	EUR 0,00
1,00	30R006CC	Detection loop 20m/65 ft (100m/330ft coax)	Racing Development Program: 100% Discount	EUR 0,00	EUR 0,00	EUR 0,00
1,00	25R035CC	Orbits 5 'Standard'	Racing Development Program: 100% Discount	EUR 0,00	EUR 0,00	EUR 0,00
1,00	10R962	TR2 Charger Case C/B incl. 34 units - 2 year		EUR 5.750,00	EUR 5.750,00	EUR 5.750,00
1,00	86E691	Speedhive Live Timing Web Premium 1 year license fee		EUR 1.500,00	EUR 1.500,00	EUR 1.500,00
1,00	60S121	Timing (Support per day)	Incl. 2 person x 2 days // Timing Service & Speedhive Live Timing for Nigerian National Grand Prix (11-12 April 2020)	EUR 5.000,00	EUR 5.000,00	EUR 5.000,00
2,00	90R013	Tickets and Accomodation recharges	Ticket: Amsterdam - Abuja (Return)	EUR 700,00	EUR 1.400,00	EUR 1.400,00
2,00	90R013	Tickets and Accomodation recharges	Accommodation to be provided by Organizer	EUR 0,00	EUR 0,00	EUR 0,00
1,00	90R001	Shipping and handling		EUR 250,00	EUR 250,00	EUR 250,00

Total Price EUR 13.900,00
 Tax EUR 0,00
 Grand Total EUR 13.900,00

Bank information

Bank ABN-AMRO, Gustav Mahlerlaan 10, 1082 PP, Amsterdam, NL
 Account 56.07.18.616 (MYLAPS B.V.)

Bic Code ABNANL2A
 IBAN NL08ABNA0560718616



Quotation is valid for 30 days after quotation date.

Payment condition: Payment 100% before release

HS Product Code: 9029.20.40.80

Country Of Origin: The Netherlands

General terms and conditions apply to this offer. These can be provided upon request and can be viewed at www.mylaps.com/terms-conditions

Bank information

Bank ABN-AMRO, Gustav Mahlerlaan 10, 1082 PP, Amsterdam, NL
Account 56.07.18.616 (MYLAPS B.V.)

Bic Code ABNANL2A
IBAN NL08ABNA0560718616

INVOICE

*For the month of - March 2020
Tax Identification Number: 01247330-0001*

United Parcel Service
Plot 16, Oworonsonki Expressway,
Gbagada industrial estate,
Box 2780, Ikeja Lagos.
Tel: 09087368702, 09087393521, 09087368701

UPS Account 930239340
Customer Account 73974A

NIGERIA AUTO SPORTA,

VAT Reg- IDV1000227329

Tracking Number 121693610494699220
 Invoice Number 921673
 Invoice Date 13/03/2020
 Invoice Due Date 13/03/2020

S/N	Description	Amount
1	Disbursement Fee	0.00
2	Administrative Charges	15,180.00
3	VAT	1,138.50
4	Customs Duty	394,194.00
	GRANDTOTAL	410,512.50

Terms

1. All payments should be made in favor of United Parcel Service.
- 2.The credit terms for Custom Brokerage invoices are 7 days from the date of the invoice.
- 3.The payment for Import Freight Collect should be made within the credit terms allowed.
4. Administration charge is computed at NGN 660/kg
5. All shipments which remain in our facilities beyond 10 days will be liable for a storage fee of NGN 300/day which will be invoiced separately and payable prior to delivery