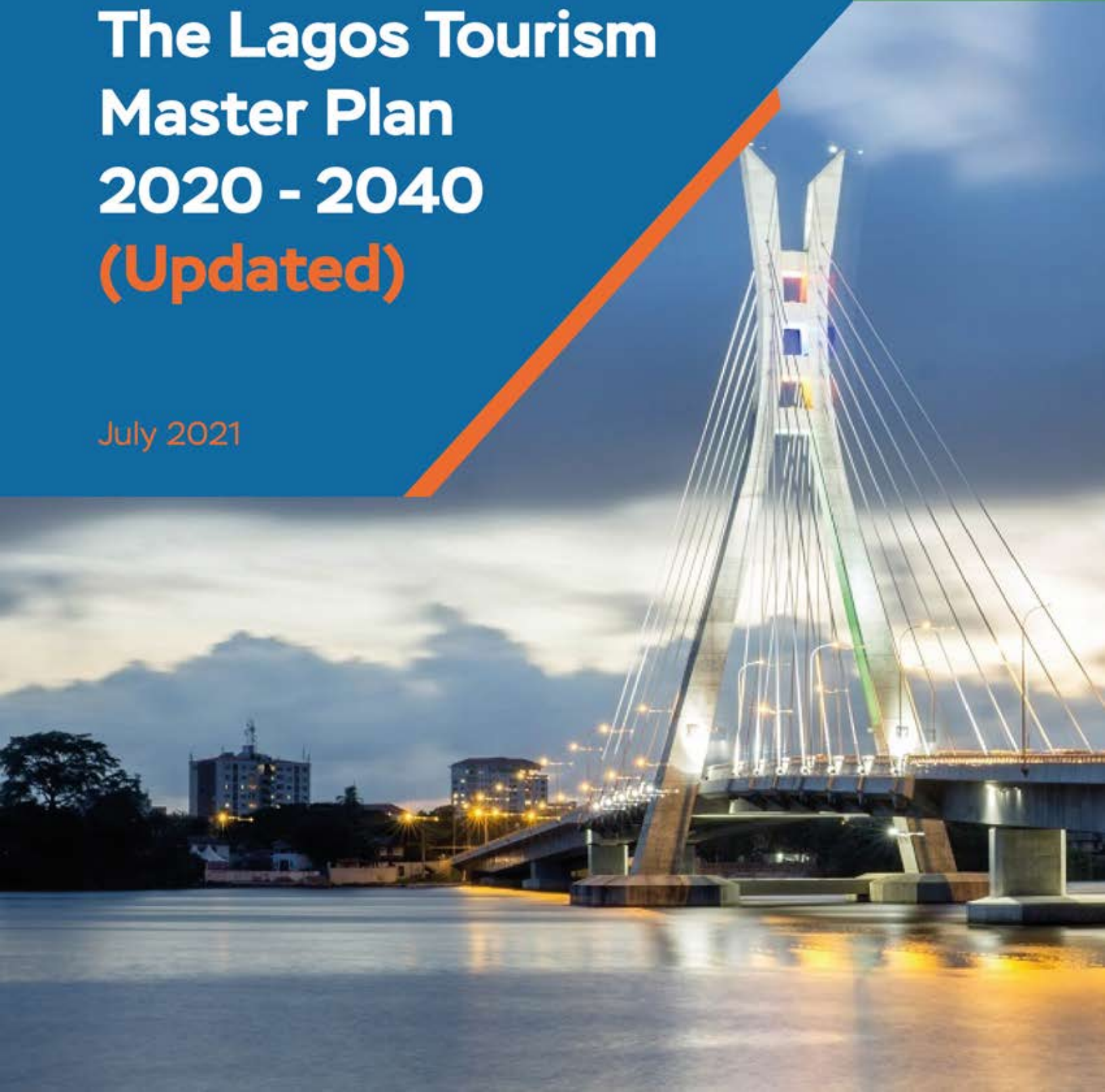




# The Lagos Tourism Master Plan 2020 - 2040 (Updated)

July 2021



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# Acknowledgments

This review of the masterplan was commissioned by the Executive Governor of Lagos State, Mr. Babajide Sanwo-Olu. The Lagos State Ministry of Tourism, Arts and Culture led by Hon. Pharm. Uzamat Akinbile-Yusuf facilitated the masterplan review with extensive support from the Lagos State Council for Arts and Culture, the Lagos State House of Assembly, and the House Committee on Tourism, Arts and Culture.

Public and private sector industry stakeholders continue to show their passion and support for the industry through participation at the various stakeholder engagement sessions to ensure that the review of the masterplan leads to a workable document for tourism development in Lagos State. We thank the Federation of Tourism Associations of Nigeria (FTAN) Lagos Chapter for their diagnostic review of the masterplan, which has been incorporated into this report.

Special thanks to Red Clay Advisory for working with us on this review.



# Foreword

Tourism continues to be at the core of the growth strategy for Lagos State, with the focus on T.H.E.M.E.S (Traffic Management and Transportation; Health and Environment, Education and Technology; Making Lagos a 21st Century State; Entertainment and Tourism; Security and Governance). Previous administrations have taken deliberate steps to advance the tourism sector, and as the 15<sup>th</sup> Executive Governor of Lagos State, I am pleased to continue the tourism development efforts, moving towards an implementation that harnesses the tourism potential in Lagos State.

The idea of a Tourism Masterplan was conceptualized and commissioned in 2018 before I was elected as the State Governor, and we have undertaken detailed reviews working with various stakeholders to modify the Masterplan to reflect the current administration's policy thrust in fulfillment of our plans for Entertainment and Tourism pillar under the T.H.E.M.E.S Agenda.

This document specifically speaks to the six growth pillars of tourism in Lagos State, namely:

1. Culture and Heritage;
2. Film, Art and Entertainment;
3. Business and M.I.C.E (Meetings, Incentives, Conferences and Exhibitions);
4. Beach and Leisure;
5. Nature and Adventure;
6. Medical and Wellness

The six pillars are in various stages of development, and our determination to focus on these pillars will no doubt change the narrative of tourism activities across the State and drive the economic and social contributions from tourism for the future.

This review of the Masterplan focuses on the implementation of the short-term objectives, i.e., domestic tourism. Domestic tourism has become even more important in a world that has had to battle with the COVID-19 pandemic. This focus will prepare us for the medium and long-term objectives of the Masterplan, even as we look to align our vision and ensure a cohesive approach to tourism development in Lagos State.

The IBILE (Ikeja, Badagry, Ikorodu, Lagos Island, and Epe) divisions will go a long way in helping with the robust execution and implementation of short, medium, and long-term actions in different areas and aspects of tourism activities in alignment with our vision to revamp the tourism sector holistically.

In a nutshell, the Masterplan provides an answer to "How?". Yes, we know that Lagos State is rich in tourism activities; we are surrounded by water and beaches; we are endowed with hotels, restaurants, recreational parks, relaxation centers among others, but the missing link

over the years has been 'how best to translate these attributes into increased economic activities for Lagos State and lead to job creation.

I pledge my commitment to the successful implementation of The Masterplan and request the support of industry stakeholders as we work together to actualize the plan and jumpstart the recovery of the tourism industry.

This Masterplan will outlive this present administration, and I am very confident that its continued implementation will remain a priority for our successors.

I thank the entire team of the Ministry of Tourism, Arts and Culture led by the Honorable Commissioner, Pharm. Uzamat Akinbile-Yusuf; the Special Adviser to the Executive Governor on Tourism, Arts and Culture, Mr. Solomon Bonu, and the Permanent Secretary of The Ministry, Princess Adenike Adedoyin-Ajayi for initiating the review of this Lagos State Tourism Master Plan.

**Igbega Ipinle Eko, Ajumose Gbogbo Wa Ni O.**

**Mr. Babajide Olusola Sanwo-Olu, BOS**  
Executive Governor of Lagos State



# Preface

Historically, several efforts have been directed towards the development of tourism activities in Lagos State. As lofty and commendable as those efforts were, the unavailability of a blueprint that guided the efforts over the years has inadvertently created challenges for implementing the policies for the state government, including the stakeholders within the tourism sector.

A move towards changing the narrative started in 2018 with the commission and development of a Tourism Masterplan. In January 2020 precisely, when I was appointed as the Honourable Commissioner to the Ministry of Tourism, Arts and Culture, The Masterplan was one of the vital documents handed over to me for review and implementation.

With this Masterplan, we hope to lay the foundation for the comprehensive and sustainable tourism development of the State, anchored on its rich culture and heritage, community development, heritage management, preservation, and revenue generation.

The Masterplan is for us all, and we have worked with key stakeholders to review and update it for a significantly different world, given the impact of COVID-19 on our industry. We organized several industry events, including a 5-day brainstorming retreat for professional directors in the Ministry to further digest and validate the content of the 2018-2038 Masterplan and suggest amendments where necessary. This was done after the feedback from the leadership of the Federation of Tourism Associations of Nigeria (FTAN).

The Masterplan review can be seen as a summary report that details the recommendations and proposed initiatives for tourism development in Lagos State, given current realities to make The Masterplan accessible to stakeholders.

I am very confident that the implementation of The Masterplan will further help to activate the rich and diverse human, cultural and heritage resources in Lagos State, and promote sustainable tourism as a viable sector of the state's economy.

The Masterplan details a domestic tourism growth strategy for the Ministry which will play a significant role in the creation of Lagos as a successful tourism destination. It will further transform Lagos into a major African tourism and entertainment hub by exploring and promoting the potentials that abound in the State, as well as integrating the thriving Entertainment and Arts industry as a viable platform to attract visitors and create jobs in Lagos State.

I must lay emphasis on what I consider to be the most important aspect of this document, the six strategic growth pillars: Culture and Heritage; Film, Art, and Entertainment; Business and M.I.C.E (Meetings, Incentives, Conferences and Exhibitions); Beach and Leisure; Nature and Adventure; Medical and Wellness. These are going to be the basis for our short, medium, and long-term strategies for the development of tourism in Lagos State.

I urge all stakeholders in the sector to embrace and take ownership of this document as the Ministry will be rolling out plans to further create an enabling environment for Tourism, Arts and Culture to thrive in Lagos State, such that the private sector will get their Return on Investment (ROI) in a more secure and productive way.

**Igbega Ipinle Eko, Ajumose Gbogbo Wa Ni O.**

**Pharm. (Mrs.) Uzamat Akinbile-Yusuf**

Honorable Commissioner for Tourism, Arts and Culture

Lagos State

July 2021



# Introduction

**Our vision is to make Lagos a top urban tourism destination in Africa,** and this review presents the Tourism Masterplan Framework on how we can work together to achieve this vision, based on the findings and recommendations in the comprehensive Lagos State Masterplan (2018 - 2038).

Lagos is our city, and the Tourism Masterplan is first and foremost for all of us - who live and work in Lagos - how we can create better experiences in the Lagos we love, enhance our quality of life and share our Lagos with the rest of Nigeria, Africa, and the world.

COVID-19 severely impacted our industry, with leisure and tourism activities ground to a halt. It is now time for recovery. Our vision to make Lagos a top-five urban tourism destination in Africa remains relevant, albeit in a markedly different context from that of 2017 when the Tourism Masterplan was finalized.

Lagos State already offers so much to the world; our rich culture and heritage, our film, art, and entertainment, our location as a coastal city, and our position as the center for economic activity in Nigeria. All these attributes come together to provide a unique point through which we will harness our tourism potential. Our strategy engages local communities across IBILE divisions and promotes the preservation of our natural and built heritage.

Ours is an inclusive approach, accessible to all people regardless of age, socio-economic status, and disabilities. We will achieve this whilst protecting our natural environment, providing a renewed appreciation for recreation and leisure, and driving investments that will contribute to economic growth within the tourism and wider Lagos economy.

We thank you for your continued support even as we work to build a Lagos that is a great place to live and visit.





## What do we want to achieve?

The Masterplan was prepared for a 15–20 year timeline of 2018 - 2038. The short and medium-term timelines have been adjusted, providing a revised implementation period from 2021 - 2040 which remains in line with the 15–20 years' period allocated.

Funding requirements have been updated from the US\$483.2 million stated in The Masterplan (2017 values) to US\$593.94 million to account for inflation and changes in the exchange rate, with 73 per cent (US\$433.58 million) for tourism development, promotion, and implementation, 27 per cent (US\$160.36 million) to develop an enabling environment.

The Masterplan will be implemented in a way that aligns with other Lagos State development plans, including the Lagos State Transport Masterplan which aims to integrate road, rail and water modes of transportation and the Lagos State Development Plan (2012 - 2025) which aims to develop a culture of leisure, recreation and tourism among residents, sustainable development of the coastlines for tourism and private sector driven tourism industry.

## The Six Growth Pillars

Culture and Heritage	Cultural Tourism - activities that explore the way of life of a people through tangible and intangible cultural resources
Film, Art and Entertainment	Heritage Tourism - activities that explore the way of life through customs, practices, places and artistic expressions
Beach and Leisure	Water-based Tourism - activities in relation to or in water bodies
Nature and Adventure	Recreational Tourism - activities connected with nature, sports and other activities
Business and M.I.C.E	Business Tourism - activities related to M.I.C.E (Meetings, Incentives, Conferences and Exhibitions).
Medical and Wellness	Wellness Tourism - activities that focus on the promotion of health and well-being through physical, spiritual and psychological activities

By 2040, we will

- grow tourism receipts to US\$5.1bn
- grow tourism jobs to 1.1m direct jobs
- increase overnight spend of visitors
- increase industry service quality
- improve transportation and connectivity

## Our Growth Objectives

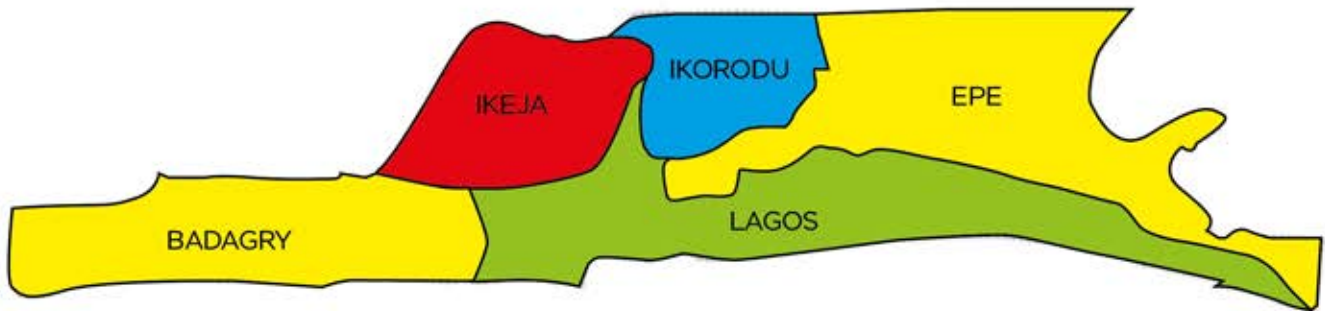
INDICATORS	SHORT TERM 2023	MEDIUM TERM 2030	LONG TERM 2040
	Domestic Tourism: Harness and optimize existing tourism assets	Regional Tourism: Position Lagos as a regional tourist hub	Global Tourism: Project Lagos as a global urban tourism destination
Tourism receipts (US\$)	2.7bn	3.7bn	5.1bn
Tourism contribution to GDP	4.5 per cent	6.1 per cent	7.2 per cent
Number of direct (and indirect) jobs	133,000 (901,000)	242,000 (1,643,000)	1,157,000 (7,843,000)
Number of visitors	4.3m	8.6m	13.8m
Average daily visitor spend (US\$)	65	110	140

Cultural and Heritage - Film, Art and Entertainment - Beach and Leisure  
- Nature and Adventure - Business and MICE - Medical and Wellness

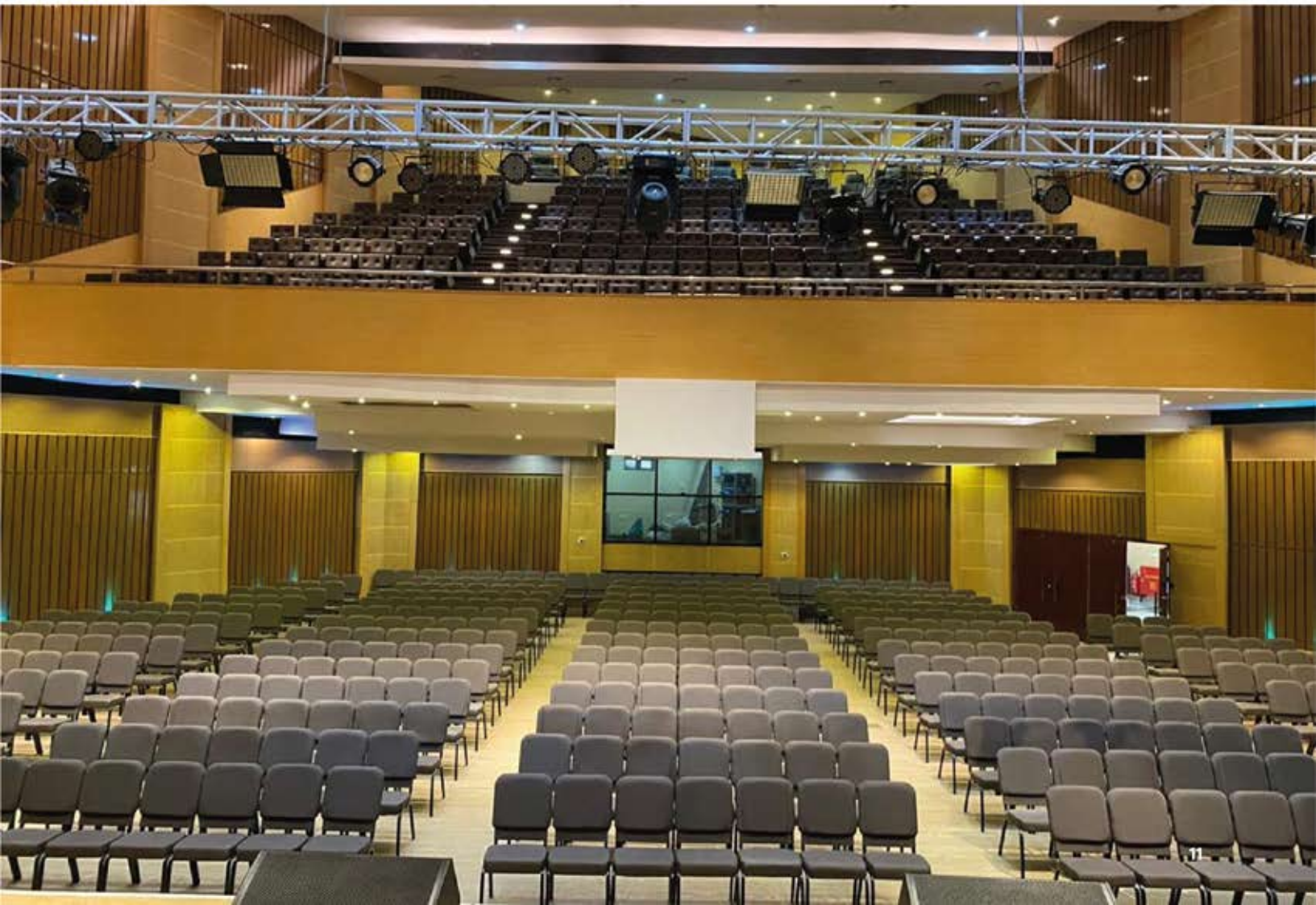
*Source: The Lagos State Master Plan 2018 - 2038 (2017 values)*

# Community Engagement across IBILE Divisions

Sustainable tourism must engage with the host communities for the development of tourism products and promote them to residents as well as visitors.



Local Government and Local Council Development Areas in Lagos State



IBILE DIVISIONS	LOCAL GOVERNMENT AREAS	LOCAL COUNCIL DEVELOPMENT AREAS
<p>Ikeja (23)</p> <p>158,000 direct jobs to be created across:</p>	<p>Agege Alimosho Ifako-Ijaiye Ikeja Kosofe Mushin Oshodi-Isolo Somolu</p>	<p>Agbado/Oke-Odo Agboyi-Ketu Ayobo-Ipaja Bariga Egbe-Idimu Ejigbo Igando-Ikotun Ikosi-Isheri Isolo Mosan-Okunola Odi Olowo-Ojuwoye Ojodu Ojokoro Onigbongbo Orile Agege</p>
<p>Badagry (10)</p> <p>67,000 direct jobs to be created across:</p>	<p>Ajeromi-Ifelodun Amuwo-Odofin Badagry Ojo</p>	<p>Badagry West Iba Ifelodun Olorunda Oriade Oto-Awori</p>
<p>Ikorodu (6)</p> <p>20,000 direct jobs to be created across:</p>	<p>Ikorodu</p>	<p>Igbogbo-Baiyeku Ijede Ikorodu North Ikorodu West Imota</p>
<p>Lagos (13)</p> <p>268,000 direct jobs to be created across</p>	<p>Apapa Eti-Osa Lagos Island Lagos Mainland Surulere</p>	<p>Apapa-Iganmu Coker-Aguda Eti-Osa East Ikoyi-Obalende Iru/Victoria Island Itire-Ikate Lagos Island East Yaba</p>
<p>Epe (5)</p> <p>116,000 direct jobs to be created across:</p>	<p>Epe Ibeju-Lekki</p>	<p>Eredo Ikosi-Ejirin Lekki</p>

Source: The Lagos State Master Plan 2018 - 2038.

## Moving from a Fragmented Industry to One Positioned for Impact

We are aware that our objectives are subject to certain inter-connected risks, including economic, political, stakeholder buy-in, financing and investment, security and human capital risks which can be mitigated through partnership and support from key stakeholders, government ministries, departments and agencies, private investors, industry practitioners, and host communities.

This support and participation will lead to job creation, stimulated economic activity for business growth and state revenue generation, socio-cultural development of host communities, infrastructural development, a deeper appreciation for recreation and leisure which will contribute to sustainable development in Lagos State and an improvement in the quality of life of Lagosians.

The tourism industry is a fragmented one made up of many organizations across sectors, with little to no coordination among projects, duplication of efforts, and internal competition within industry players. Even when coordination takes place, similar groups of people simply work together, thereby missing the collaborative gains from a more diverse set of people.

We need to move from individualized impact to coordinated impact which can drive collective impact as a tourism ecosystem. For this, we need to collaborate and form effective partnerships, focused on the unifying vision of the masterplan.

Ours is an inclusive approach, accessible to all people regardless of age, socio-economic status, and disabilities. We will achieve this whilst protecting our natural environment, providing a renewed appreciation for recreation and leisure, and driving investments that will contribute to economic growth within the tourism and wider Lagos economy. All these attributes come together to provide a unique point through which we will harness our tourism potential.

We will work together towards the same goals, aligned within and across sectors of the tourism ecosystem. It will require a culture of sharing and learning, knowing that the success gains will be for all.



**ISOLATED  
IMPACT**



**COLLABORATION/  
PARTNERSHIP**



**COLLECTIVE  
IMPACT**

# The Tourism Masterplan Framework



Be one of the top five urban tourism destinations in Africa

## GOALS

Generate tourism revenue for business and government  
Lead to job creation  
Enhance the quality of life for Lagosians  
Align with state development plans

## PILLARS

Culture and Heritage  
Film, Art, and Entertainment  
Business and M.I.C.E

Beach and Leisure  
Nature and Adventure  
Medical and Wellness

## APPROACH

Community-focused tourism development across IBILE divisions  
Preservation of natural and built heritage  
Inclusive tourism  
Domestic tourism

## THEMES

Develop tourist attractions in clusters for residents and visitors  
Encourage investments within a supportive regulatory environment  
Invest in transportation and communication for accessibility  
Invest in human capital development for skilled tourism labor across levels

Improve service quality in line with global standards  
Harness digital technology for information, marketing, promotion, and research  
Encourage cross-sectoral collaborations for sustainable tourism development

# KEY FINDINGS



## KEY FINDINGS ACROSS THE GROWTH PILLARS

### CULTURE AND HERITAGE

Lagos State has a rich cultural heritage and is home to several heritage sites with different themes ranging from slavery, religion, monuments which depict the historical importance of Lagos.

#### FINDING

Poor appreciation of culture and heritage, low quality of events, and lack of preservation of natural and built heritage.

#### ACTION PLAN

We need to build an appreciation of culture and heritage and strengthen the knowledge pool of culture and heritage in host communities. This will need to be translated into tourism experiences that celebrate the way of life in Lagos. We need to improve the quality of events including festival celebrations and reimagine these for modern times, utilizing information technology to showcase and provide awareness of these events to a global audience. We will work to preserve key historical sites and buildings, with restoration activities that allow for these assets to be relevant and positioned for our current and future realities.





## FILM, ART, AND ENTERTAINMENT

The Lagos-led Nigerian film industry is the third-largest film industry in the world.

### FINDING

Lack of narratives that contribute to a positive perception of Lagos, high costs of production, need for skills development to improve quality of output, need for global platforms for engagement with the creative industries.

### ACTION PLAN

We will leverage the success of Nollywood and work with film directors to develop narratives that promote tourism in Lagos. We will work to reduce the costs of production, distribution, and marketing of films, as well as stimulate investments to develop other components of the creative industries including music, fashion, and art. Capacity building will need to be engaged in to develop talent and hone these into value-creating outputs with platforms developed for local, regional, and international engagement. This will require the development of digital marketplaces for the creative industries in Lagos.



## BEACH AND LEISURE

Lagos State is a coastal city with water bodies, beaches, and resorts.

### FINDING

Poor condition of beaches and waterfront sites, and pollution.

### ACTION PLAN

We will refine our status as a host city of major sporting events like the Access Bank Lagos Marathon, Junior and Cadet African Fencing Championship, COPA Lagos, and Lagos International Squash Classics by infusing sustainable tourism principles in the implementation of future sporting and recreational activities. This will help in the positioning of Lagos as a destination for sporting and leisure events. We will develop better accessibility and connectivity and encourage the development of water-based tourism activities. We will engage in waste management practices and pollution control for the water bodies in The State.



## **BUSINESS AND M.I.C.E**

Lagos State is the economic capital of Nigeria and the centre of business activities in the country and West Africa at large.

### **FINDING**

Lagos as a M.I.C.E location faces competition from other African destinations that provide lower cost and better quality facilities, limited venue capacity for large groups.

### **ACTION PLAN**

We will improve the capacity and standard of existing MICE facilities for local and regional events. Tourism presents an opportunity for business visitors to experience The State and identify business opportunities for investment and partnerships. We will encourage event organizers to incorporate experiential tours into their programs to showcase the best of Lagos to M.I.C.E participants.



## NATURE AND ADVENTURE

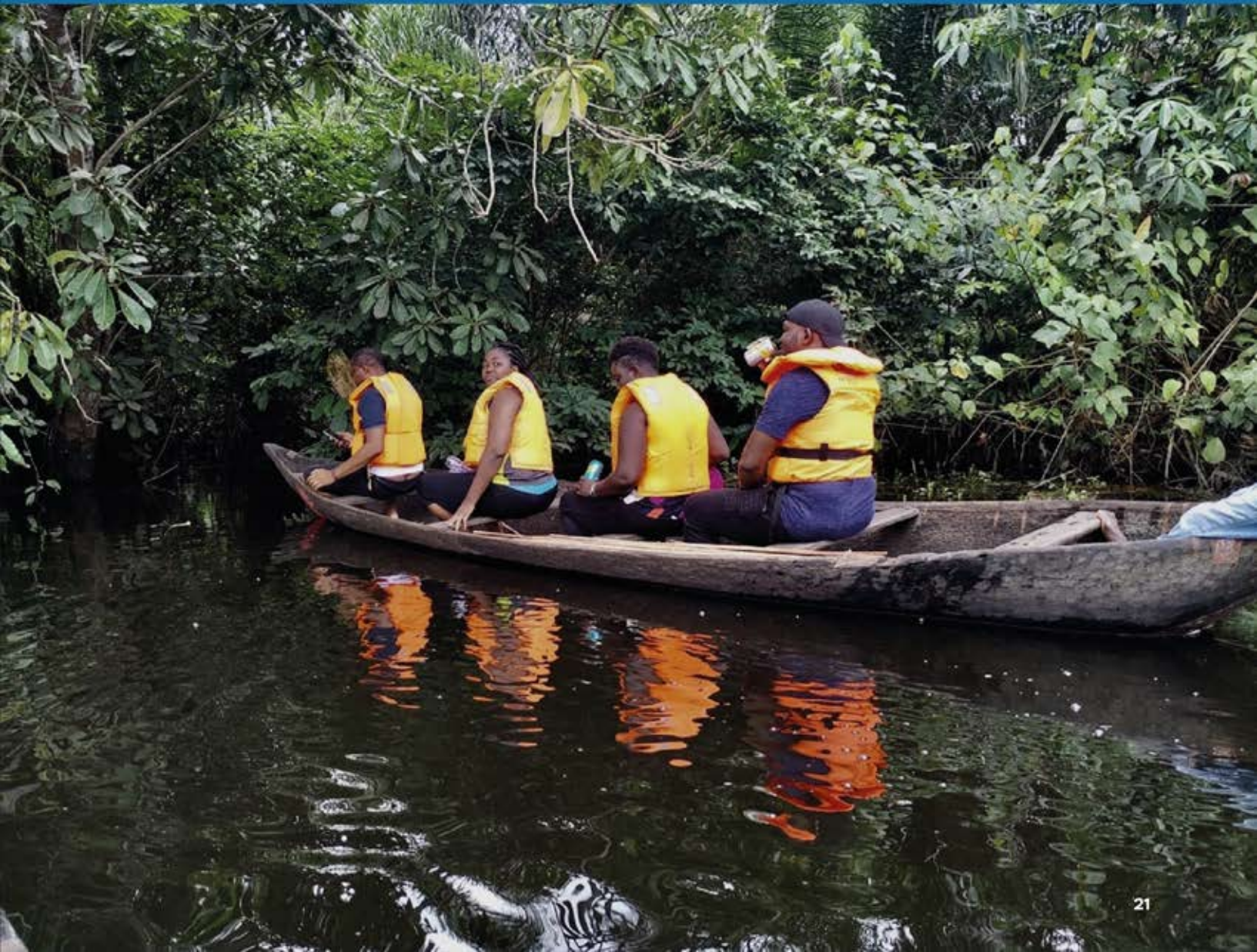
Lagos is endowed with several ecological habitats within the city core and its surrounding regions such as Epe, Ikorodu, and Badagry.

### FINDING

Urban development has led to a lack of accessible public spaces to explore and experience nature.

### ACTION PLAN

We will develop public spaces and eco-friendly products within the outdoor nature and adventure sector. In line with the wider development plans in The State, we will work to ensure environmental sustainability and habitat protection for biodiversity across tourism attractions in The State.



## MEDICAL AND WELLNESS

COVID-19 has provided a spotlight on the health and wellness requirements of The State.

### FINDING

Limited medical infrastructure with outdated and poorly maintained equipment and devices.

### ACTION PLAN

We will create emergency response centers for visitors at key healthcare facilities in the IBILE divisions throughout The State. We will train healthcare service providers to be visitor-friendly and upgrade key healthcare facilities across the IBILE divisions. We will build competencies and strengthen avenues where we can have comparative advantages in specialist care and wellness.



# RECOMMENDATIONS



It is important that we focus on a strategic approach, for long-term sustainability, and not kickstart several potentially competing projects all at once. We will undertake a phased approach to tourism development in The State that optimizes our competitive advantages: our vibrancy as the centre for economic activity in Nigeria, vantage location as a coastal city, rich culture and heritage, and diverse population.

The Masterplan provides the strategic direction of where we need to go. The next step is to work with industry practitioners, investors, and development partners to identify the tourism products that need to be developed and revamped, throughout the tourism system. This will enable a selection of the most viable products, where feasibility will cut across financial, socio-cultural, and environmental feasibility to ensure that we derive sustainable positive impacts from tourism investments in The State.

We need to engage in a wider campaign for the appreciation of recreation and leisure activities for residents and host communities to understand the importance of tourism and the role they play in tourism development. This understanding will help us attract people to work with us in the implementation of The Masterplan. We will engage in extensive human capital development so that we are able to provide world-class experiences required for tourism growth.



**OUR  
STRATEGIC  
THEMES**

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## **DEVELOP TOURIST ATTRACTIONS IN CLUSTERS FOR RESIDENTS AND VISITORS**

- » Development of products centered around year-round experiences for residents and visitors for the forms of tourism applicable to the identified sectors;
- » Inclusive products to cater to various needs across age, socio-economic status, and interests;
- » Engagement of sectors of the creative industries in the attainment of the objectives of The Masterplan;
- » An integrated approach to tourism development that addresses the challenges of safety and security, infrastructural provision, preservation and maintenance of tourism assets, regulatory environment, branding and perception, data collection and management, and public-private sector partnerships;
- » Public spaces for recreation and leisure activities;
- » Attractions developed and managed with consideration for environmental sustainability to protect the natural environment and address issues of flood, pollution, and climate change.

## **BENEFITS**

- » An inclusive range of visitor experiences in Lagos
- » Revenue generated from a diversified and expanded range of tourism products to appeal to different interest groups

## **OUTCOMES**

- » Increase in visitor numbers and tourist receipts as measured through tourism data collection

## ENCOURAGE INVESTMENTS IN TOURISM WITHIN A SUPPORTIVE REGULATORY ENVIRONMENT

- » Investments in tourism to achieve our vision;
- » Review and evaluate the existing laws and regulations to ensure that they reduce barriers to Investments in tourism;
- » Conduct a detailed review of existing permits, policies, and regulations, harmonize with policies from other MDAs. The outcomes from the review exercise will be disseminated to stakeholders.

## BENEFITS

- » Policies and regulations that promote sustainable tourism development with an emphasis on continuity to stimulate industry growth
- » Incentives for investors to engage with the industry over the short, medium, and long-term

## OUTCOMES

- » Increase in number of services and facilities capacity
- » Increase in tourism investment



## INVEST IN TRANSPORTATION AND COMMUNICATION FOR ACCESSIBILITY

- » Align with the Ministry of Transportation to ensure the Lagos transportation network allows for increasing numbers of visitors to tourist attractions;
- » Provision of year-round accessibility throughout The State taking into consideration seasonal variations and last-mile considerations;
- » Introduction of tourist information centers in key areas throughout The State including the international and domestic airports, bus stations, local government offices, and tourist attractions;
- » Development of narratives, promotional materials, and merchandise that promote Lagos as an urban tourism destination in Africa.

### BENEFITS

- » Accessibility to tourist attractions contributing to increased visitor numbers and revenue
- » Enhanced visitor experience throughout The State

### OUTCOMES

- » Increase in capacity (air, road, and water)



## INVEST IN HUMAN CAPITAL DEVELOPMENT

- » As a people-intensive industry, we need to build capacity to develop human capital for the tourism industry;
- » To achieve this, a comprehensive tourism and hospitality human capital development plan will need to be developed with a review and update (where necessary) of available tourism training facilities and curriculum in The State to ensure they meet global standards;
- » Work with practitioners to develop a robust training curriculum that will allow the objectives of the masterplan to be achieved;
- » Revision of existing vocational training programs to be in line with the needs of The Masterplan;
- » Introduction of continuing professional development (CPD) courses for entry, supervisory, middle management and senior management to provide career paths for tourism professionals and recognize exceptional performance within the industry;
- » Ensure responsible labor laws are adopted within the industry;
- » Work with industry practitioners to encourage innovation in tourism and recognize exceptional performance.

## BENEFITS

- » Attract and retain professionals into the tourism industry
- » Continuous improvement of tourism provisions in The State
- » Enhance service quality for the various tourism offerings

## OUTCOMES

- » Increase in the number of full-time and part-time jobs



## IMPROVE SERVICE QUALITY IN LINE WITH GLOBAL STANDARDS

- » Commencement of classification and grading of accommodation facilities in The State;
- » Development of benchmarks, toolkits and guidelines for service and facility providers and set-up a Lagos State visitor support desk for information, complaints and feedback

### BENEFITS

- » High standards of service quality
- » High-quality experiences for residents and visitors
- » Increased visitor numbers to contribute to revenue generation

### OUTCOMES

- » Increased visitor numbers



## **HARNESS DIGITAL TECHNOLOGY FOR INFORMATION, MARKETING, PROMOTION AND RESEARCH**

- » Development of strong digital capabilities for marketing and distribution;
- » Development of tourism website that provides up to date information on things to do in Lagos, travel itineraries, and how to explore Lagos;
- » Development of strong digital marketing, booking, payment and review capabilities;
- » Work with industry practitioners to provide stronger online engagement platforms.

### **BENEFITS**

- » Higher visibility for The State as a tourism destination
- » Increased visitor numbers and receipts

### **OUTCOMES**

- » Increase in the number of industry practitioners doing transactions online
- » Increased online activity on tourism in Lagos



## ENCOURAGE CROSS-SECTORAL COLLABORATIONS FOR TOURISM DEVELOPMENT

- » Development of toolkits for each key stakeholder group to clarify goals, objectives and roles;
- » Provision of destination development and management guidelines:
- » With increasing health, safety and security concerns, we need to improve the health, safety and security throughout The State for residents and visitors, with emergency response centres identified across IBILE divisions.
- » Engagement in evidence-based decision making that evaluates the value that travel and tourism brings to the economy, the society and environment at large, to ensure alignment of policies and investment decisions with the sustainable tourism development goals of The State;
- » It is important that the key performance indicators (“KPIs”) are tracked by a monitoring, evaluation, research and learning plan.

## BENEFITS

- » Collaborative engagement for impact across tourism and other sectors
- » Metrics on the KPIs sustainable and responsible tourism development in The State.

## OUTCOMES

- » Increase in tourism industry productivity





# STAKEHOLDER ENGAGEMENT

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The success of The Masterplan depends on buy-in from key stakeholders beginning with the ministries, departments and agencies at State and Federal levels. This will extend to private sector agents, investors, the media, host communities and the general public who will need to understand The Masterplan, its intended benefits, simplified across the key stakeholder groups.

A detailed and tailored communication plan based on The Masterplan will need to be developed for appropriate dissemination of information on Lagos Tourism across stakeholder groups, incorporating public and private sector agents at community, division, and state levels.



AUDIENCE	OBJECTIVE
Ministries, Departments and Agencies (MDAs)	<p>Meetings and memos on the key next steps from The Masterplan</p> <p>Clarity and harmonization of roles and responsibilities across MDAs</p> <p>Distillation into short-term objectives for each MDA</p>
<p>State and Federal MDAs (with investor relations/ tourism development focus)</p> <p>Private-sector experts, enablers, and investors</p>	<p>Press briefings, workshops, seminars, fora, and calls for expressions of interest in the development of proposed tourism products and initiatives</p> <p>Clarification of opportunities available for collaboration and partnerships</p> <p>Stimulate interest in the development of proposed products and initiatives</p>
Media	<p>Press briefings, workshops</p> <p>The role and responsibility of the media in achieving the vision as a top urban tourism destination in Africa</p> <p>Deployment of advertisements and documentaries via radio, print, TV channels</p>
Target market (Visitors and tourists)	<p>Online presence with appealing material (pictures, videos, text) across various platforms on things to do, what's on, travel itinerary for 2-3-5 day visits</p> <p>The Lagos tourism brand and promotion across the West Africa region in the short and medium-term, to be expanded internationally in the long-term</p> <p>Visitor-friendly signage to and within attractions</p> <p>Tourist information desks at key locations across airports and the IBILE divisions</p>
Host communities and the general public	<p>Generate public buy-in for the masterplan and an understanding of the various components and what it will mean to stakeholder groups</p> <p>The expected contributions of tourism to sustainable development</p> <p>The existing tourism products and initiatives and how/why they can be a part of it</p>



**RED CLAY**