



BLUEPRINT

E D I T I O N S 1 - 5





BUILDING PROGRESS FOR PEOPLE AND THE PLANET

**We are building resilient communities,
enabling economic and social development.**

Eradicating Slums and Regenerating Cities- Blueprint for Nigeria's Real Estate

PREFACE BY CEO, LAFARGE AFRICA PLC

ABOUT CONCRETE IDEAS SERIES

- LAP's Triple-Helix Platform Consultation between Government, Businesses and Professionals.
- Five Successful Sessions held so far, three on Real Estate Life Cycle, two on Value Chain.
- This Blueprint provides the Conceptual and Factual Basis for Crystallizing the Thoughts.

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- Population Living in Urban Slums.
- Population Living in Rural Areas.

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- Makes it Possible to Address Peculiar Risks.
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LAFARGE AFRICA PLC'S CONTRIBUTIONS

ABOUT DR. AYO TERIBA





Preface by the CEO, Lafarge Africa PLC.

Dear Distinguished Stakeholders,
I am delighted to present to you the **Policy Blueprint** for our public policy thought-leadership series, **Concrete Ideas**.

In line with our commitment to sustainability, and our resolve to build progress for people and the planet, Lafarge is keen on collaborating with stakeholders in finding durable strategies that will promote sustainable construction practices within the Nigerian construction industry.

I would like to sincerely thank all our special guests of honour and thought leaders who have participated and shared insights from decades of hard work and dedication to their craft.

We also appreciate every participant who has joined us in the previous editions of our series as we discuss such important national issues.

In developed and most developing countries, sustainable construction practice is structured on regulatory and non-regulatory policies. Being the global leader in innovation and building solutions, we believe that policy formulation should not be knee-jerk reactions to challenges but rather result from community efforts to effect the right changes.

The roots of tomorrow's investment and wealth-generating policies are in the depth and quality of policy analysis that we conduct today. The private sector as a major investor in the economy and employers of labour has a responsibility to participate in and promote policy discussions that would promote economic growth.

With **Concrete Ideas**, Lafarge Africa is living up to this responsibility and it is bearing real-time policy fruits. The **Concrete Ideas** platform offers a veritable platform that brings together key stakeholders across all sectors to proffer lasting solutions to the challenges facing Nigeria's construction industry. Since its launch in October 2020, **Concrete Ideas** have become not only a high-profile platform for the discussion of construction and real estate sector policies, it is also deliberations on broader public policy problems. The **Concrete Ideas** platform embodies Lafarge Africa's thought leadership interventions and has become a catalyst for the attainment of sustainable change,

PREFACE BY THE CEO, LAFARGE AFRICA PLC.



continuous improvement, and commercial success within the sector. Some of its recommendations have resulted in several initiatives and policies by the government.

United in our Group's vision to be the global leader in innovative and sustainable building solutions, we continue to play an essential role in promoting the need for regulatory, industrial, and organizational policies toward achieving sustainable construction practice within the Nigerian construction industry. Our key focus is improved construction management and policy innovations that boost the standard, safety, and affordability of housing and infrastructure.

Lafarge Africa is very grateful for the continuous support and engagement of the private and public sectors. We are extremely delighted that **Concrete Ideas** has quickly become a platform for productive dialogue between the public and private sectors.

We are a member of the Holcim Group, the world leader in innovative building solutions.

As a member of the Holcim group, we are committed to reinventing how the world builds and shaping the construction industry policy thrusts to produce a world that is greener, smarter, and works for all.

As we look to the future, I would like to recognize the contributions and efforts of all our Special Guests of Honour and Thought Leaders who have shared insights from decades of hard work and dedication to their craft in all our editions. We also appreciate every participant who has joined us in any of our series as we discuss important national issues.

Working with a leading Nigerian economist we have been able to create succinct and coherent policy blueprints from our previous policy series and I hope that the industry finds this very useful.

Once again, I thank all our Thought Leaders, participants and partners as well as everyone that helped in one way or the other to put this blueprint together.

Thank you

Mr. Khaled El Dokani

CEO, Lafarge Africa PLC.

| The Journey So Far – The Blueprint



Esteemed Stakeholders,

Concrete Ideas was born out of a deep conviction about the critical role and potential of the construction sector value chain in driving economic competitiveness and growth. We had for some time discussed the need to create a platform for continuing dialogue between private-sector players in the construction space and policy and decision-makers in the public sector. Our motivation has been the immense potential of such a platform to foster the fluid exchange of knowledge, insights, and information that is the basis of policy innovation in dynamic global economies.

We also wanted to tap into insights on achieving housing affordability, safe and sustainable construction practices, and the expansion of public infrastructure that we could generate from the operation of Holcim countries in over 90 countries in the last 124 years.

As a leading global building materials and construction sector player, we are keenly aware of the catalytic relationship between innovative products and construction solutions and innovative and responsive public policies that shape investment in housing, infrastructure, and allied sectors, including transportation.

These sectors have historically been very important drivers of economic growth, job creation, and social progress in the world's most

advanced economies. They have so much potential to contribute much more to economic development and citizens' welfare in Nigeria.

In creating Concrete Ideas, our ambition is to have a strong platform that creates opportunities for the construction industry and allied sectors to collaborate with policy and decision-makers in better shaping policies that transform the economy and improve the lives of Nigerians.

We launched the Concrete Ideas series in November 2020 amidst the new corona virus pandemic, a time of so much uncertainty.

This reflects the resilience of the Nigerian spirit and our deep conviction in the potential of constant private- public dialogue to become a catalyst for the attainment of sustainable change, continuous improvement, commercial success as well as the more rapid delivery of quality public goods.

Today, with a sixth edition in sight, Concrete Ideas has become not only a high-profile platform for the discussion of construction and real estate sector policies, but also for deliberations on broader public policy problems.

The inaugural edition '*Public and Private Sector Partnership Approaches to Rapidly Upscale the Nigerian Economic Infrastructures*' was held on November 13, 2020 with the Honourable Minister for Works and Housing, Mr. Babatunde Fashola, SAN as the Special Guest of Honour. The discussion centred on the impact of COVID- 19 on the Nigerian economy, and how to boost recovery with construction given that it had become urgent to leverage the potential of the construction sector in driving economic growth and generating investment and high-quality jobs to counter the economic consequences of the new coronavirus pandemic.

The second edition of Concrete Ideas with the theme '*Addressing the Root Cause of Building Collapse in Nigeria*' had the Minister of Mines and Steel Development, Arc. Olamilekan Adegbite as the Special Guest of Honour. Emphasis was made on the importance of innovative collaborations between government regulatory bodies, professional associations and the private sector in combating the menace of collapsing buildings.

| The Journey So Far – The Blueprint

The third edition was themed *'New Solutions to Nigeria's Urban Housing'* with the Honourable Minister for Works and Housing, Babatunde Raji Fashola, SAN as the Special Guest of Honour and at the end of the conversation, six key problems that policy must address were identified including, housing affordability an accessibility, abandoned government and private properties, lack of local alternatives to imported building materials, the effect of high interest and exchange rate on housing finance, lump-sum rent payment and difficulty in accessing lands for buildings.

The fourth edition of Concrete Ideas was themed *'PPPs in Urban Regeneration: Global Best Practices, Nigerian Opportunities'* emphasized that PPPs must include the 4th P which is the People. The People must be at the centre of any regeneration project in Nigeria in order to drive real and impactful change.

The fifth edition – a hybrid event focused on *'Building up Safely: Government – Industry Collaborations'*, with the Executive Governor of Lagos State, Babajide Sanwolu was the Special Guest of Honour represented by the Deputy Governor of Lagos State, Dr. Obafemi Hamzat. The experts explored how high-rise buildings could be a solution to the problem of scarcity and high-cost of accommodation in urban centres in Nigeria, and how they could be a spur of investment in construction and real estate. From the discussions, recommendations, policy ideas and deep insights shared, it was agreed that 'building up' safely is the best solution to tackling the problem of scarcity and the high cost of accommodation in urban centres in Nigeria.

With each edition of Concrete Ideas, it is evident that conversations on the critical and topical issues across the construction value chain require public-private partnerships and the voice and contributions of the people to solve them. Lafarge Africa needs to continue bringing these conversations to the fore, highlighting the issues, challenges and solutions that can help shape the built sector in Nigeria. We are proudly taking the lead and making it possible for these conversations to be held.

I thank the Board and Management of Lafarge Africa Plc and our CEO, Khaled El-Dokani for their invaluable support and contributions to Concrete Ideas.

My sincere and special appreciation goes to all our Special Guests of Honour and esteemed Thought Leaders who have been part of this journey with us.

I want to express my earnest thanks to the Lafarge Africa Team, especially the core Concrete Ideas team including Femi Yusuff, the Head of Mortar, Innovation and New Products Development, Aliyu Ma'aji, the Head of Public Affairs and Titilope Oguntuga, the Head of Sustainability and Corporate Brand and every member of the Communications, Public Affairs and Sustainable Development team who have contributed immensely to the success of Concrete Ideas.

Thank you for your interest. We do hope that you find this blueprint informative and valuable.

Ginikanwa Frank-Durugbor

Head of Corporate Communications, Lafarge Africa PLC.

About the Concrete Ideas Series

The Concrete Ideas leadership series was created by Lafarge Africa Plc to serve as a platform for deliberation on issues, policies, and developments shaping Nigeria's construction, infrastructure, and housing sectors. With Concrete Ideas, Lafarge has brought a deep understanding of global best practices to help grow the industry.

Since its launch in October 2020, Concrete Ideas has become not only a high-profile platform for the discussion of construction and real estate sector policies but also deliberations on broader public policy problems. The platform brings together a diverse community of experts from the public and private sectors to promote and accelerate an inclusive understanding of priorities and challenges facing the industry.

KEY FACTS

Lafarge Africa Plc's Triple-Helix Platform Consultation between Government, Businesses, And Professionals. **Concrete Ideas Series** is a Multisided Platform provided and resourced by Lafarge Africa PLC (LAP). The platform brings *government, businesses, and professionals* together to:

- Share knowledge and build consensus on the best ways to perfect Nigeria's built environment.
- Articulate a shared vision for closing gaps between the realities and the policy ideals of Nigeria's real estate.
- Develop blueprints and actions steps for optimizing every stage in Nigeria's real estate life cycle.
- Develop guidelines for ensuring the highest standards of quality in every stage of Nigeria's real estate value chain.

Five Successful Sessions held so far, three on Real Estate Life Cycle, two on Value Chain. The platform has successfully held five sessions: sessions one, three, and four addressed specific issues in the real estate life cycle, while sessions two and five addressed specific issues in the real estate value chain.

Concrete Ideas 1:
PPP Approaches to Rapidly Upscaling Nigeria's Economic Infrastructure
 October 13th, 2020.

Concrete Ideas 2:
Addressing the Root Cause of Building Collapse in Nigeria
 16th March 2021.

Concrete Ideas 3:
New Solutions to Nigeria's Urban Housing
 9th July 2021.

Concrete Ideas 4:
PPPs in Urban Regeneration
 30th November 2021.

Concrete Ideas 5:
Building Up Safely
 28th June 2022.

This blueprint provides the conceptual and factual basis for crystalizing the thoughts.

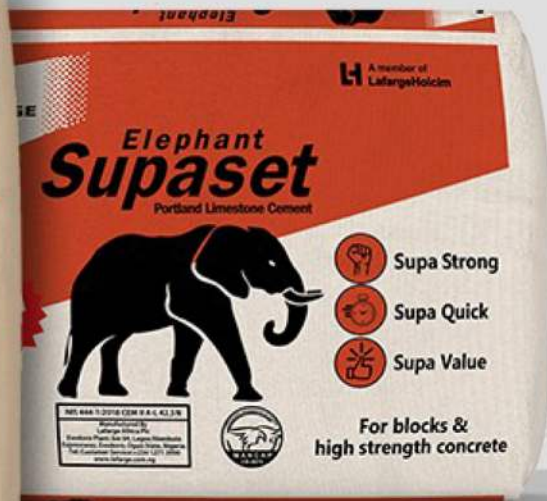
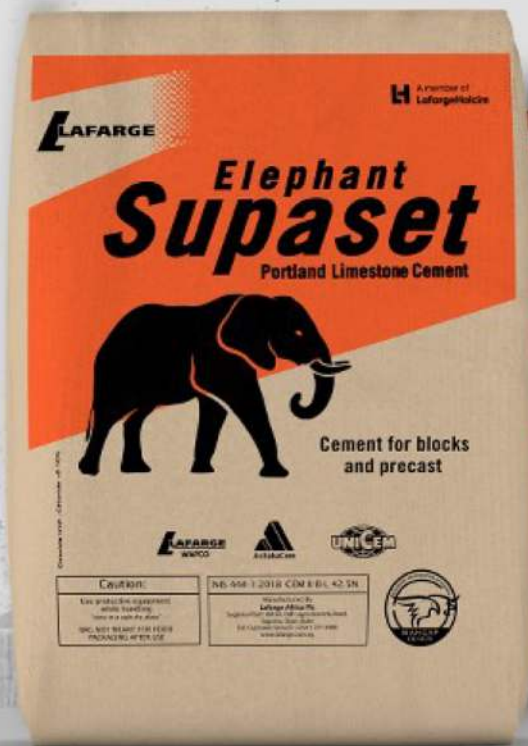
- **Facts:** Urban Dwellers, Slum Dwellers, and Rural Dwellers.
- **Policy Ideal:** Cities Without Slums, Minimal Rurality, Urban Renewal.
- **Value Architecture:** Metrics, Propositions, Creation, Capture, and Redistribution.
- **Public-Private Partnerships:** All Hands-on-Deck, All Options on-the-Table, All Risks Covered.
- **Community Buy-in:** Allaying Fears of Gentrification/Eviction, Including Communities in PPPs.



The Chairman

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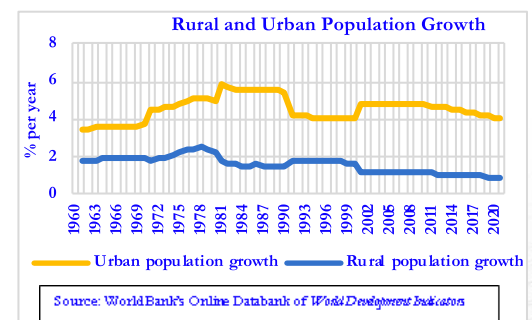
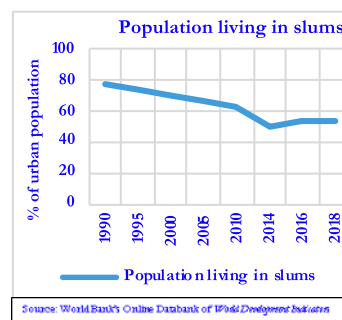
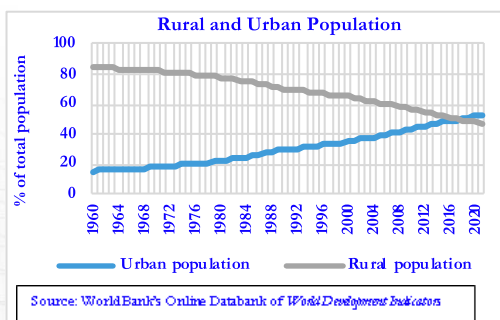
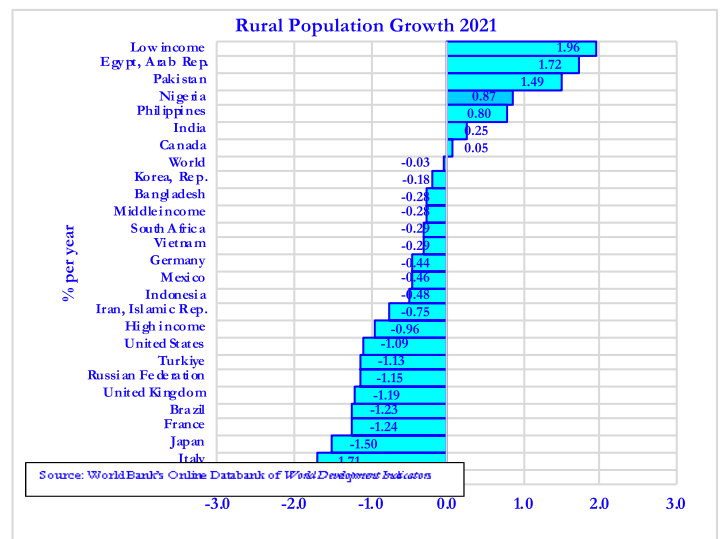
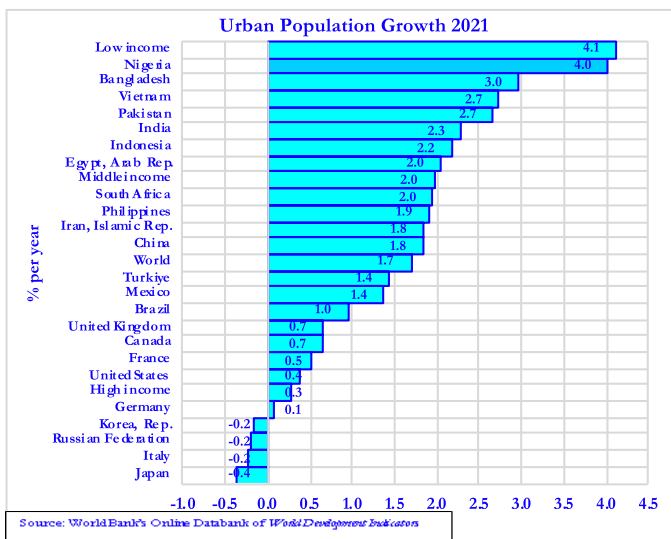
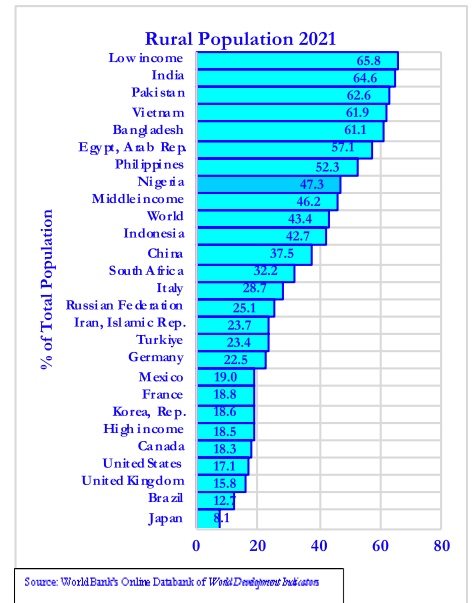
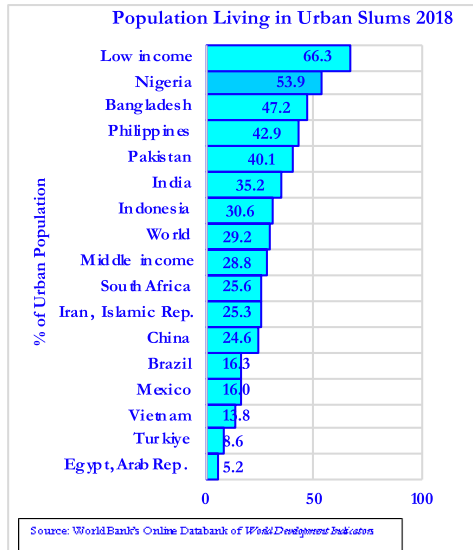
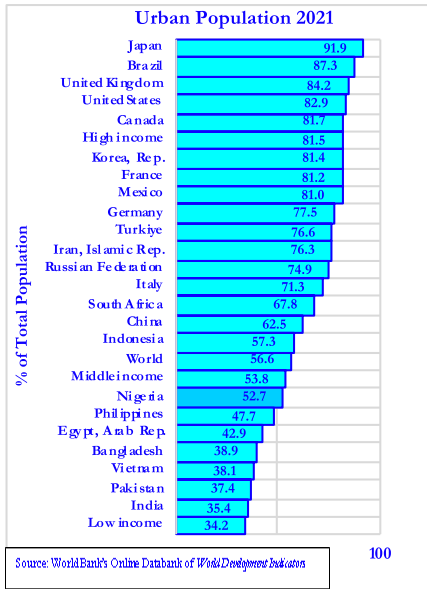
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Policy Blueprint for Regenerating Nigeria's Real Estate

1. REALITIES

Nigeria had 111.4 million urban dwellers in 2021, a little over half or 52.7 percent of the 211.4 million population. Nigeria's 52.7 percent urban population is close to the 53.8 percent average for middle-income countries and the 56.6 percent average for the world, suggesting the typicality of the Nigerian urban population.



POLICY BLUEPRINT FOR REGENERATING NIGERIA'S REAL ESTATE

Only 51.57 million people live in *habitable urban housing*, 46.6 percent of urban 11 dwellers or 24.39 percent of the population; 159.99 million live in *inhabitable urban and rural slums* as much as 75.61 percent of the Nigerian population are effectively gentrified.

- 60 million people live in *inhabitable urban slums*: 53.4 percent, of urban dwellers or 28.38 of total the population. Nigeria's 53.7 incidence of urban slums is almost twice as large as the 28.8 percent average for middle-income countries or the 29.2 percent average for the world, suggesting the exceptionality of Nigeria's incidence of urban slums. The goal should be to eradicate urban slums, as high-income countries have done.
- 99.99 million live in *inhabitable rural slums*; 47.3 percent of the population. Nigeria's 47.3 percent rural population is close to the 46.2 percent average for middle-income countries and the 43.4 percent average for the world, suggesting the typicality of the Nigerian rural population.¹

The main takeaways from these stark facts are that 75.6 percent of Nigeria's population are already excluded from the economy and urgently need gainful employment opportunities, infrastructure, and other socio-economic amenities that they cannot get in the urban and rural slums that they are trapped in to be able to afford habitable dwellings.

This fits into a common pattern in developing countries in which *people migrate from rural slums* (on the fringes of farming, husbandry, fishing, forestry, hunting, and mining that are controlled by *landowners in the rural core*) to *urban centres* in search of better livelihoods mostly end up in *urban slums* (on the fringes of commerce and industry in the urban core), as long as they do not have the *literacy, skills, and exceptional talents* required for assimilation into the *urban core*.

'A slum is a residential area with substandard housing that is poorly serviced and/ or overcrowded, and therefore unhealthy, unsafe, and socially undesirable'². 'Rural and urban poverty may have common characteristics- adequate employment, food, health care, and education are issues that are common concerns. So are access to information and lack of voice and representation in the settlements in which they live. In either case, their ability to influence decision-making is remote since they end up *powerless in the face of the landed gentry in villages and the rich and organized classes in cities*'³.

Empowering the poor with the *capital, literacy, and skills* needed to *penetrate rural or urban cores* is the ultimate way to *improve their livelihoods* to the point that they can afford to *move out of slums into habitable homes*.

2. POLICY IDEAL

For *high-income countries that have effectively eradicated urban slums and are progressively urbanizing their rural cores* Real estate narratives are now focusing single-mindedly on *urban regeneration*. Low- and middle-income countries that still have *high incidences of slums in urban and rural areas* must follow the *three-pronged approach* enunciated below in framing their real estate narratives:

- *Slum Eradication*⁴ is a process by which the vast physical capital and human capital that are lost to slums are put to more productive use for the overall benefit of the society:



POLICY BLUEPRINT FOR REGENERATING NIGERIA'S REAL ESTATE

- i. **Physical Capital Productivity:** Wealth created in places will be enhanced by small changes that have high payoffs, such as converting economic dark spots to bright spots, cost centers to revenue centers, dirty places to clean places, crime centers to wealth centers, unsafe places to safe places, insane places to sane places, disorganized places to organized places, and replacing unclear protocols with clear protocols.
- ii. **Human Capital Quality:** Wealth created by people will be enhanced by access to educational opportunities that enable them to unlock the skills and talents needed for productive careers that make them fit for rural and urban cores.

● **Rural Urbanization**⁵ described by Ofori-Amoah (2017) as 'A process by which rural areas become urbanized', following two tracks:

- i. *Planned Rural Urbanization (PRU)* 'derives from direct interventions from government and private interests', and has been implemented through *state creation, local government creation, planned cities, garden cities, industrial estates, and growth centers* in different parts of Nigeria at different points in time.
- ii. *Unplanned Rural Urbanization (URU)* 'works through spontaneous and random corporate and individual behaviors that cumulatively transform the rural landscape'. Commercial growth, non-metropolitan industrialization, and sub-urbanization catalyzed by *growing networks of road, rail, seaport, and airport infrastructure* have occurred in different parts of Nigeria at different points in time.

● **Urban Regeneration**⁶ is a process by which *aging obsolete stocks of real estate in urban neighbourhoods are periodically renewed and adapted to meet the evolving demands of social, economic, technological, and ecological advancements of Residential spaces*, such as the *inner cities or down-towns*, low-, middle- and high-income neighbourhoods that are aging.

- iii. *Commercial spaces like central business districts or city centres*, major markets, transit routes, and transit stops are all aging.
- iv. Even the *government's real estate spaces* like secretariats, schools, hospitals, barracks, police stations and prisons are all aging.

¹ Nigeria is compared in the bar charts to three reference country groupings, namely, G7, BRICS, and Next 11- and three averages for low-, middle- and high-income countries. G7 includes Canada, France, Germany, Italy, Japan, the UK, and the US. BRICS include Brazil, Russia, India, China, and South Africa. N-11 includes Bangladesh, Egypt, Indonesia, Iran, Mexico, Nigeria, Pakistan, Philippines, South Korea, Turkey, and Vietnam.

² Harris, R. (2009), Slums, in Elsevier International Encyclopedia of Human Geography, Pages 157-162.

³ Ramanath. J. H. A., (2020), How is urban poverty different from rural? Urban Futures, November.

⁴ UN-Habitat (2014) Practical Guide to Designing, Planning, and Implementing Citywide Slum Upgrading Programs, United Nations Human Settlements Programme (UN-Habitat) 2014.


⁵ Ofori-Amoah, B. (2017), Rural Urbanization, in Wiley-Blackwell Encyclopedia of Social Theory, December.

⁶ UN-Habitat (2022), Urban Regeneration as a tool for Inclusive and Sustainable Recovery, UN-Habitat Report on Expert Group Meeting organized (Inclusive, Vibrant Neighbourhoods, and Communities Flagship Programme).





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POLICY BLUEPRINT FOR REGENERATING NIGERIA'S REAL ESTATE

Knowing the aggregate sizes of the problems to be solved is only the first step. The second step is to get different states and municipalities to know their share of the incidences of *rurality*, *slums*, and *urban decay* and accept to take responsibility for addressing them. The third step is to equip them with practical tools for designing, planning, coordinating, and implementing large-scale *slum eradication*, *rural urbanization*, and *urban renewal*.

3. UNLOCKING REAL ESTATE

Real Estate is the world's oldest and biggest asset. There is huge wealth to be unlocked from real estate. Real estate accounted for 69 percent of global wealth in 2020. Residential real estate including land was at 46 percent of global wealth, while corporate and government buildings including land contributed 23 percent of global wealth⁷.

While the value added in construction and real estate in Nigeria of N25 trillion in 2021 was 14.2 percent of GDP, no one knows the financial value of the stock of real estate in Nigeria or the relative share of Nigeria's wealth stock, it is not likely to be less than 60 percent. This a vital gap that future sessions of **Concrete Ideas** can fill.

Various segments of real estate however have *features of both public and private goods* such that access to *their benefits is excludable in some cases and non excludable in other cases, just as there is rivalry in consumption in some cases* (in which units consumed by one party is no longer available to any other party) and there is *no rivalry in consumption in other cases* (in which the same unit can be consumed by all parties at the same time).

Consequently, the boundaries between segments of real estate that must be provided by the government as public goods and those segments that must be provided by markets as private goods are not always clear-cut. The need to cover huge gaps that will be left by both *pure public provision and pure private provision justifies public-private partnerships*.

Nigeria's built environment is fragmented into (i.) pieces that are held by the three tiers of government- federal, state, and municipal; and (ii.) pieces that are held by three groups in the private sector- households, businesses, and communities.

These all combine to form an intriguing pyramidal segmentation of Nigeria's built environment as follows:

a. Public Sector

- i. National/Federal Networks: Transport, Energy, Telecom, Drainage, Military, Security Structures.
- ii. Subnational Holdings: Intra-State and Intracity Transport Routes, Transit Stops.
- iii. Municipal Holdings: City Centers or CBDs, Inner-Cities or Downtowns.

b. Private Sector

- i. Residential Dwellings.
- ii. Commercial/Industrial Structures.
- iii. Communities.

Sectoral specificities often arise along the lines of real estate that are needed for residential. Commercial, Industrial, governmental purposes, or real estate needed for transportation, energy, waste and water, education, health, safety, and security infrastructure. But interlocking needs a narrow focus on individual components like housing, employment, retail, infrastructure, and other issues will not work as any should be considered in isolation from the others.



POLICY BLUEPRINT FOR REGENERATING NIGERIA'S REAL ESTATE

The solution housing may be new infrastructure, new economic activities, or new employment opportunities, just as inadequate housing may impede the growth of the community, economy, infrastructure, and employment.

Common vision and concerted action by the following heterogeneous actors and stakeholders are needed for progress:

- c. *Government as Originator, Planner, and Regulator*: Federal, State, and Municipal Government.
- d. *Businesses as Agents with the resources to conduct the missions*: Builders, Financiers, Managers.
- e. *Society/People as End Users and Beneficiaries*: Households, Businesses, and Communities.

Top-down government initiatives require vertical *integration* across levels of government, and bottom-up community initiatives require horizontal integration across departments within each community, and across communities to ensure a balance between 'hard' (physical) and 'soft' (social) investment through the conception, planning, execution, and utilization stages in the life cycle of real estate, and across the



conception, design, and *ownership (upstream)*, Finance/Construction (*midstream*), transactions, usage, maintenance (*downstream*) stages in the value chain.

4. ATTRACTIONS OF PUBLIC-PRIVATE PARTNERSHIPS

a. *Keeps All Financing Options on the Table.*

- *Government Financed*: Taxation/Debt.
- *Market Financed: Equity*: greenfield, brownfield, long-term project financing (BOT, BOOT, BOO, etc.).
- *User Financed*: User fees, tolls, and value capture.

b. *Makes it Possible to Address Peculiar Risks.*

- *Externalities*: Private Returns are not equal to Social Returns.
- *Spillovers*: Limited Direct Benefits in the Presence of Significant Indirect Benefits.

c. *Opens A Project Finance Cycle in Which All Projects Are Fundable*

- *Identify the Universe of Fundable Projects.*
- *Streamline Deal Origination Protocols that Public/Private Project Promoters Can Cue into.*
- *Streamline Deal Consummation Protocols that Local/Foreign Financiers/ Investors/Donors Can Cue into* Tiers of government should provide the vision, spearhead the consultative deliberations,

delineate the boundaries, streamline the rules, coordinate stakeholders, ensure transparency, mitigate risks, capture benefits, redistribute benefits while selecting private partners to supply funding, execute the projects, and manage the facilities.

⁷McKinsey (2021), The rise and rise of the global balance sheet: How productively are we using our wealth? November 15, 2021, McKinsey Global Institute Report.



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POLICY BLUEPRINT FOR REGENERATING NIGERIA'S REAL ESTATE

5. VALUE ARCHITECTURE

a. **Value Metrics:** *use values* must be equal to or higher than *market values*, or we must take collective steps to close negative *value gaps*.

b. **Value Propositions:** Conversations about *slum eradication*, *rural urbanization*, and *urban renewal* must always be in terms of unlocking latent *benefits or wealth*, and never in terms of incurring costs, or financing.

Real estate portfolios of each of the three tiers of government include:

- *Idle land in prime locations* that we can develop for lease/rental income generation
- *Uneconomic-built structures on prime locations* we can redevelop to unlock rental income.
- Aging and abandoned barracks and stadium complexes around the country can also be re-purposed.
- Major markets, transit stops and tourist locations can be renewed to unlock more wealth from them.

Wherever there are significant gains to be made, it makes sense to go after them. We must only incur costs to unlock benefits. These will be *one of the biggest potential sources of government revenue* if the various arms of government could allow developers to buy *redevelopment rights* on their real estate portfolios.

Hong Kong funds all its capital budget from this source, while India and China fund significant fractions of their annual budgets from this. *We must start by showing the benefits we can unlock by renewing the real-estate portfolio of the federal, state, and local government tiers of the public sector and the commercial and industrial segments of the private sector.* We must show the sizes of the benefits that we can unlock.

When properly conceived, *real estate renewal will fund the government, rather than be funded by the government.* The ultimate question is about how to organize government-private actions to unlock, capture, and redistribute funds hidden in real estate.

c. **Value Creation/Capture:** Processes, Modalities, and Selection of Partners.

d. **Value Redistribution:** As there would be gainers and there would also be losers, it is important to be explicit about *who the gainers might be and how much they would gain, who the losers might be and how much they will lose*, and what arrangements must be put in place to *ensure that some of the gains are transferred to the losers to compensate for their losses.* This will give slum eradication *human face*.



6. COMMUNITY TRUST AND BUY-IN⁸

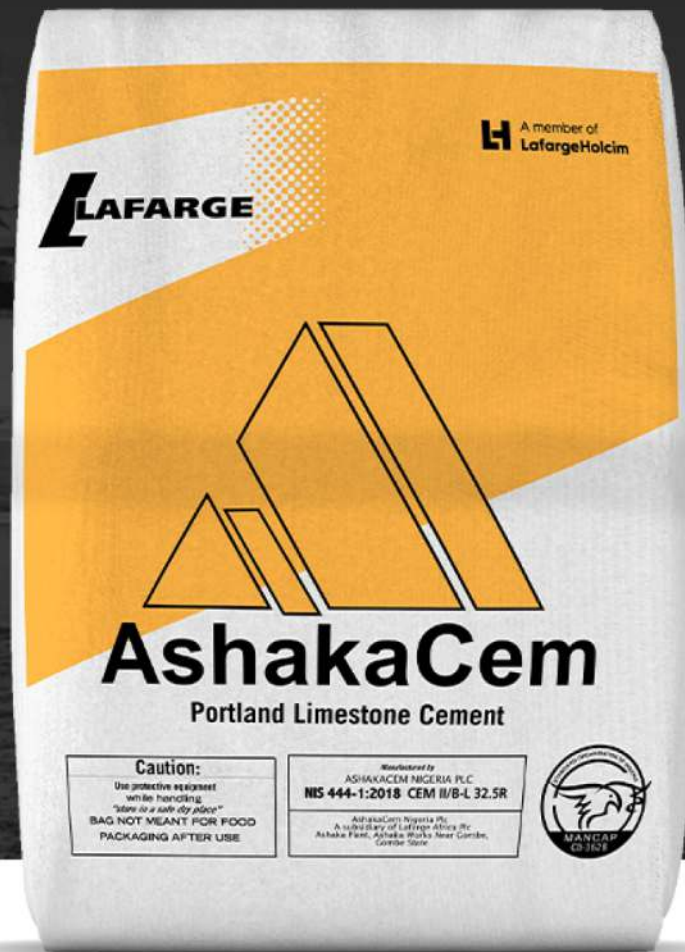
Where to start is in *recognition of the diversity of and the specialness of individual slum communities* and to *tailor projects to the needs and assets inherent in each community.* That way, we can ensure that *build community trust in the process.* The *private sector becomes more of a social entrepreneur than a profit-seeking entity,* that can *prioritize the social benefits* of that project over the *maximization of financial returns* and *factor in the acceptance of that project over time.*

There are diverse types of slums. We have the *waterfront slums*, we have the *public housing slums* that we developed, *high-rise, four floors*, and all that, *abandoned government estates* that are now *in states of disrepair.* The fundamental question is so, how to choose between slums that were slums from the beginning and those that were nice housing for low-to-middle-income earners from the beginning but are *now slums* that no one wants to dwell in.



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Lagos State



POLICY BLUEPRINT FOR REGENERATING NIGERIA'S REAL ESTATE

Co-production is about ensuring that slum eradication projects, no matter what their scale is, evolve with inputs from the dwellers it is meant to serve, recognizing them both as end-users as well as partners in that project. They must be at the drawing board when we make decisions on the type of slum eradication project that will suit that area. One of the ways we do this is by asset mapping. Instead of just doing needs analysis, which tells you what the needs of the community are, we also map the assets that people in these communities own, their skills, their trades, their aspirations, as well as the current avenues that they have for improving themselves and their communities. We factor these into the plan so that we can recognize workable solutions from the onset. It enables us to position the people as ultimate beneficiaries or end users.

If you are developing a new product as a commercial enterprise, you want to know *who the customers are from the onset*, you want to do a *market analysis of what they can afford*, and you want to know the *market segments for that new commercial product*. The same way thing should apply to slum eradication projects. We assess the types of empowerment the people need *in the short, medium, and long term and what they can also bring into the project*. So, in this way, we can develop a *product that will work for them sustainably*.

Successful slum eradication depends in part on the acceptability of the idea of eradication to the communities. They could be *distrustful of private investment because of the pervasive occurrence of gentrification and suspicion that once these projects are completed, they would not be part of it as they would have been outpriced*. They could also distrust the governments because *trust in the social contract has been undermined by a history of forceful evictions*. We must therefore begin by making them buy into the whole idea of slum eradication, however nice they are or however impactful they could be.

Let us co-produce public-private partnership projects as far as we want them. If you want them to work for slum eradication, let us not forget the people in the mix. And they should be at the table from the start not at the end. In this way, slum eradication projects can be inclusive.





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EASY WAY WITH
SUPAFIX



**JUST ADD
WATER**

Lafarge Africa PLC's Contributions

Lafarge Africa Plc, a leading Sub-Saharan Africa building solutions company is a member of Holcim Limited, a world leader in innovative and sustainable building solutions accelerating our world's green transformation and building progress for people and the planet.

The company is actively participating in the urbanization and economic growth of Nigeria, the largest economy in Africa. As a member of Holcim, we have embarked on this transformative project with gathered experiences from *five continents, 80 countries, 70 000 employees in different tiers of government, construction companies, decision-makers, and citizens.*

That we have more than 1500 patents worldwide is a clear testimony to our capacity to supply reliable products and services to our customers and partners.

We have the widest footprint in Nigeria with cement operations in the Southwest (Ewekoro and Sagamu in Ogun State), Northeast (Ashaka, in Gombe State), Southeast (Mfamosing, Cross Rivers State) with Ready-Mix operations in Lagos, Abuja, and Port Harcourt. Lafarge Africa has a current installed cement production capacity of 10.5Mtpa.

We leverage our innovative expertise to provide value-added products and services solutions in the building and construction industry in Nigeria.

We have gathered capabilities and experiences that we can share from continent to continent, including Africa, and from country to country, including Nigeria. We supplied tailor-made cement, which has the unique mechanical & physical properties to achieve high durability in a highly aggressive environment, which was used in the Eko-Atlantic City project in Lagos.

With further improvements in policies and new initiatives,

Nigeria will attract more investments in the years to come.

We need to keep discussing and sharing ideas on how to create the policies that unlock the millions of dollars we need to build the cities that have the infrastructure that creates economic opportunities for millions of its citizens.



About Dr. Ayo Teriba

Image credit: EcoGraphics

Ayo is CEO of *Economic Associates (EA)* where he gives strategic direction for ongoing research and consulting on *Nigeria's Economic Outlook*, focusing on global, continental, national, sub-national, sectoral, and corporate issues. He is a *Visiting Faculty at the Nigerian University of Technology and Management (NUTM)* in Lagos where he teaches the Economics of Globalization in the post-graduate Nigerian Scholars Programme (NSP). He is the Vice-Chairman of the Technical Committee of the National Council on Privatization (TC-NCP), aligning privatization programs with the macroeconomy.

Ayo earned *B.Sc. Economics* from the University of Ibadan with *Sir James Robertson Prize and Medal, UAC Prize in Economics, and Economics Departmental Prize as all-around best economics graduate* in 1988, *M.Sc. Economics* from Ibadan in 1990, *M. Phil. Economics of Developing Countries as a Cambridge-DfID Scholar* at the University of Cambridge in 1992, and a *Ph.D. in Applied Econometrics and Monetary Economics* from the University of Durham in 2003. He is an Alumnus of Lagos Business School (AMP 5) and Henley Business School (BDP) Executive Programmes.

Ayo articulates his views on Nigeria's economic policy imperatives through articles, interviews, and comments in the mass media. He successfully spearheaded the advocacy for the re-denomination of Naira notes and coins that led to the introduction of N100, N200, N500, and N1000 notes between December 1999 and October 2005. His current reform advocacy is on how Nigeria can change the economic narratives by using her vast stocks of under-utilized public wealth to unlock internal and external liquidity needed to rejuvenate ebbing fiscal, financial, and forex flows.

Before becoming CEO of EA in 2004, Ayo was *Chief Economist* at ThisDay Newspaper (2001-2004), *Faculty Member* at Lagos Business School (1995-2001), *Head of Research* at Lagos Chamber of Commerce (1993-1995), and *Company Economist* at UAC of Nigeria (1992-1993). Ayo consults for blue-chip companies, Federal and State ministries, departments, and agencies, DfID, GIZ, UNDP, UNIDO, USAID, and World Bank.

He received grants from Ford Foundation and Rockefeller Foundation and was a *Visiting Scholar* at IMF Research Department in Washington DC.

5TH EDITION OF LAFARGE AFRICA'S THOUGHT LEADERSHIP PLATFORM - CONCRETE IDEAS



L-R: Gbenga Onimowo, Commercial Director, Lafarge Africa Plc; Gbemiga Owolabi, Organisation & Human Resources Director, Lafarge Africa Plc; Engr. Aramide Adeyoye, SA to the Governor of Lagos State on Works and Infrastructure; Dr. Obafemi Kadri Hamzat, Deputy Governor, Lagos State; Khaled El Dokani, Chief Executive Officer, Lafarge Africa Plc; Femi Yusuff, Head, Mortar, Innovation & New Product Development, Lafarge Africa Plc and Mrs. Saadiya Aliyu, MD/CEO, Urban Shelter Limited at the fifth edition of Lafarge Africa's Thought Leadership Platform - Concrete Ideas held at Eko Hotels & Suites, Victoria Island Lagos on 28/06/2022.



L-R: Dr. Obafemi Kadri Hamzat, Deputy Governor, Lagos State, Khaled El Dokani, CCEO, Lafarge Africa Plc, and distinguished Thought Leaders at the fifth edition of Lafarge Africa's Thought Leadership Platform - Concrete Ideas held at Eko Hotels & Suites, Victoria Island Lagos on 28/06/2022.



L-R: Gbenga Onimowo, Commercial Director, Lafarge Africa Plc; Aliyu Ma'aji, Country Head, Public Affairs, Lafarge Africa Plc; Gbemiga Owolabi, Organisation & Human Resources Director, Lafarge Africa Plc and Oladimeji Abiodun-Wright, Head, Performance & Planning, Lafarge Africa Plc at the fifth edition of Lafarge Africa's Thought Leadership Platform - Concrete Ideas held at Eko Hotels & Suites, Victoria Island Lagos on 28/06/2022.



L-R: Oladimeji Abiodun-Wright, Head, Performance & Planning, Lafarge Africa Plc; Engr. Aramide Adeyoye, SA to the Governor of Lagos State on Works and Infrastructure; Dr. Obafemi Kadri Hamzat, Deputy Governor, Lagos State; Khaled El Dokani, Chief Executive Officer, Lafarge Africa Plc; Ginikanwa Frank-Durugbor, Head, Corporate Communications, Lafarge Africa Plc and Gbenga Onimowo, Commercial Director, Lafarge Africa Plc during the tour of exhibition booths to showcase Lafarge's range of product to the deputy governor at the fifth edition of Lafarge Africa's Thought Leadership Platform - Concrete Ideas held at Eko Hotels & Suites, Victoria Island Lagos on 28/06/2022.



L-R: Arc Gbolahan Owodunni Oki, GM Lagos State Building Control Agency; Titilope Oguntuga, Head, Sustainable Development and Corporate Brand, Lafarge Africa, and other stakeholders at the fifth edition of Lafarge Africa's Thought Leadership Platform - Concrete Ideas held at Eko Hotels & Suites, Victoria Island Lagos on 28/06/2022.

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We write to express our profound gratitude to our speakers for their esteemed presence, contribution and support at the different editions of the company's Thought Leadership platform, Concrete Ideas.

Your perspectives and contributions during the discussions were extremely invaluable. We are confident that your insightful recommendations will help drive the change that we all desire.

We look forward to continued collaboration with you in taking the engagement from Concrete Ideas to Concrete Solutions for Nigeria's construction sector and economy.



Babajide Olusola Sanwo-Olu
Governor of Lagos State



Dr. Kadri Obafemi Hamzat
Deputy Governor of Lagos State



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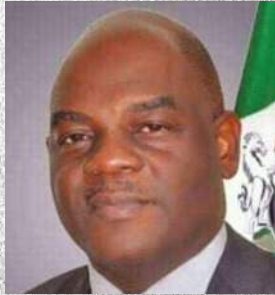
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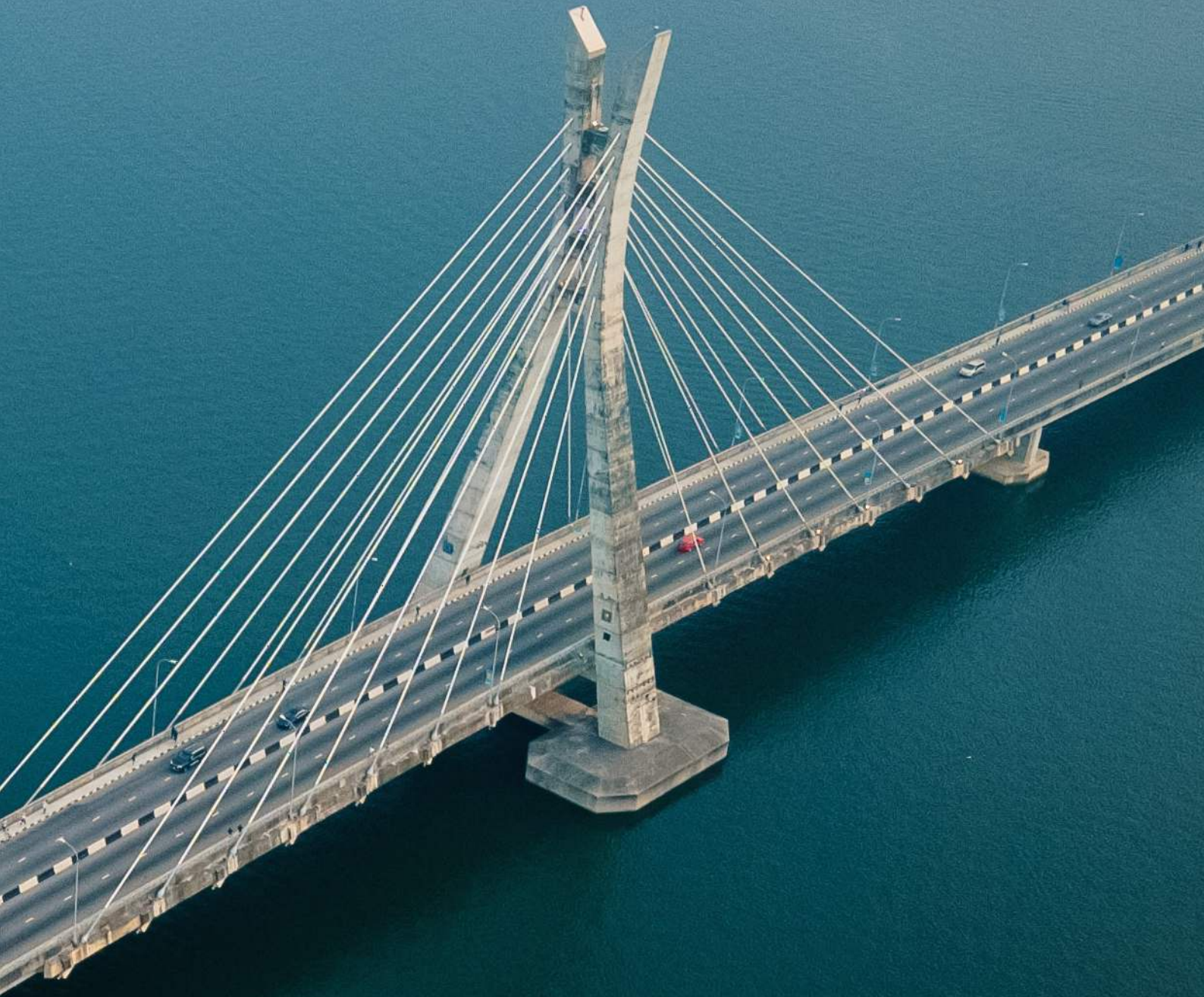
Late Engr. Joseph Makoju
Chairman, Cement Manufacturers
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