



# **Preparatory study on Circular Business Platform (CBP), Lagos**

African Circular Economy Network (ACEN), in Association with the ACEN Nigeria Chapter, Holland Circular Hotspot & Key Contributors

**Ministry of Economic Affairs and Climate Policy**

**Netherlands Enterprise Agency**

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## **Circular Business Platform Lagos:**

**Final Report**  
**18<sup>th</sup> June 2021**

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### **The African Circular Economy Network**

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## 1 Introduction

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***The African Circular Economy Network (ACEN), in association with ACEN Nigeria and Holland Circular Hotspot, was tasked to undertake a preparatory study on the opportunity for a Circular Business Platform Lagos (CBPL) with the kind assistance of the Netherlands Enterprise Agency and Dutch Consulate General in Lagos. This preparatory assessment was about engaging with local stakeholders involved in the Circular Economy (either directly or indirectly) to work together towards the assessment, need, desire, design and expectations that this could provide.***

Before we started engaging with Stakeholders, we needed to ask, “what is this CBP for Lagos”? At the onset this was not entirely clear, but work done by the project team on previous applications across the globe lent guidance to its structure. It was known that there had been stakeholder meetings before and the need for the establishment of the platform has been confirmed by many, just like the general objectives of facilitation, cooperation, coordination, sharing of best practices and networking between stakeholders. This preparatory study was designed to work with identified Stakeholders to define exactly what this platform will look like in the future and what we all hope this will be able to achieve for the benefit of Lagos. The project team took the approach not to present any preconceived ideas as to what the platform should look like, but needed to contextualize the following:

- Although not a new concept, Circular Economy as a term is relatively new but has its grounding in decades of development in sustainability and green economic development where terms such as cradle-to-cradle, cradle-to-grave, restorative, regenerative, green, sustainable, life cycle analysis and recycling, among many others, are used to define a new model of economic development.
- Circular Economy is often mistaken as the new buzzword for recycling and waste management, but this is only one component of the terminology. Circular Economy is a cross-sectoral mindset change in energy, education, nutrition, waste, wastewater, agriculture, health, tourism, infrastructure, manufacturing, housing, transport, technology and others, creating alternatives using different approaches and technologies, new materials, artificial intelligence and rental/sharing models to name a few. However, opportunities in transitioning to a Circular Economy where waste is a resource presents multiple options to achieve a positive impact in each of the sectors defined here.
- As per the above description, there are dozens and possibly hundreds of Circular Economy projects being undertaken across Lagos but most are working in isolation. How do we bring the many people working on these projects from government, business, knowledge institutions, NGOs, CBOs, MSMEs and international organizations together to collaborate and share? Sustainable Development Goal # 17 is probably the most important of all the SDGs, i.e., Partnerships for the Goals. Can this CBP assist Lagos to create additionality and scale to transition the city and state to a Circular Economy?

We needed to better understand the needs of Lagos to define what this platform would look like. Who would run the platform - a knowledge institute, government, or business? Perhaps a Public Private Partnership? Will it just be an online information portal or a knowledge-sharing network? Will it be a structured new organization with funding, deliverables, outcomes, and impacts? How do we ensure that the CBPL will have an agenda-setting role for a more coordinated and demand-driven approach to Circular Economy in Lagos that drives entrepreneurship? Our approach was to work directly with the stakeholders in Lagos to define what this will

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ultimately look like. At the onset we knew that initial discussions had indicated that there was a need for a central platform, in whatever shape or form, to bring together the many exciting initiatives in Lagos and help drive the Circular Economy agenda.

## 2 Project Background

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This project aims to support Lagos in its transition to a Circular Economy (CE) through establishing a Circular Business Platform for Lagos (CBPL), facilitating cooperation, coordination and networking between businesses, government, knowledge institutions and civil society organizations involved in the circular economy. The CBPL is designed to have an agenda-setting role for a more coordinated and demand-driven approach towards a circular economy in Lagos that drives local entrepreneurship, creates jobs and contributes to sustainable economic growth. Many initiatives are being implemented in Nigeria, but mostly in isolation so potentially interested partners and stakeholders may be unaware of other circular initiatives in the region. This can result in initiatives being potentially less impactful and investment opportunities are missed with no systemic approach. To accurately address the circular challenges faced, there is a growing need for a different approach fostering networking, cooperation, coordination, and a shared agenda. The CBP Lagos is an initiative – as a result of the CBP Lagos stakeholders meeting on 5th October 2020, hosted by the Dutch Consulate – to bring the various stakeholders and their initiatives together, strengthen them and work towards a shared agenda to transform the city of Lagos into a thriving circular economy.

This first phase of this preparatory research is to collect information on the business model as well as inform and inspire relevant stakeholders regarding the establishment of this CBP in Lagos, which will have to be managed by an independent body/organization that is still to be determined. To do this we needed to connect the different stakeholders across all identified sectors and start facilitating cooperation.

## 3 Project Team

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**ACEN:** As a first mover in the field of circular economy in Africa, ACEN is identified as the entry point for many organizations seeking to gain knowledge about African businesses and their exposure to the circular economy. To date, ACEN has official and non-official partnerships with most of the large organizations involved in the circular economy, including the World Economic Forum, ICLEI Africa, UNEP Africa, the European Union, the European Environmental Bureau, the Ellen MacArthur Foundation, Accenture, Holland Circular Hotspot, the African Development Bank, African Circular Economy Alliance and many more.

ACEN has also been recognized in multiple platforms from international banks (World Bank, African Development Bank) as well as from the European Union. Thanks to its network of 30 active countries with 100 identified experts in their own field (they all have signed the ACEN Ethics Charter), ACEN has built its reputation as being able to convey the message of developing an African circular concept and to advise public and private organizations.

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Most importantly, ACEN has a Nigerian Chapter that is active in the field of Circular Economy in Nigeria; their extensive knowledge and existing networks in CE applications locally add substantially to the project outcomes. The ACEN Team comprised two of the Executive Team members from the organization's headquarters (Mr Peter Desmond and Mr Chris Whyte); two members of the ACEN Nigeria Chapter (Mrs Oluwakemi Akajakaiye and Mr Abayomi Magbagbeola, and two assistant staff members.

**HCH:** Through the entire process ACEN has worked hand-in-hand with the Holland Circular Hotspot which is a public-private platform in which companies, knowledge institutes and local authorities collaborate to support international collaboration and knowledge exchange on Dutch circular economy (Comprising team members Mr Freek van Eijk, Mr Abdulla Moustafa and Miss Lia Huybrechts).

## 4 The Assignment in context

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### *Scope and Objectives*

In understanding the importance and rationale for this project, the Terms of Reference adequately encapsulated the background, scope and need for the development of a Circular Business Platform (CBP) for Lagos as well as some of the previous initiatives that led us to this point and the outcomes required for this project. ACEN is all too familiar with the state of affairs in terms of Circular Economy uptake in African countries and as such the context within Lagos is not unfamiliar. ACEN is currently engaged with multiple international organizations in their current focus on Circularity in African Cities and much of this work lays a strong foundation for developing the CBP for Lagos. Ultimately we aimed to work with the Netherlands Enterprise Agency as the Client (through the Ministry of Foreign Affairs) and a Dutch consultant of Holland Circular Hotspot (with whom we have already been engaging), to support Lagos in its transition to a Circular Economy through establishing the CBP. ACEN HQ and their Nigerian counterparts will facilitate cooperation, coordination and networking between all stakeholders involved in the Circular Economy. There are potentially hundreds of stakeholders in the Lagos region alone and in the short timeframe of this project we attempted to include as many as possible.

Ultimately the CBP needs to be inclusive and cross-sectoral but must be both valued for its content, interactive and active capabilities and used to drive a demand-driven approach to CE in Lagos that drives local entrepreneurship and contributes to sustainable and green economic growth that results in job creation with a focus on decent jobs. The platform will have to be managed by an independent body that should be properly structured with all the required governance systems in place with multiple stakeholders and local champions that ensure the platform is seen to be owned by the people of Lagos for the benefit of all Lagosians.

The primary objective of this first phase of preparatory research is to collect information on the business model, inform and inspire relevant stakeholders regarding its establishment, and collaborate with Holland Circular Hotspot (HCH) throughout in a complementary and supportive manner. HCH will provide technical advice and bring their experience of setting up similar platforms. ACEN and HCH will be working as a team, but with HCH in more of an advisory and support role for this phase of the project development. This is essential to ensure the findings and recommendations of the local stakeholders fit within the applicable realms

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and requirements for the platform development as experienced by HCH in similar projects across the globe. Initial discussions with HCH indicate that such support could include digital meetings, webinars, brainstorming sessions and course material (if required) and share their experiences in best practices (G2G, B2B and K2K) where applicable.

### **Context**

The Terms of Reference for this project emphasized the waste issues in Lagos citing the issues of 21 million inhabitants in the megacity and the estimated (and questioned) 6 million tons of waste produced annually – even considering the low percentage collected and landfilled. This enormous waste management challenge, and the opportunities that the Circular Economy can bring from this, have taken the spotlight recently in Lagos. Several initiatives have emerged, and many are in the making but there is little coordination or collaboration between the many initiatives and stakeholders. Initiatives working in isolation are less impactful and without a systemic approach, potentially many opportunities are being missed. Transitioning to a Circular Economy where waste is a resource is a critical driver of the need for a Circular Business Platform. More importantly is developing and advocating the opportunities through applying Circular Economy Principles to impact and positively benefit many of the other dire needs in the city including infrastructure and housing, energy, water, health, transport, tourism, nutrition and food security, education and sustainable economic development and prosperity. A Circular Business Platform is an ideal tool to bring much of this together and create synergy and collaboration across multiple sectors and between multiple stakeholders. A tool also needs to measure and report and create information that can be used to guide legislation and policy. With metrics and data, this can also guide investment opportunities and match resources with technology and partners to increase the outcomes and impacts. We see this right across Africa where insular assessments of available resources in technology or solutions-based assessment yields economically unviable outcomes and plans are abandoned. Whereas if the scope were expanded to wider areas or across sectors this could yield additional available resources that could swing the viability in favor of implementation. For this, we need a different approach fostering networking, cooperation, coordination and a shared agenda. A Circular Business Platform could achieve many of these goals.

In Nigeria, there are several initiatives on circular business practices with different initiators such as Oxfam, EDC and LBSSC, NESG, NCIC, the Dutch Consulate in Lagos, SSL and ASU, NG and Heineken, ACEN, among others. Other notable Nigerian initiatives are the U-Recycle Initiative Nigeria and the Blue Box Recycling Initiative of LAWMA. Similarly, Growing Business Foundation recently collaborated with Lagos State and several partners in Circular Economy (CEIP, FBRA, Afrikairos and SITRA) on an initiative called Circular Lagos and this is still progressing well through the capable hands of CEIP. The CBPL needs to serve and collaborate within this active domain and ensure that it does not create any duplication of effort or competition.

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## 5 Methodology

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As the aim of this project is to support Lagos in its transition to a circular economy through establishing a Circular Business Platform (CBP), the methodology is relatively simple. It is not the expected outcome of this project to develop, initiate, commission, and action the CBP. This would come later and thus the key collaboration in this phase with the Holland Circular Hotspot. This first phase was about collecting information on the business model and inspiring the relevant stakeholders regarding the establishment of the CBP and who could ultimately manage and run this for the city and state. We must foster local ownership of the model so that Lagosians see this as their own and drive local entrepreneurship, jobs and sustainable economic growth.

The ACEN team engaged with as many possible stakeholders in the allocated time to ensure that a broad cross-sectional profile of stakeholders was secured and on-boarded. It was critical for us first to understand with our partners from HCH what a final platform could look like such that we did not create any false expectations from the onset and that we fully understood any possible limitations of the platform. As with any data metrics, this was simply driven by ensuring that whatever was captured was accurate, quantifiable, and measurable using objective standards and approaches. Subjective content should be avoided but was managed in the preparatory stages to ensure that all stakeholders felt they had unlimited input to get them to buy into the system; then managed out of the system once they understood the limitations of subjective metrics in the platform.

The methodology developed and followed started with a detailed mapping of the stakeholders involved in the circular economy or related fields within Nigeria, specifically focussing on Lagos. This included the stakeholders originally identified within the Terms of Reference provided by the Netherlands Enterprise Agency and was then expanded using the networks from ACEN and HCH and further recommendations from identified stakeholders. The process of the mapping is detailed below. Based on the outcomes of the stakeholder database development, the stakeholders were ranked according to their interests and influence. According to the ranking, these stakeholders were either identified to participate in a Survey or targeted for an individual or organizational Interview. Similarly, the stakeholder mapping was used to identify key stakeholders for an invitation to a Workshop and then refined to invite as participants or members of a Steering Committee to assist the project team in refining the many aspects of the platform development.

### 5.1 Stakeholder mapping

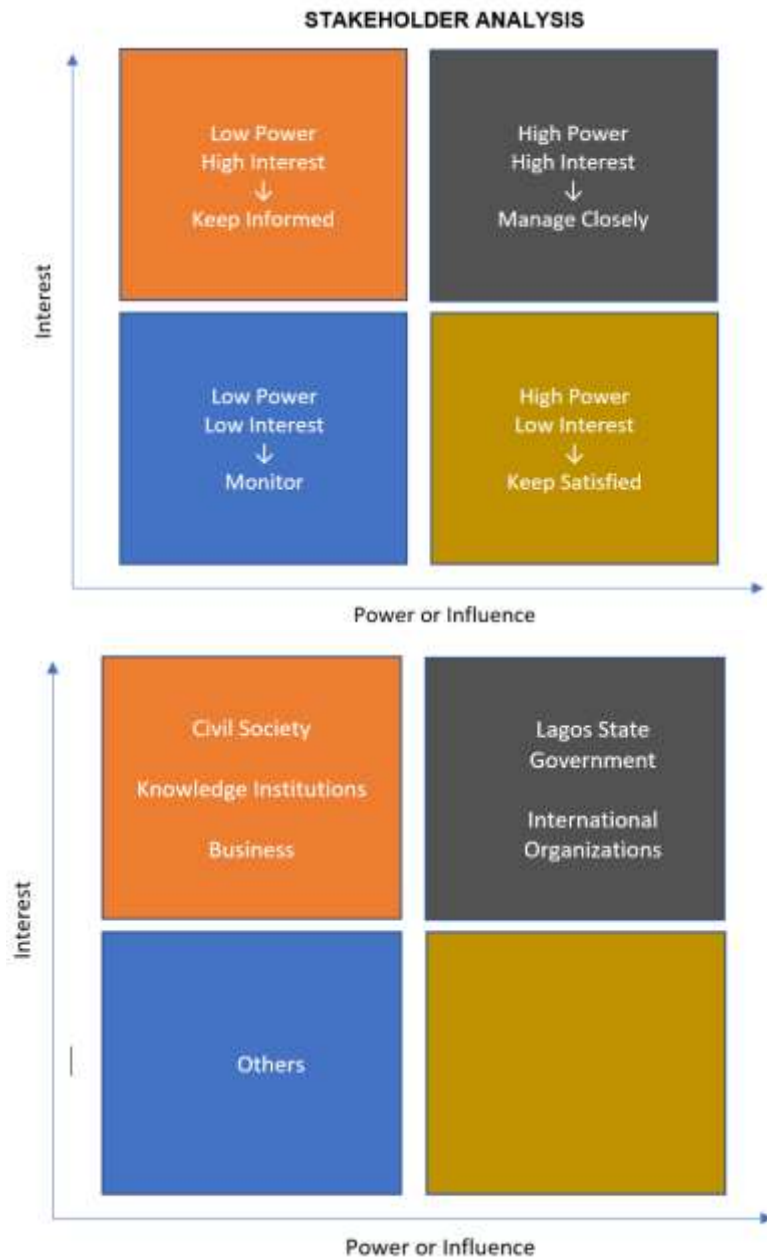
The terms of reference for this project highlighted several key stakeholders that should be included in the CBP Lagos development. The project team has expanded on this with some 140 individuals and organizations listed. This represents a diverse collection of individuals from business, government, knowledge institutions and civil society involved in the circular economy. To best direct engagements with such a diverse range of stakeholders, the team has followed a stakeholder analysis and communication strategy using a Mendelow Matrix to consider both interest and influence.

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A spreadsheet was created with each of the stakeholders where both influence and interest were given a preliminary ranking of 1-5 to score each across the matrix. This ranking was completed initially as a desktop exercise with a discussion between the team members and their knowledge and current understanding of the stakeholders. Some rankings did change once the interview process began as we obtained a better idea of their influence or interest. The findings of this analysis are detailed in Section 6 of this report.

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## 5.2 Survey questionnaires

The survey aimed to pre-assess the interests and motivations of potential parties and mapping/ranking stakeholders, as well as capturing insights regarding the legal structure, architecture, and business model of the platform, among other aspects. The primary objective of the first phase of preparatory research was to collect information on the business model, inform and inspire relevant stakeholders regarding its establishment. This required the team to develop specific questions to pose to stakeholders. Some of these questions were developed around the expectations from the Terms of Reference for this project:

1. How familiar are you with the concept of Circular Economy?
2. How does the Circular Economy relate to your organization?
3. What do you think about the CBPL concept?
4. How could the CBPL be useful for your organization?
5. What would be the ideal structure of the CBPL from your point of view?
6. How would you be able to contribute to the CBPL?
7. How can the CBPL be self-sustained?
8. How can the performance of the CBPL be measured (KPIs)?
9. What priority areas should the CBPL focus on?
10. What would be the barriers to implementing the CBPL?
11. What would be your organization's main incentive to join the CBPL?
12. Would your organization commit to playing a leadership role in the CBPL?
13. What resources would your organization allocate to building and sustaining the CBPL (time, personnel, budget, etc.)?

A pre-interview Stakeholders survey was prepared using the Google forms platform and was distributed early in the project schedule. Most of the stakeholders were already engaged through the Dutch Consulate and were informed of the launch of the CBP on the 6<sup>th</sup> January 2020 by the Vice Consul for Economic Affairs at the Consulate in Lagos. Since that date, additional potential stakeholder details were shared by the Vice Consul and by the team then included in the stakeholder's database. The outcomes of this Survey are detailed in Section 6.2 and the 27 respondents who kindly filled in the survey are detailed in Appendix 1.

## 5.3 Workshop

From the stakeholder mapping assessment, the project team identified the main role players in terms of both interest and influence on the structure and outcomes of the platform and invited these stakeholders to a Workshop that was held on the 17<sup>th</sup> February 2021. The aim was to provide an opportunity for key stakeholders to learn more about the project and contribute their ideas.

The objectives of the workshop were to:

- Provide a briefing to participants on the CBP Lagos project and Scoping Study.
- Gather insights from stakeholders regarding the formation of the CBP Lagos.
- Discuss ideas in break-out groups to be included in the final scoping study report.

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There were 41 participants present at the workshop including the project management team and facilitators/scribes. During the workshop, several polls were presented, and participants were split into breakout rooms to answer several key questions, namely:

- Which Stakeholders are Key to the Success of CBP Lagos?
- How will your organization benefit from the platform?
- How do you think the platform should be structured?
- What KPIs can be used to measure the success of CBP Lagos?

The synthesis of results, inputs and outcomes from the workshop are detailed in Section 6.3.

## 5.4 Interviews

After a detailed Stakeholders mapping, twenty-two (22) stakeholders from the private and public sectors were interviewed from among 30 stakeholders identified for direct interview. The selection of this number was premised on the level of interest and influence on driving CBPL. The list comprises key actors from the private and public sectors. The interview followed 13 structured questions and was conducted via telephone and other media platforms such as Zoom, WhatsApp call, Microsoft Teams and Google Meet based on the preference of the interviewee. The list of participants and synthesis of the interviews is presented in Section 6.4. The list of interviewees is presented in Appendix 3.

## 5.5 Steering Committee

A total of four Steering Committees were held on the following dates and with the focus of each meeting detailed:

- 13th April 2021: Meet and greet. Introduction by all the identified and present Steering Committee Members and based on the project team's prior engagement with each, their statement on commitment/contribution to the platform. The project team provided an overview of the process and the synthesis methodology and the expected future input requirements of the Steering Committee.
- 22nd April 2021: Overview of the Workshop Report and the outcomes of the questions for critical review. First introduction to the Business Model Canvas and Member input. Overview of the Interview and survey synthesis of the Final Report. Inputs from Members on the way forward, additional meetings required methods of communication.
- 7th May 2021: Overview of the Interview Synthesis Consolidated Draft Report for critical review and ratification. Inputs from HCH and (NCIC) on the framework discussed to guide the CBPL towards the outcomes for the Draft Final Report. Expected deliverables.
- 21st May 2021: Brief overview of the Final Report structure and inputs from Members. An overview of outcomes from all previous interactions with inputs from Members. Focus on outcomes, structure proposals and recommendations. Inputs and recommendations from Members and feedback from Dutch Consulate. Open engagement with members on suggestions, edits, way forward and Launch event.

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Towards the end of the study and after analyzing all data gathered from the survey, interviews, and workshops, the project team and Steering Committee went through the Business Model Canvas (BMC) exercise as a pragmatic attempt to visualize different aspects of the potential platform from an organizational point of view. This was done with the direct interaction of the Steering Committee and, with their blessing, further direct intervention from CEO of the Nigeria Climate Innovation Centre (NCIC). Thereafter the inputs to the BMC were presented to and ratified by, the Steering Committee. Outcomes of this exercise are presented in Section 7.1. The members of the Steering Committee are presented in Appendix 4.

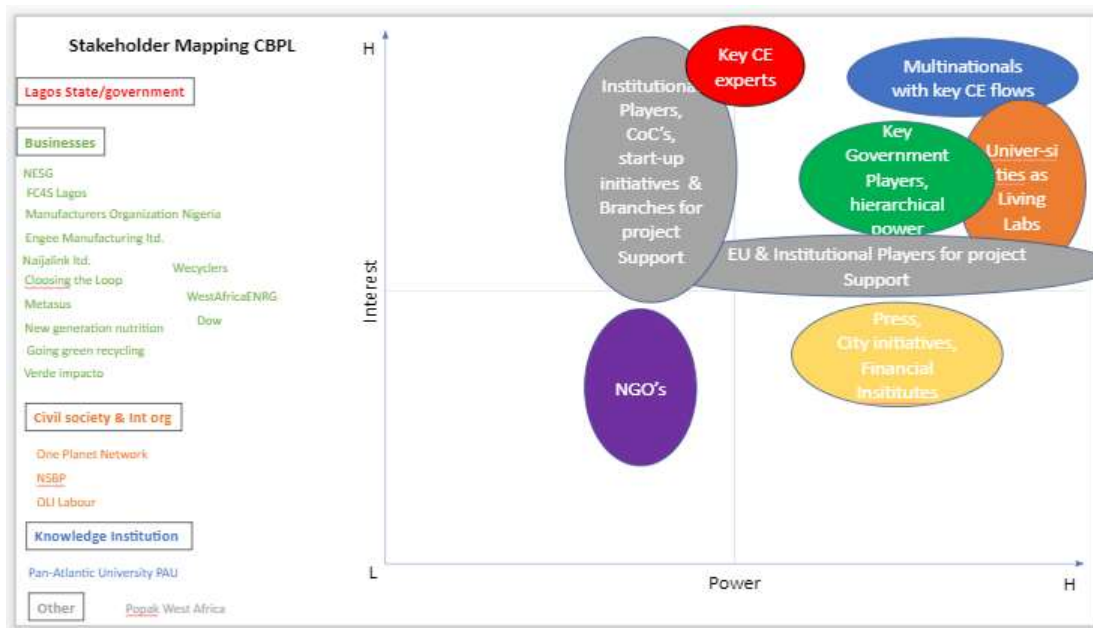
## 6 Synthesis of Outcomes and Findings

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### 6.1 Critical Stakeholder analysis

As detailed in Section 5.1, the project team followed a stakeholder analysis and communication strategy using a Mendelow Matrix to consider both interest and influence. A spreadsheet was created with each of the stakeholders where both influence and interest were given a preliminary ranking to score each across the matrix. This ranking was completed initially as a desktop exercise and then evolved as the project team engaged more directly with the identified stakeholders. The database developed for this process will be supplied to both the Client and the stakeholders to both inform and assist the future development of the platform. The rankings were made on information available at the time; the project team apologizes in advance should stakeholders in the future not agree with their initial ranking based on the limited information the team had to use in the analysis at the beginning of the project.

Some of the initial rankings are expanded upon in the graphic below:



There had already been some traction on the development of the circular economy in Lagos by key individuals and organizations, and the team is sensitive to this fact. Specifically, the Netherlands Consulate and the [Circular Economy Innovation Partnership](#) (CEIP) who had engaged with multiple stakeholders through several events since mid-2020. The ACEN team had two meetings with CEIP to ensure full disclosure and alignment for cooperation in the future on the development of the CBP. ACEN is already a partner of CEIP and as such communications have always been open. Also, whilst this initiative is facilitated by Finnish interests through SITRA and Business Finland, there is already a level of understanding and cooperation with the Netherlands interests in realizing the CBP for the benefit of Lagos.

## 6.2 Survey Synthesis

### Preamble

After a detailed Stakeholders mapping, a total of 106 organizations were sent a link to the survey. The selection of this group was based on the level of interest and influence on driving a Circular Business Platform for Lagos (CBPL). The list comprises key actors from the private (small and large) and public sectors. The survey followed similar questions used in the interviews and workshop. A reminder was sent out along with an invitation to participate in the workshop. Twenty-five (25) stakeholders from 24 different organizations responded; the respondents are listed in Appendix 1.

### Synthesis Approach

For each question, responses from stakeholders were pooled and synthesized into keywords or themes. Responses that suggested a similar meaning were brought together under a major theme or keyword which was used in the discussion.

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## Responses

The graphs below summarise the responses. Where the responses were given in free-form text, quotations have been included which provide an indication of the nature of engagement by the stakeholders. Quotations have not been attributed to the respondent in this report.

Where the graphs are graded on a scale of 1 – 5, 1 is low and 5 are high.

All qualitative responses will be handed over to the CBPL hosts once appointed so they have access to all the detailed information and the attribution of responses.

## Survey Highlights

- Three quarters of the respondents were from businesses.
- Whilst 80% of organizations had at least some degree of involvement with the public sector less than 20% felt they were having some degree of influence on policymaking.
- Almost all respondents have a significant understanding of the concept of the circular economy.
- 94% of organizations answering the survey were, to a large extent, interested in taking part in CBPL with 70% being prepared to play a leadership role.
- Only 22% said they wouldn't be prepared to contribute financially to the platform.
- When asked what kind of organization should be responsible for managing the platform, 30% said it should be a knowledge institution, 30% a business, 15% some form of public/private partnership and only 11% government.

## Quotations

### **What would your ideal be on the structure, goals, and activities of the CBPL?**

- *"To facilitate connecting member businesses, government institutions and other players so that circular economies can be established."*
- *"A Governing Board, with various implementation groups to promote CE in Lagos through awareness, public engagement, collaboration with both state and non-state actors etc. and coordination of all activities relating to CE in Lagos and the entire country."*
- *"The structure should reflect the combination of business, government and knowledge institution leaders. The goal is to ensure that solutions meet public needs, and the government deploys its will to implement. Part of the activities will include nurturing of projects and serving between government and the CE innovator."*
- *"As concrete and pragmatic as possible. Linking organizations, sharing best practices."*
- *"A small core of professionals with a large local and international ring of support to promote circular economy as a business through gathering and disseminating information on CE business opportunities, to establish linkages and matchmaking, to promote young CE entrepreneurship, to be the first port of call for international players interested to set up CE businesses in Nigeria, to link investors and CE entrepreneurs."*

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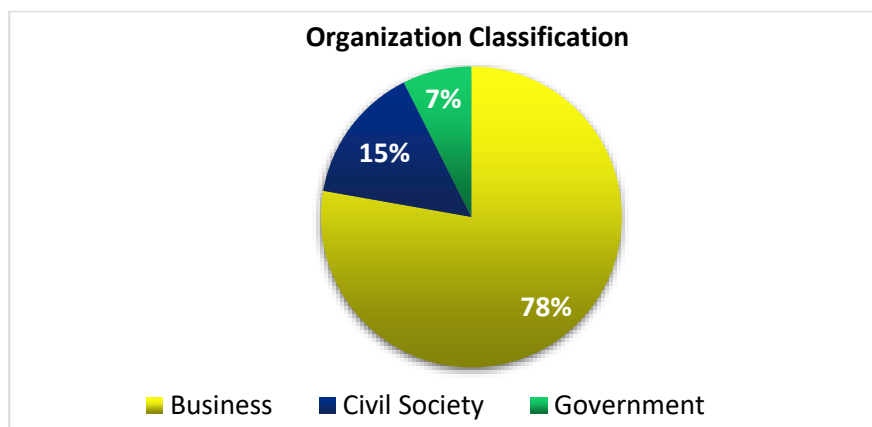
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### **How could the CBPL be useful to your organization?**

- *“By providing a platform for networking, interactions and knowledge sharing. Possibly provide a linkage between producer/recyclers and off-takers etc.”*
- *“By increasing awareness among the producers, OEMs etc of electrical/electronic equipment on the need to take responsibility for the products they manufacture and put on the market, especially when they reach their end-of-life stage.”*
- *“By creating a platform that our organization can rely on to provide valuable business information and linkages to markets and networks.”*
- *“By facilitating capacity building for business growth and social influence”*

### **What would be the ideal role of your organization in the CBPL?**

- *“Contributing ideas, planning and engagement of various institutions needed to move the circular economy forward.”*
- *“My organization would be a major contributor in research.”*
- *“Progressive management and collaboration with Government.”*
- *“As a partner organization in waste/CE business and cooperation promotion.”*
- *“We influence and have contributed to the formulation of policies within waste management including waste recovery and recycling. Indeed, we are a major player in the industry.”*
- *“Policy development in Recycling business and industrial waste management.”*



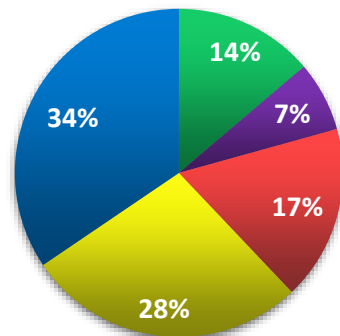
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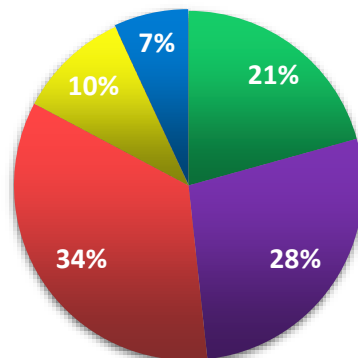
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**To what extent is your organization collaborating with the public sector?**



■ Poor ■ Weak ■ Good ■ Very Good ■ Excellent

**To what extent does your organization influence policy direction in the public sector?**



■ Poor ■ Weak ■ Good ■ Very Good ■ Excellent

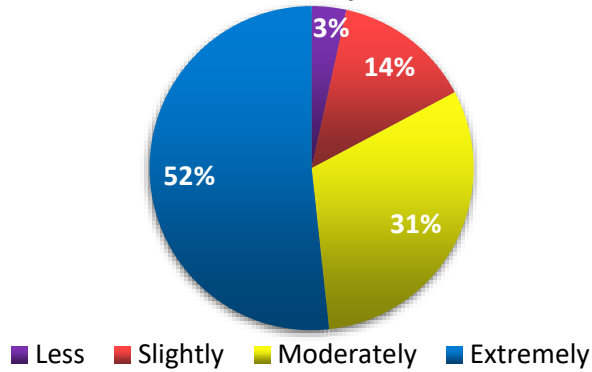
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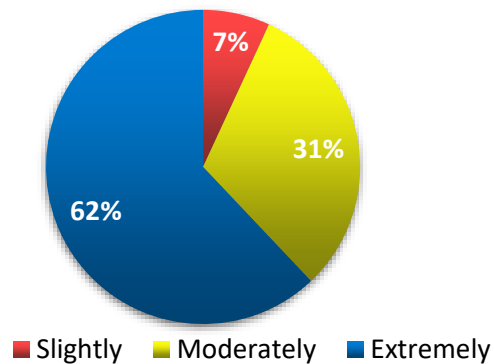
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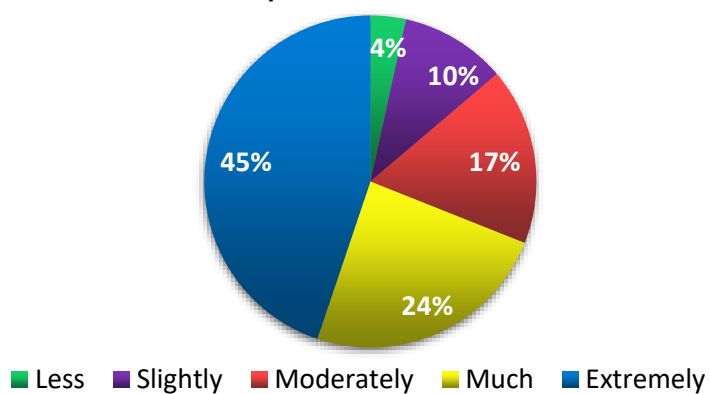
**How familiar is your organization with the concepts of the Circular Economy**



**How interested would your organization be in taking part in the CBPL?**



**Would your organization be motivated to play a leadership role in the CBPL?**



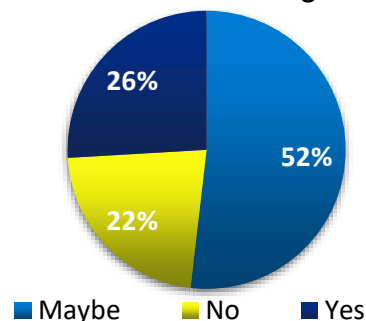
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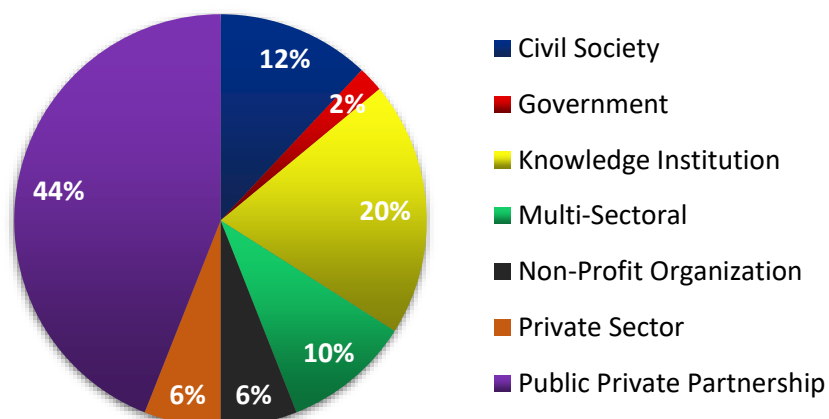
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**Would your organization be willing to contribute financially (by paying a small fee) to be part of the Circular Business Platform Lagos?**



**In your opinion, what type of organization should be responsible for managing and running the Circular Business Platform Lagos?**



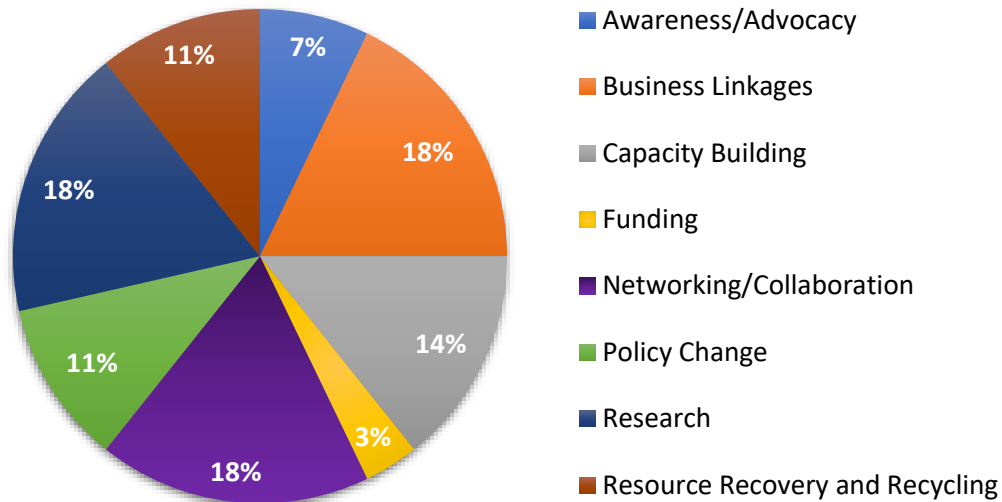
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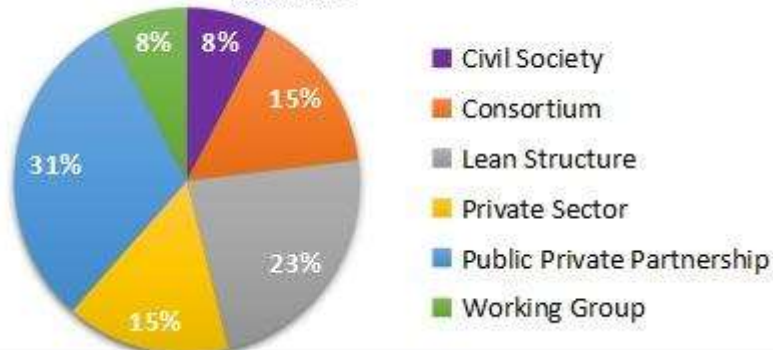
### How could the CBPL be useful to your organization?

28 responses



### What would your idea be on the structure, goals, and activities of the CBPL?

#### Structure

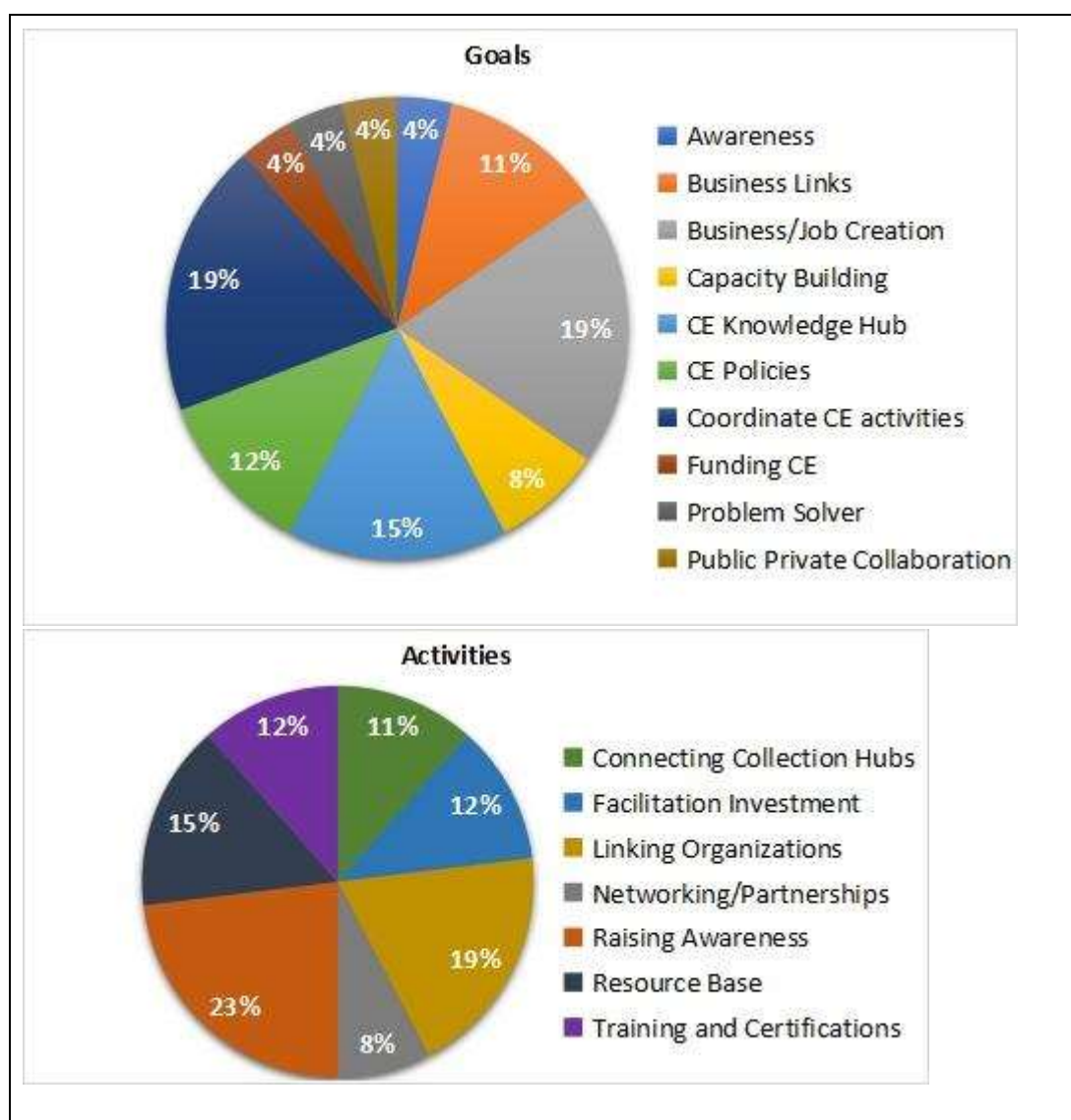


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### 6.3 Workshop Outcomes

During the CBP Lagos Workshop, we asked the stakeholders present to also participate in several short poll questions that were posed.

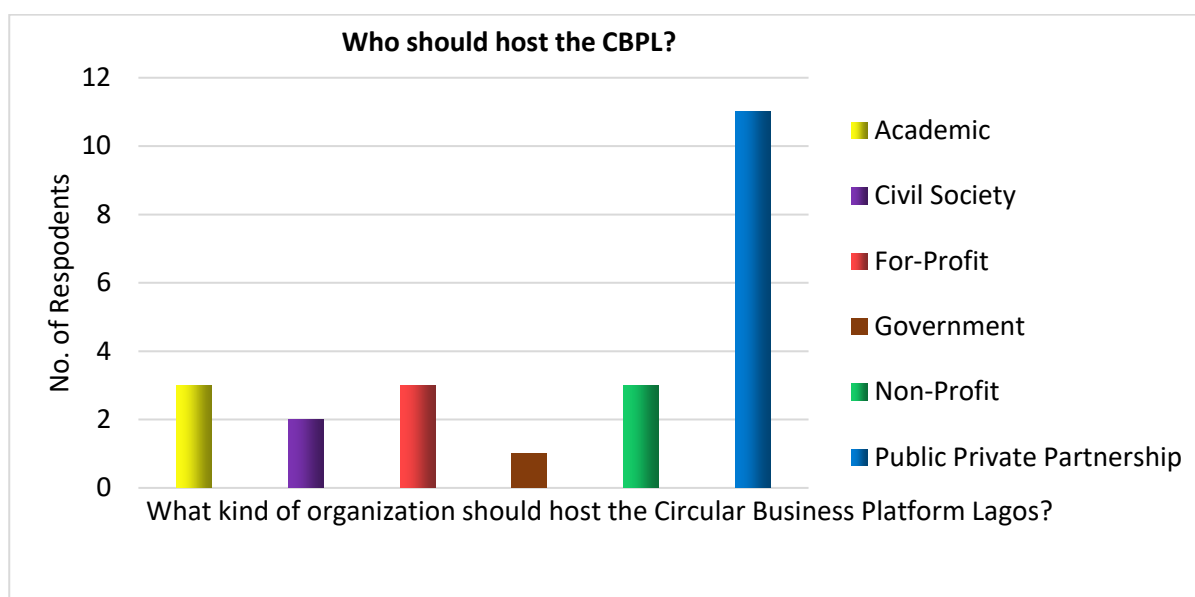
Poll 1 asked the participants “Who should Host the CBPL?” with a range of options and 23 respondents voted as follows:

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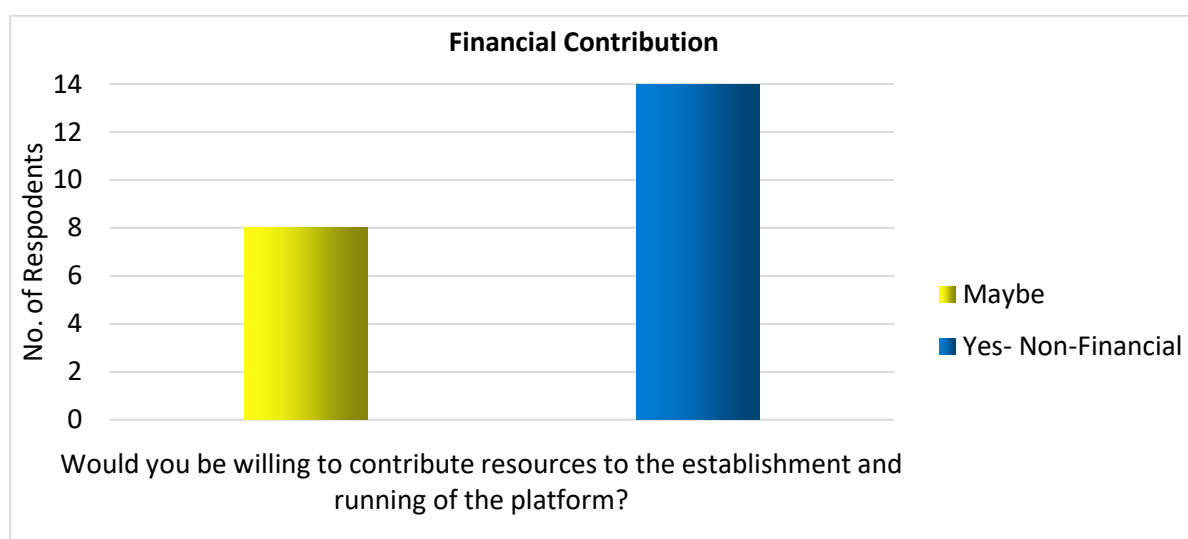
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The outcome of this poll showed a strong preference for the establishment of a Public-Private Partnership as the structure of the future host of the platform.

Poll 2 questioned the participants whether they (or the organization they were representing) would be willing to contribute resources to the establishment and running of the platform.



Of the 22 respondents to this poll, it was encouraging that no responses were negative. 14 respondents indicated they would contribute in a non-financial manner, and encouragingly 8 responses were suggesting they may consider more than just non-financial resources.

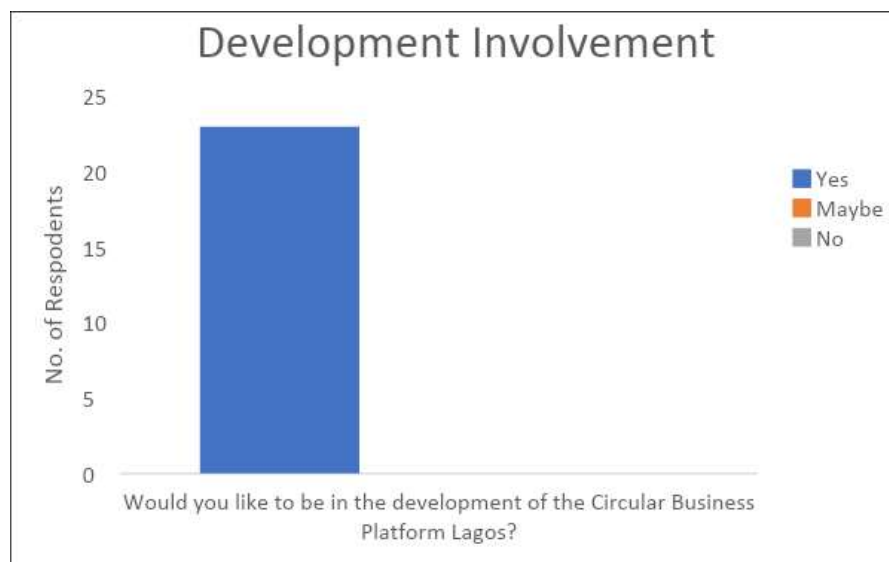
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The third poll asked the stakeholders whether they would like to be involved in the development of the CBP Lagos, and this showed unanimous support to be involved.



## Breakout Rooms

After the introductions and welcomes, the attendees were split into 5 groups where the Moderators posed 4 main questions:

1. Which stakeholders are key to the success of CBP Lagos?
2. How will your organization benefit from the Platform?
3. How do you think the Platform should be structured?
4. What KPIs can be used to measure the success of CBP Lagos?

The groups and stakeholders are detailed in Appendix 2. The collated outcomes of the breakout sessions are recorded as follows:

### 6.3.1 Which stakeholders are key to the success of CBP Lagos?

- SMEs and start-ups. Nigeria CE activities are mostly informal.
- Government and policymakers (LAWMA mentioned specifically) to create an enabling environment through ensuring policies, regulations, laws, and compliance to align with the goal of a sustainable city. Important, but not actively positioned to drive the CBPL.

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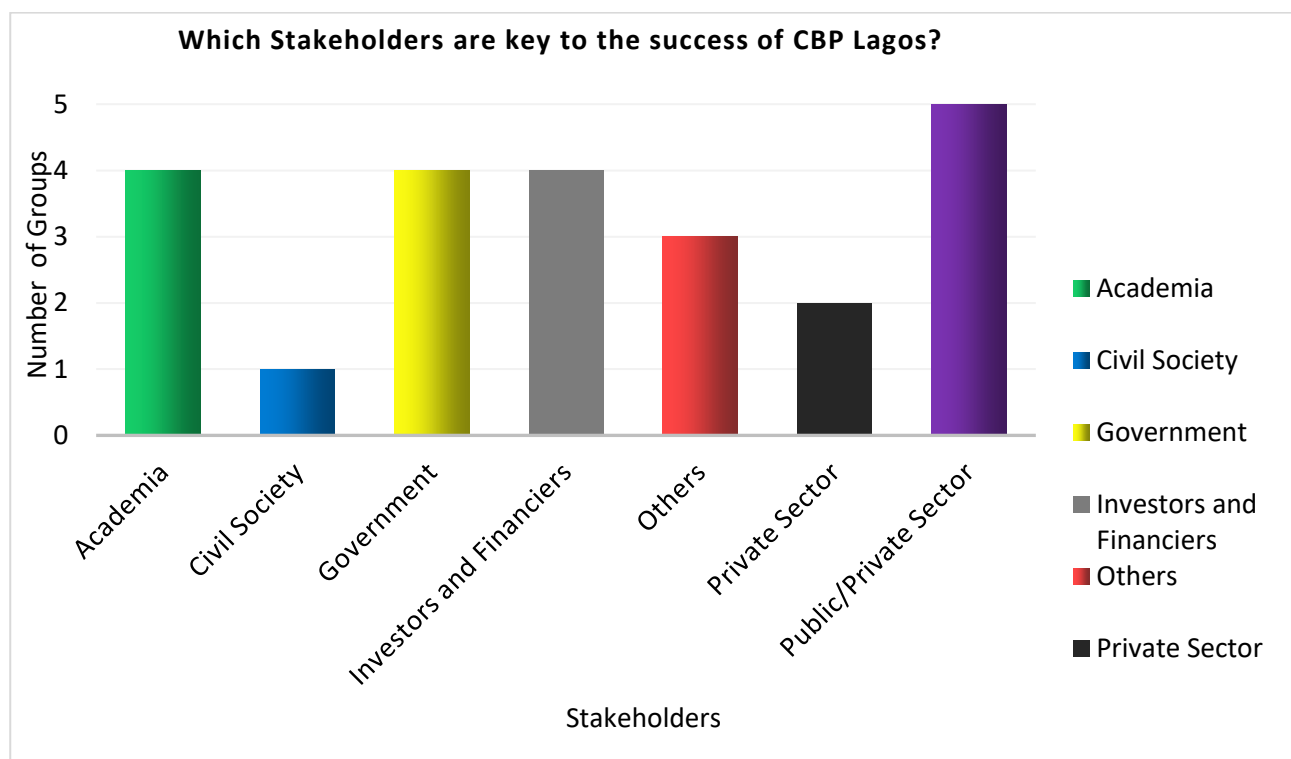
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- International investors and financiers – access to funding to develop local solutions.
- Academia has a major role to play - generating data and accessing detailed and accurate data of the circular economy activities in Nigeria. The sector does not have a budget to sustain CE activities. Education and advocacy are also vital. Interests and innovations that could be commercialized.
- Manufacturers and innovators
- The entire supply chain system must be involved in the success of the CBP Lagos and give all stakeholders a level of ownership.
- Civil society – Mobilizing, Awareness, Advocacy
- Business Development Service Providers and Multinationals
- Should be an objective for the platform to evaluate interested stakeholders.
- Private sector coalition: Active alliances (e.g., food and beverages). More active with resources to push CE.
- Lagos Business school is making great strides in pursuing and engaging stakeholders to implement CE.
- Public-Private collaboration can serve to create an enabling environment for investment.
- Nigeria is an inter-entrepreneurial community- learning from the experience of companies that have grown from the start-up stage to successful models.

The consensus from the breakout rooms moved for an all-inclusive platform that constitutes stakeholders from the private and public sectors working together, such that there can always be a leveraging point that favours the thriving of the platform.



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### **Supplementary Comments**

- Academia will assist in the gathering of data and provision of evidenced-based researchers on CE activities in Lagos.
- All stakeholders should be involved to achieve a maximum sense of ownership of the platform.
- Communication of the impact and opportunities from involvement in the platform is key.
- Government has a key role to create an enabling environment.
- Synergy is required amongst all key stakeholders.
- What lessons can be learned from the implementation of similar platforms in other countries?
- The public sector is not actively positioned to drive CE; rather a private-sector coalition is needed.
- Need to learn from the experience of companies that have grown from a start-up to being fully established.

#### **6.3.2 How will your organization benefit from the Platform?**

- Quick win opportunities in plastics and e-waste
- Incubation and start-up recognition and creating business opportunities.
- Mapping waste streams.
- Networking, Exchange, Organisation, Coordination and Synergy: Creating trust between businesses and government. For example, easing material flow between different regions. Foster a sense of belonging. Identify regulatory needs and business obstacles.
- Formalizing the informal waste collection sector.
- The platform can have a statistical role in measuring circularity.
- Knowledge generation and collaboration - establish an environment for the transfer of knowledge, access to opportunities and bring about solutions within the CE ecosystem.
- Allow credibility to access permits, can tackle major challenges faced during the execution of projects.
- CBP Lagos will build connectivity within the ecosystem, scale the CE market that already exists to a minimal level, create market access, data, and marketplace. The market is there, but it needs to be taken seriously. We need to define the market valuation, and this will help the government understand the private sector.

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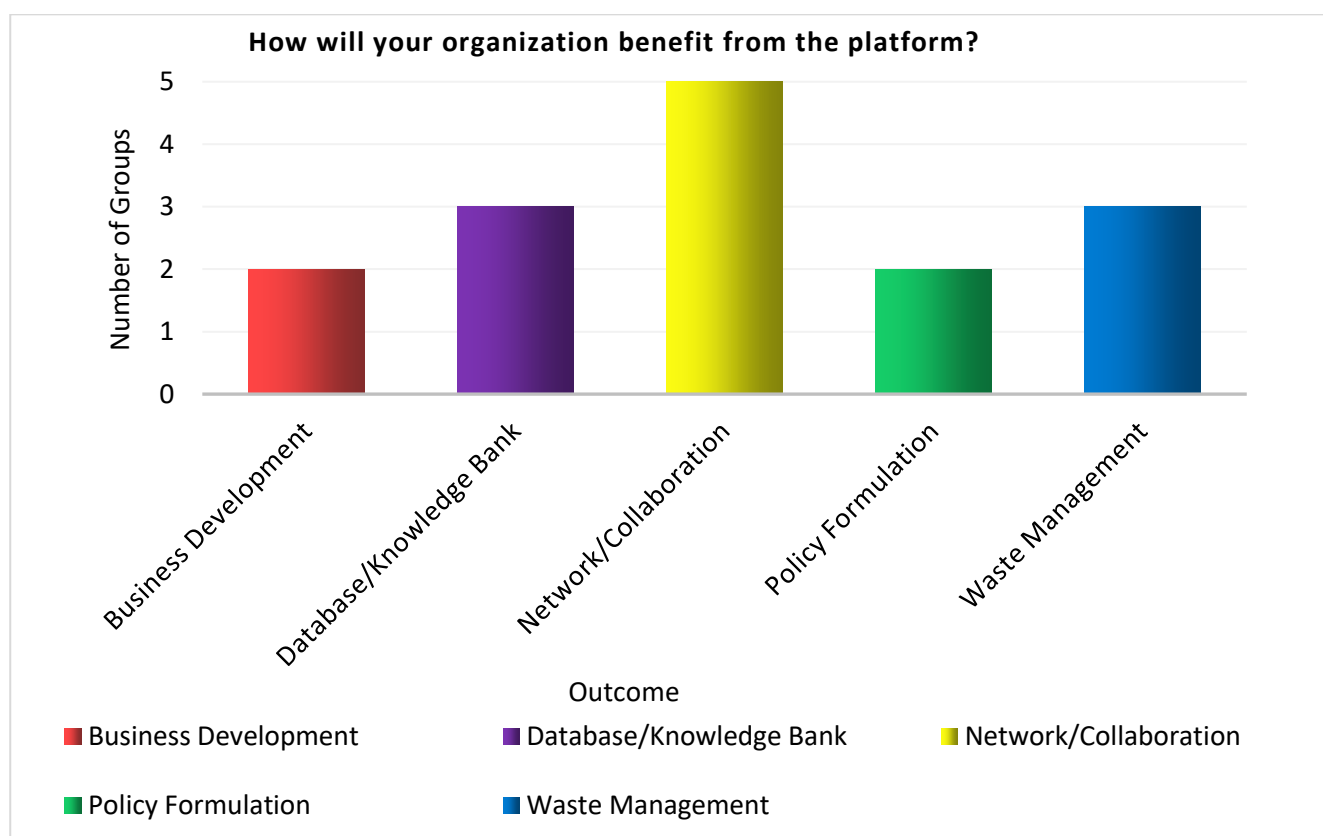
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- The platform will create an enabling environment for CE innovators and increase employment opportunities in Nigeria.
- The platform can contribute to the development of the Extended Producer Responsibility law

The responses to this question were focused on the downstream side of the circular economy: waste management and recycling of after-use or end-of-life products. Most organizations were interested in finding solutions, collaborations/partnerships, and expertise for their waste management. Whilst waste management is one of the most urgent challenges to be addressed in Nigeria's context and a good starting point for the transition in the region, this platform should not neglect the upstream side of the circular economy, designing out waste and pollution from the extraction of materials and production.

Another top theme of interest in proximity to regulators and policymakers for favourable policies and regulations that support CE businesses thriving. There is the possibility of collaboration between the public and private sectors that stakeholders believe could be strengthened via this platform.



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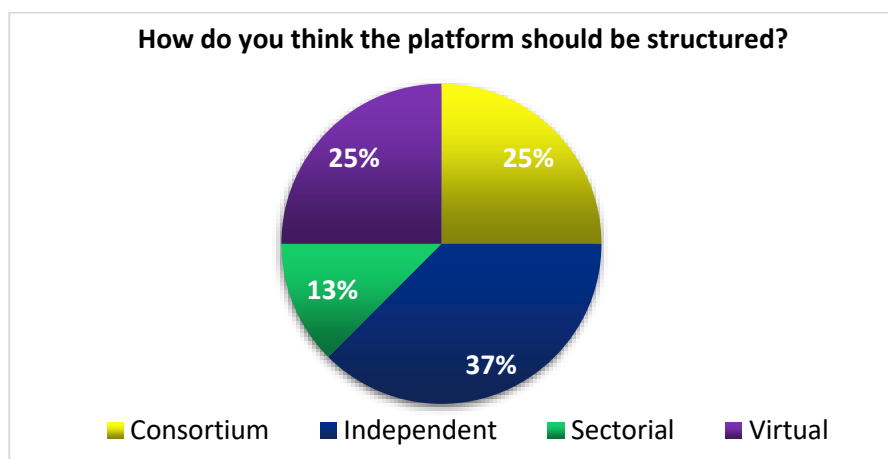
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### 6.3.3 How do you think the Platform should be structured?

- Having sub-categories: waste, plastic, water, energy with a structure for matchmaking opportunities (Industrial Symbiosis?) on both demand and supply
- The platform should be run by a consortium including members from different categories of organizations with alignment between the Public and Private sectors, but a hybrid system was suggested – Centre of Excellence?
- Platform to be managed by an organization that is a bridge-builder between the ecosystem and other stakeholders.
- Capacity building, creating value to draw participation and involvement.
- Human resources needed to manage the platform, create a coordinating Board and involve the government in Extended Producer responsibility.
- Selecting front runners
- Online project planning
- Can run digitally – cost-efficient but needs secretariat and administrative capacity.

Responses from the breakout rooms to this question point to the platform taking an independent nature, sort of a consortium of multidisciplinary experts representing every sector of the economy. However, judging from history, managing this kind of structure could be difficult as pointed out in breakout room 2.

Concerning a spatial structure for the platform, a virtual/digital platform was mostly favoured--although a secretariat building could be set up with administrative functions.



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#### **6.3.4 What KPIs can be used to measure the success of CBP Lagos?**

- Quick wins – measured and reported.
- The number of start-ups incubated, or businesses created because of the platform. Scalable ideas and innovation
- Amounts of funds/ financing raised via the platform.
- Amounts of secondary materials flowing between platform members, providing access to materials or scaling up production of products.
- Business sustainability improved for packaging products.
- Awareness of the circular economy in MSMEs and ensuring that businesses understand the circular economy and how it can be measured.
- Collaboration to do more, and levels of positive interaction.
- Improved environmental qualities- air, water, soil etc.
- Submission of progress reports, white reports, economic performance turned in annually to the regulators, Number of stakeholders' engagements and knowledge that have been implemented in businesses from the Platform.

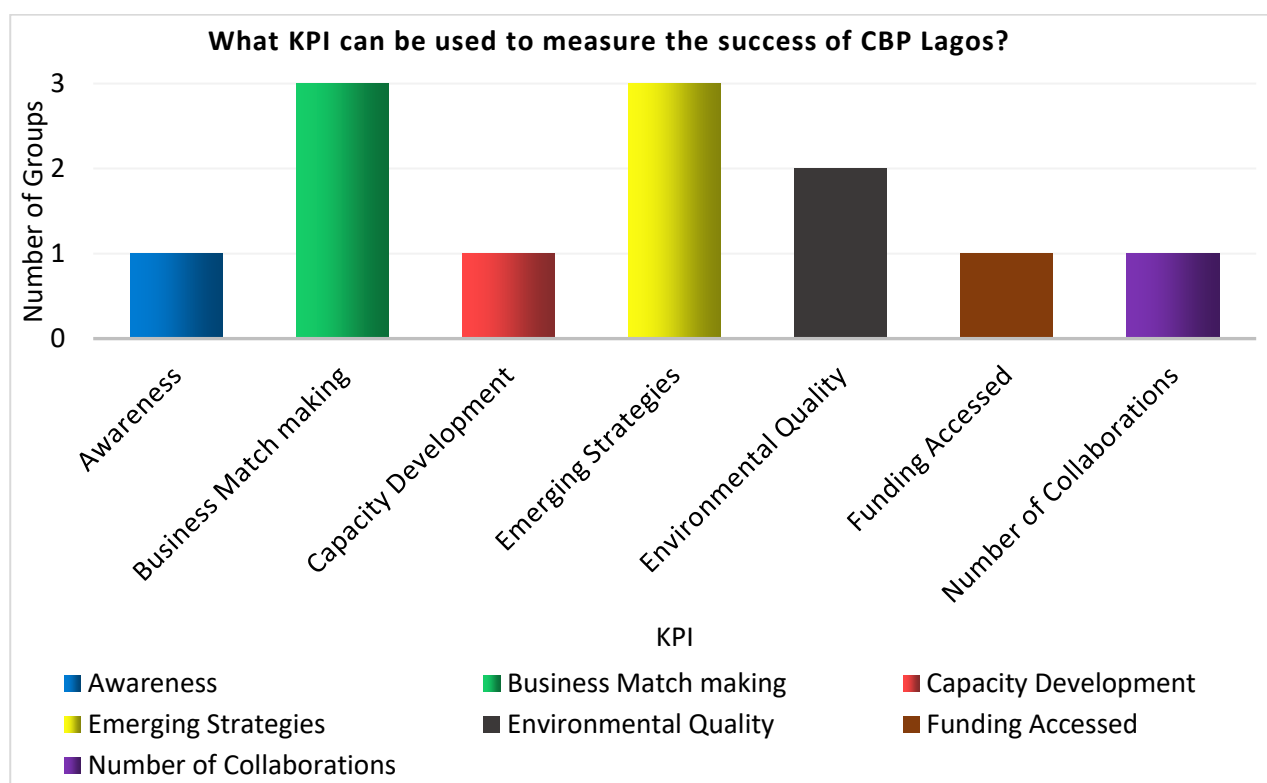
As the activities and scope of the CBP Lagos were not yet determined at the time the workshop was held, KPIs were a challenging topic to discuss. Most rooms came up with suggestions for KPIs to include financial KPIs such as funding raised through the platform, material related KPIs such as amounts of waste materials to be fed back to the system through the platform.

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### Summary

The interactive style of the workshop (using breakout groups on Zoom) enabled participants to engage more directly with the research questions and provide insights in small groups resulting in substantive input to the preparatory study.

Attendees were very engaged in the process and interested to hear of the plans for CBP Lagos as well as contributing to its development.

The next step in the process in the development of the CBP Lagos was to form a small, strong team of stakeholders to finalize the shape of the CBP Lagos. This was supported through an intensive one-on-one interview process to identify any gaps, champions, opportunities, threats, obstacles that can contribute to the final form and structure suggested for the CBP Lagos.

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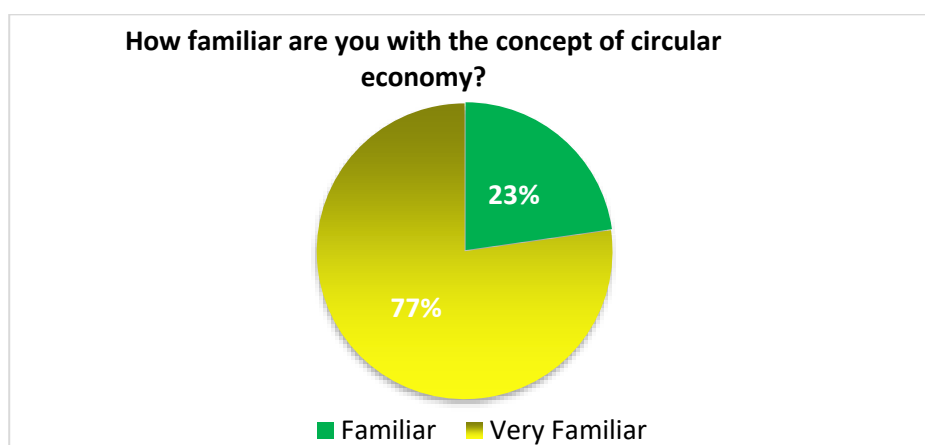
## 6.4 Interview Synthesis

### Approach

Thirteen questions were posed to twenty-two interviewees identified from the stakeholder mapping exercise. For each question, responses from stakeholders were pooled and synthesized into keywords or themes. Responses that suggested a similar meaning were brought together under a major theme or keyword which was used in the discussion.

#### 6.4.1 How familiar are you with the concept of Circular Economy?

Responses from the stakeholders showed that they had some level of familiarity with the concept of the Circular Economy (CE). As shown in the pie chart 77% of stakeholders interviewed used terms such as sustainable consumption and production, designing out waste, redesigning products, and extending the useful life of materials and products to describe the concept—terminologies associated with the concept of CE. For this category of stakeholders, their organization was already implementing initiatives or projects related to CE. The other 23% inferred the concept to be the same as waste management. This included those who have attended events where CE was discussed.



### Quotations

- *“The idea of CE came to light when the center began to look into avenues of waste-to-wealth—how the life cycle of assets can be extended through maintenance, through reusing, refurbishing, and redesigning—as against the linear economy of buy-use-discard. It is not entirely a waste management concept, but product reformation”.*
- *“CE is fairly a new concept globally, and we are all learning by the day. However, the key principles of CE are sustainable production and sustainable consumption, whereby materials can be reused at their end-of-*

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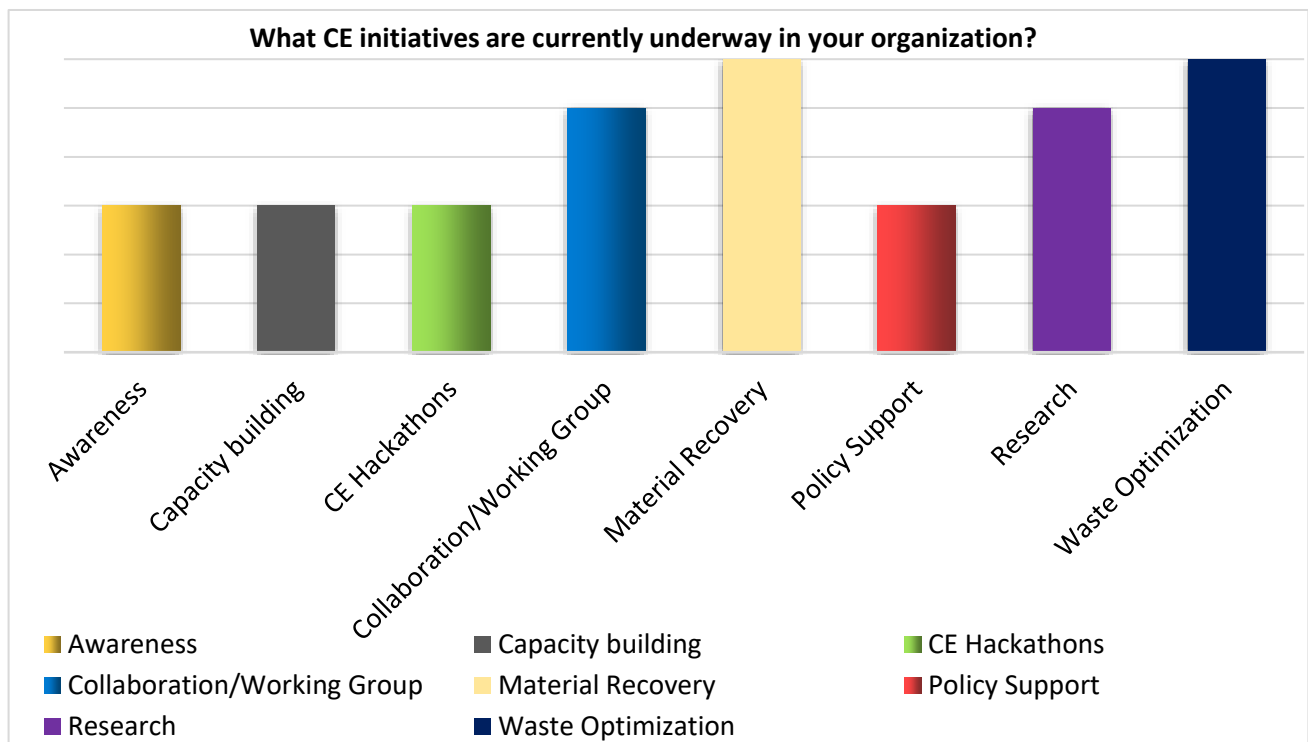
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*life. It cuts across all sectors and is beyond waste. However, we are taking waste as our first step in implementing CE.”*

#### 6.4.2 What CE initiatives are currently underway in your organization?

There was a wide mix of CE initiatives that the stakeholders were exploring. A good number of these activities such as refurbishing, remanufacturing, and product redesign revolves around waste-to-wealth and material recovery. Initiatives such as packaging and plastic waste recovery, zero waste to landfill and waste recycling were described by some stakeholders as CE initiatives and were categorized under general waste management. There were also a significant number of initiatives that engaged entrepreneurs in circular incubation hubs and hackathon challenges to generate ideas and innovations around CE. From the descriptions given by stakeholders, these hackathons have helped to promote business developments and employability around circularity and sustainability. Also, of high significance are initiatives that provide knowledge and research through which awareness about CE is promoted, the advice provided, and policies formulated.



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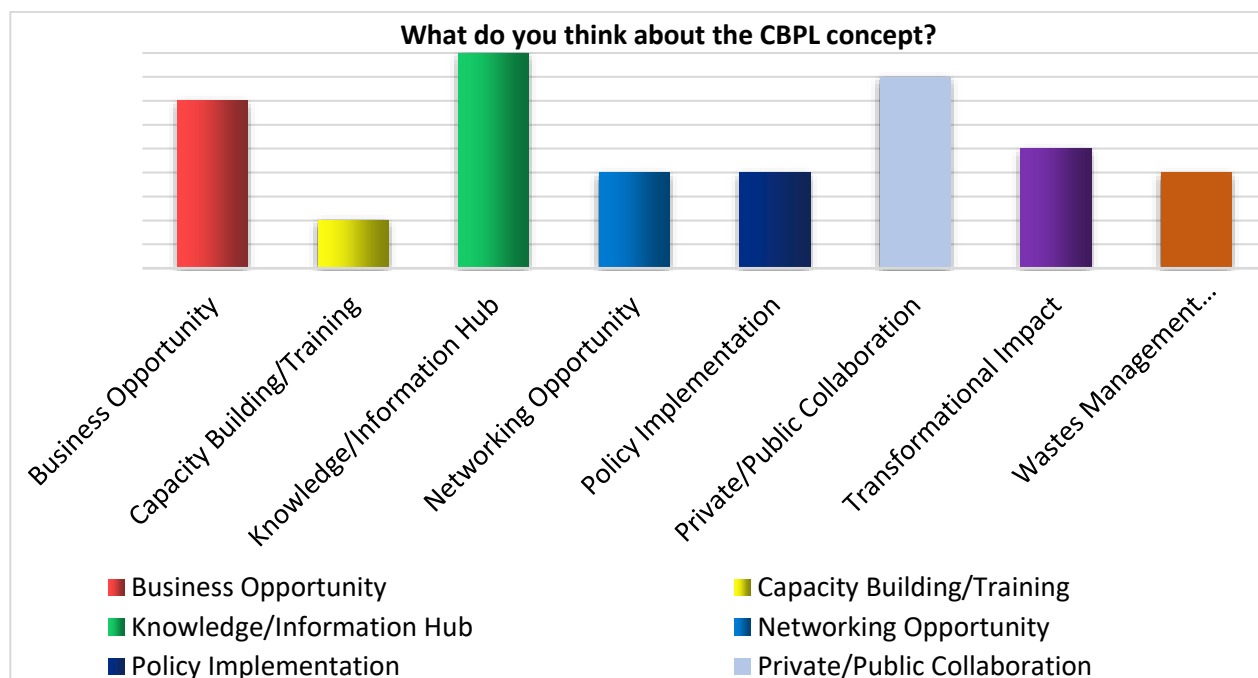
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## Quotations

- “We launched the Entrepreneur Plastics Innovation Challenge to source ideas, pilot and scale a sustainable solution towards eliminating plastic waste. We are currently developing a workstream around African scaling.”
- “Incubation and innovation – supporting small businesses to develop CE initiatives and develop product offerings and increase demand from supply chains.”
- “Creating collaboration between waste collectors and uptakers”.
- “Awareness and advocacy programmes- educational awareness with schools and community engagements to connect with the grassroots”.

### 6.4.3 What do you think about the CBPL concept?

Many responses from stakeholders on the concept of the CBPL suggested that the platform should be a knowledge and information hub. They expected relevant findings and discoveries on CE to be available to everyone who had an interest in the subject. Also, several responses highlighted the expectation that the platform would lead to more business and networking opportunities between the private and public sectors. The platform should also upscale businesses through capacity building & training, policy implementation, waste management and transformational impact.



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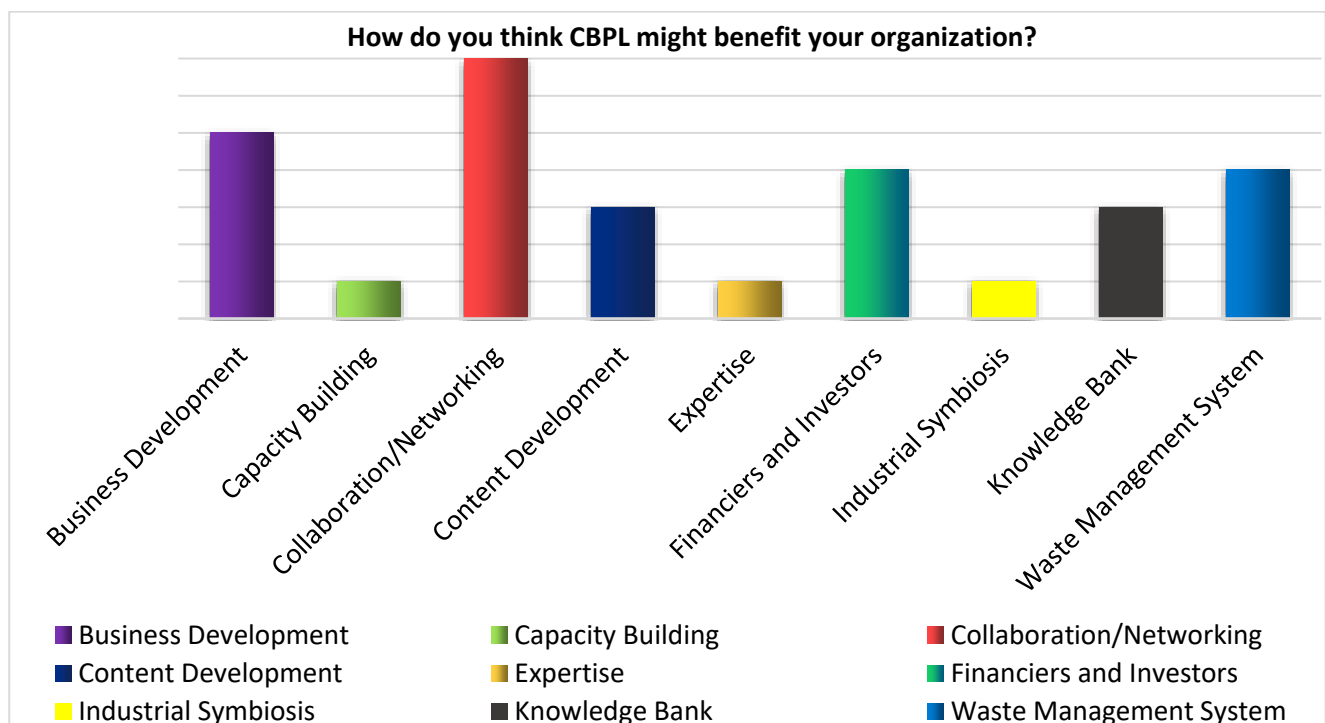
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### Quotations

- “Platforms are useful to bring people together, but how do you get them to work on something together?”
- “CE activities require coordination e.g., from a value stream standpoint and promoting businesses working in CE.”
- “Need incentives for people to participate and different industry actors to be involved”.
- “Need to move from policy to implementation as well as the impact on economic, environmental and social elements.”
- “Information hub: The platform should serve as a solution provider (one-stop-shop) for information & data collection, business and funding opportunities etc. for members of the platform.”

#### 6.4.4 How do you think CBPL might benefit your organization?

Business development and collaboration/networking had the highest responses from stakeholders which would facilitate the emergence of new ideas, industrial symbiosis, business matchmaking and knowledge transfer. Stakeholders also expected the platform to benefit them through opportunities for capacity building, access to CE resources for research & learning, linkages to financiers and investors, and connection to experts in the field. They also looked forward to solutions for waste management, especially as Lagos is a large generator of waste.



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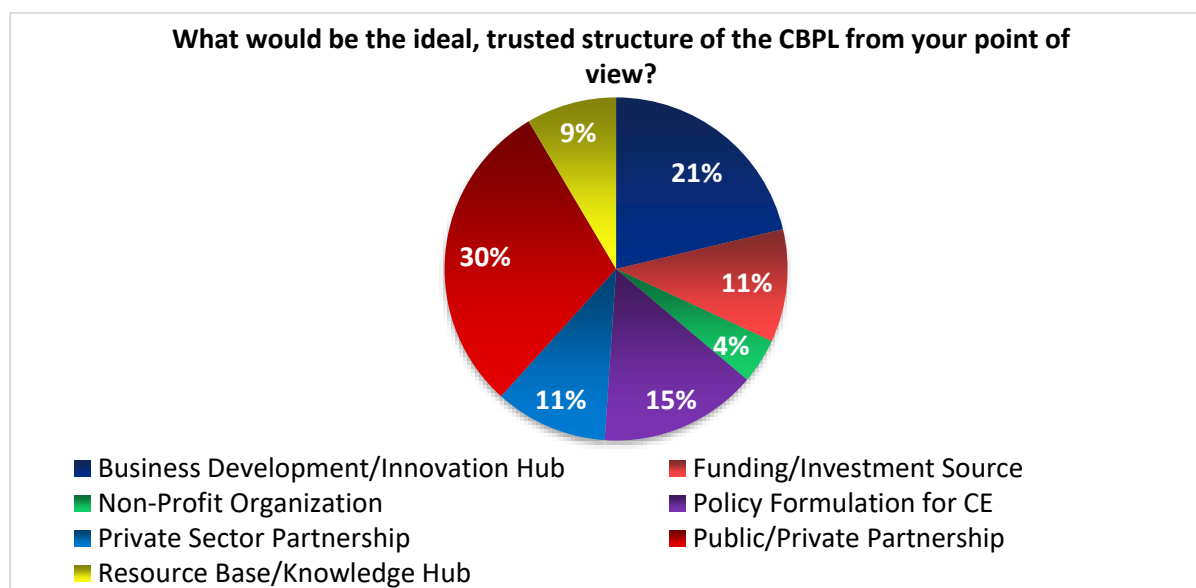
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## Quotations

- *“Getting in touch with organizations that might result in symbiosis”.*
- *“Innovation and incubation.”*
- *“Push for direct foreign or local investments around businesses and start-ups for our climate innovation programmes.”*
- *“Partnerships with regulatory (approvals for projects) and with private companies (knowledge sharing).”*

### 6.4.5 What would be the ideal, trusted structure of the CBPL from your point of view?

The most popular option proposed was that the platform is best situated to function as a public/private partnership (PPP). Other submissions include structuring the platform as a non-profit organization, resource base/knowledge hub, funding/investment source, policy formulation for CE, private sector partnership, and business development/innovation hub.



## Quotations

- *“Balance between all with shared governance: academics, NGOs, commercial i.e. collaboration between public and private sectors”*
- *“It should be a synergy of the public, private and social sectors actively working together with shared benefits.”*
- *“It can scale up beyond Lagos State to other parts of the country.”*

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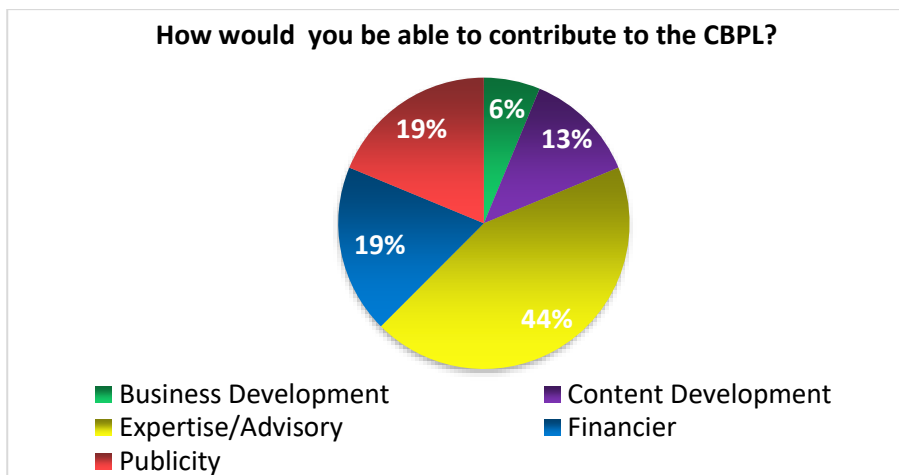
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- *“The structure should constitute a public-private membership jointly involved in the day-to-day decision-making and strategy development of the platform.”*

#### 6.4.6 How would you be able to contribute to the CBPL?

The most common avenue through which stakeholders chose to contribute to the platform was in providing expertise and advisory services to members. Other contributions to CBPL included content development, publicity, and financial support.



#### Quotations

- *“Nigerian CE Working Group of AfDB could assist with connections and concept note”.*
- *“Can help with funding applications linked to an outcome; research e.g., white paper; with partners”.*
- *“We can contribute financially”.*
- *“Our waste that we can feed into the system”.*
- *“Join the steering committee for scoping study to create shape and review data from interviews; we need to be acting as well as talking”.*
- *“Matchmaking and ecosystem building”*
- *“Financial and time”*
- *“Capacity building for private and public sectors”*

#### 6.4.7 How can the CBPL be self-sustaining?

From the responses, CBPL can be self-sustaining through revenue generation through avenues such as membership fees, advertising, and product placement, assuming the platform is to be established, at least partly, as a digital platform. Also, structured programmes around CE could help the platform gain traction in

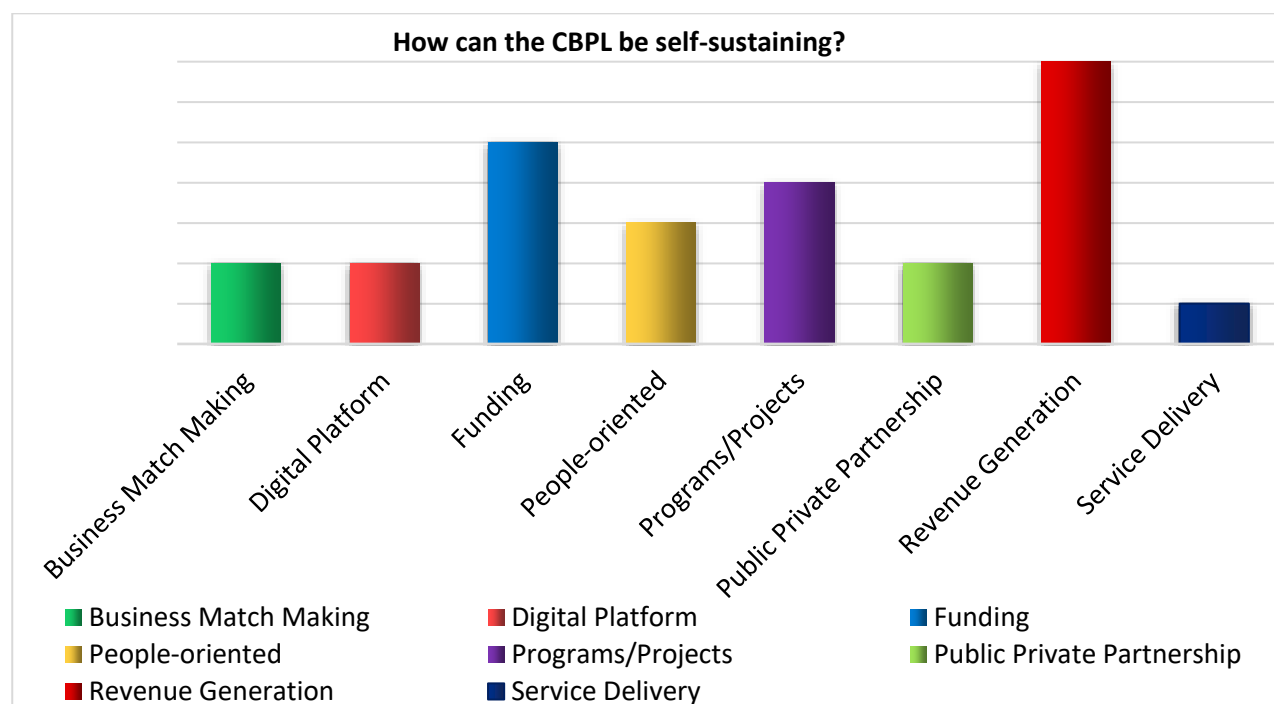
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terms of participation from a wider audience. Many stakeholders also thought that the platform would thrive better if it were shaped to facilitate engagements amongst its members; these could lead to the emergence of business opportunities, funding and investments linkages, collaboration, and partnerships across different sectors of the economy, public-private partnerships, and investments. The platform could address real issues that centre around solving problems that existed amongst people and within communities and could act like a service centre open to the public who were seeking support on any issues relating to CE.



#### Quotations

- “Effective collaboration across the private, public and social sectors that yield benefits to solving the major problems of Lagos State e.g., clean environment”.
- “Need seed money to get started; foundations might be a source of funding to get started”.
- “Deal flow as a means of generating revenue for the platform”.
- “By company sponsorships”

#### 6.4.8 How would we measure the success of the CBPL?

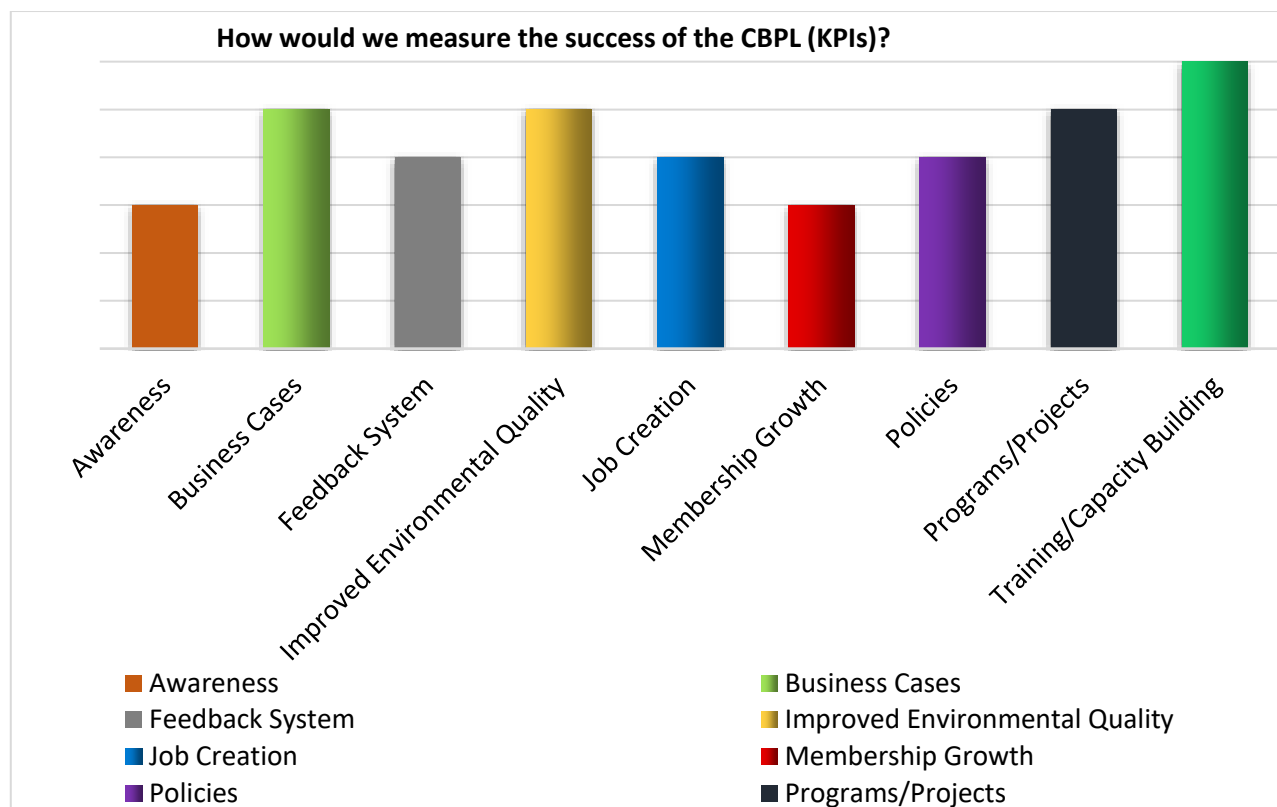
The responses from stakeholders for Key Performance Indicators (KPIs) include training & capacity building for closing skill gaps, feedback systems to check the values produced by the platform, frequency of engagements with members, and material related KPIs such as implementation to solve waste problems. However, the major metrics of success from the platform was the capacity development that translates to competence and

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implementation of circular innovations, projects and solutions that facilitate economic development across different value chains.



## Quotations

- “Creation of jobs”
- “Level of awareness of CE”
- “Road map to connect targets which agreed by all”.
- “Number of executed projects, and collaboration outcomes from the platform”
- “Hard to say but setting concrete projects and realizing them can be extremely valuable.”
- “Extent to which companies are complying to CE principles e.g., reuse within the system”.

### 6.4.9 What are the priority areas that the CBPL should focus on?

Most stakeholders identified creating advocacy and awareness as a major priority area. The concept of circular economy is still in the nascent state and has not mainstreamed into every value and product supply chain. Other priority areas of concern to stakeholders are capacity development, availability of evidenced-based research and availability of credible databases. Knowledge is fuelled by the availability of accurate information,

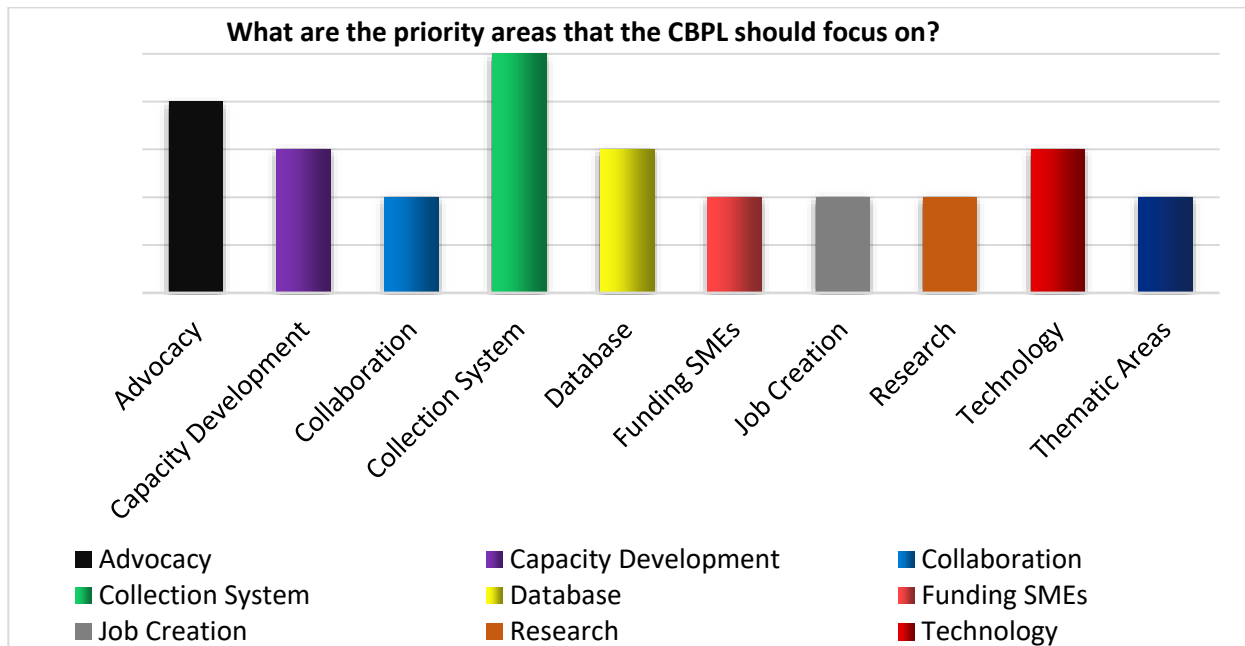
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therefore, if the application of circularity as a model would mainstream into the sector of the economic value chain, then the platform must be a hub for resourceful information. Also, knowledge needs to empower people, especially the informal sector which is particularly evident in the waste value chain? The platform should prioritize job creation and up-scaling and funding of Micro, Small and Medium-sized Enterprises (MSMEs). Technology was also a strong priority area for several stakeholders. This is particularly true because circularity has long been in existence in most African settings; however, the lack of technological incentives has been a limiting factor.



### Quotations

- *“Agrofood, plastics, energy”*
- *“Organizations/ partners can steer thematic areas which relate to Lagos region.”*
- *“Capacity building to drive the concept”*
- *“Investment and funding of initiatives”*
- *“Accurate and reliable data collation”*
- *“Plastics, organic waste, renewable energy”*
- *“Agricultural sector, as the biggest generator of GDP and employment”*

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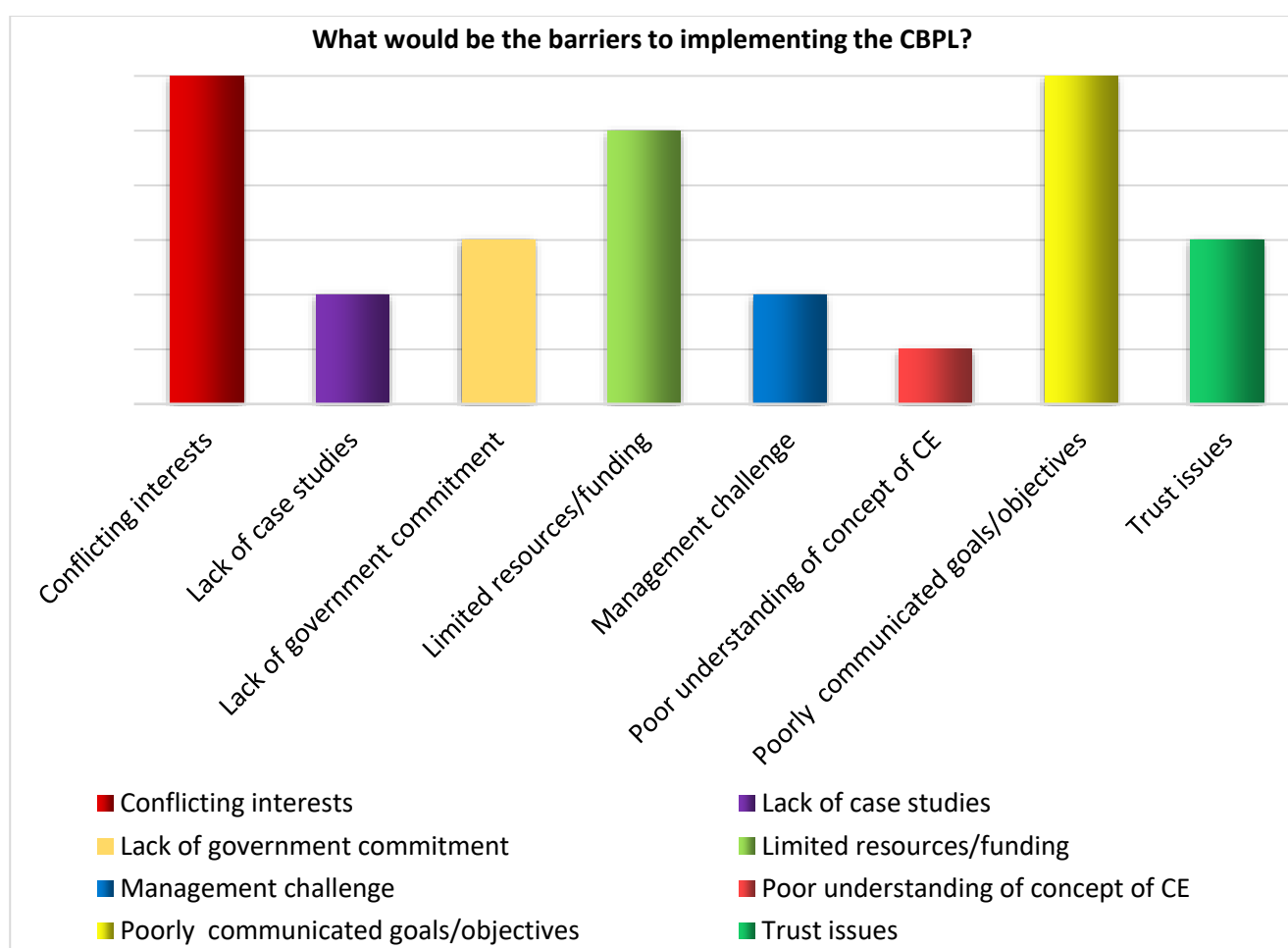
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#### 6.4.10 What would be the barriers to implementing the CBPL?

For the platform to be successful, stakeholders need to have a common voice with clearly communicated goals and objectives. It is expected that there may be variation in how the vision of the platform may be perceived by members of the platform, and this may affect the level of commitment of some members and their view of the prospects of the platform. The platform is expected to execute projects, however, lack of steady and adequate access to an inflow of funds could pose a challenge.

Business exists for profits, even when it is not implied. Therefore, if the platform is not delivering value to its members, whether monetary or business opportunities, the interest of members to commit to the platform may be hampered. A good number of stakeholders also mentioned that seeing evidence of case studies is a pointer that the platform is doing well; however, if this is missing, it could be interpreted as a failure on the part of the platform. Other barriers anticipated by the stakeholders include the potential conflicting interest of members and poor management of the platform by its organizers.



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#### Quotations

- *"It will take time to cultivate trust."*
- *"Lack of understanding of the prospects of CE to the economy"*
- *"Need to articulate and demonstrate the benefits of the platform."*
- *"Managing expectations as existing stakeholders have something to lose"*
- *"Access to funding"*
- *"Undefined roles and responsibilities"*
- *"The polluter's unwillingness to cooperate."*

#### **6.4.11 What would be your organization's main incentive to join the CBPL?**

At least three stakeholders directly mentioned they do not require an incentive to join or contribute to the platform. However, this was alluding to the fact that the mission and objectives of the platform align with those of the organizations the stakeholders represented. While this suggests that these stakeholders do not require a financial incentive, some were explicit that they may require some form of honorarium for travel costs or services rendered to the platform. Another incentive of interest was the opportunity for collaboration and partnership with both the private and public sectors. The stakeholders explained that they look out for industrial symbiosis and business matchmaking opportunities. Also, gaining traction in the discussion on incentives, was access to resources such as expertise, research data and funding.



#### Quotations

- *"Gaining government support and trust."*
- *"Learning from other's best practices"*

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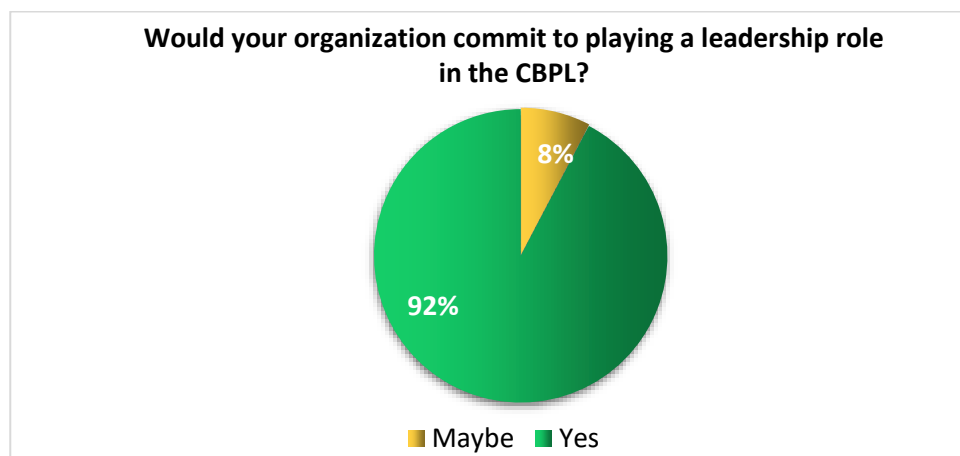
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- *“As a businessperson, if it is just to join, we would. However, on services of content development and management of the platform, we would require some form of incentive.”*
- *“Identify circular businesses to incubate”*
- *“Economic and environmental impact of initiatives on communities”*

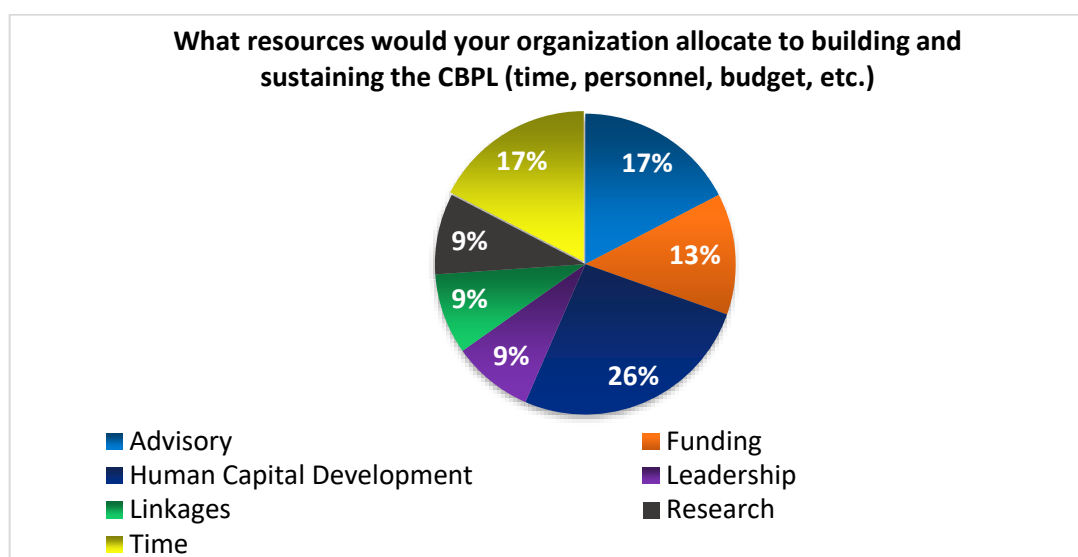
#### 6.4.12 Would your organization commit to playing a leadership role in the CBPL?

The platform is perceived by all to have something tangible to offer its prospective members; this was evident from the responses provided on the benefits the platform would offer their organization. There was almost a 100% commitment from interviewees on willingness to provide leadership. However, others could not provide immediate positive responses and opted to revert their decision to a later day.



#### 6.4.13 What resources would your organization allocate to building and sustaining the CBPL (time, personnel, budget, etc.)

Availability in respect of time was a common response. There were also commitments concerning leadership, human capacity development and advisory. However, only 3 direct interviewees responded positively to providing financial support.



## 6.5 Steering Committee outcomes

Four Steering Committees were held as detailed in Section 5.5. The project team outlined all the processes including stakeholder identification and mapping; workshop outcomes and synthesis including polls; stakeholder survey methodology, questions, synthesis and outcomes; interview synthesis process, selection, questions and outcomes; the overall synthesis of all syntheses and outcomes/conclusions and the Business Model Canvas. The project team would like to thank the Steering Committee for their time, contributions and learned expertise that assisted in guiding the outcomes of this report for the preparatory study deliverables. There were many inputs, edits, and recommendations that the project team believes have been adequately incorporated into this final report.

As with any steering committee comprised of passionate and dedicated individuals, there were engaged and animated discussions around pet topics, issues, barriers, problems and solutions. However, these were adequately contextualized and incorporated into the outcomes with the clear understanding, ratification, and acceptance of the Members to the results presented in this report. The final meeting brought together a unified conscious that the CBPL should be independent, impartial, and driven to achieve the collective ambitions of all stakeholders (present and future) to achieve a balanced and measurable set of deliverables that would best serve the region, the economy and all of the citizens of Lagos.

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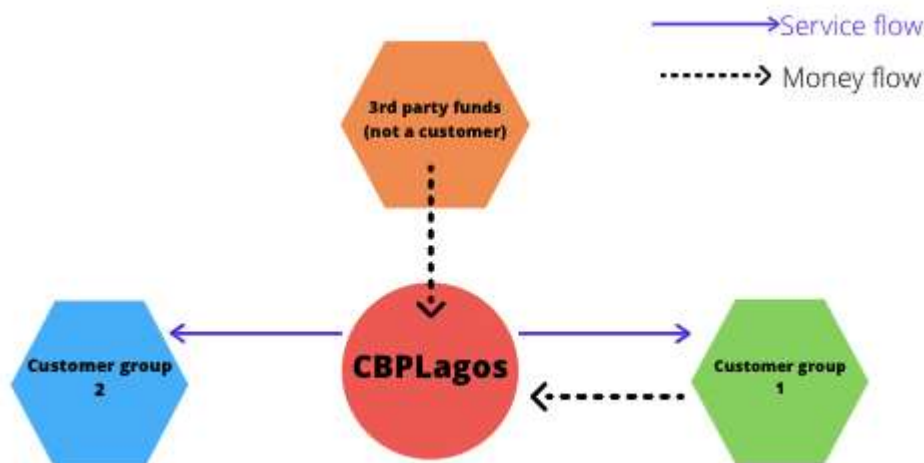
## 7 Proposed CBP for Lagos

### 7.1 Structure Proposals based on the Business Model Canvas (BMC)

The selection of a tool such as the BMC provides answers and provides options for questions around the foundation and sustainability of the platform. By investigating through the nine sections of a BMC, the platform is looked upon as a start-up organization that is expected to generate income to sustain its activities and value offer (i.e., achieving sustainability). The BMC allows us to envision answers to the following questions regarding the CBPLagos:

- Value creation
  - For whom does the platform create value? (customer segments)
  - What value does the platform create for its customers? (value proposition)
  - How does the platform reach and interact with its customers? (customer relationships and channels)
- Value delivery
  - What are the main activities performed by the platform to achieve its value proposition?
  - Who are the main partners that participate in performing the platform's main activities?
  - What are the main resources needed to achieve platform activities?
- Value capture
  - What are the costs incurred by the platform to be able to offer value for its customers?
  - How can the platform generate income from its activities to be able to sustain its operations?

Defining customers:



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Since we are dealing with a multi-sided platform, “Customers” is a proxy for two kinds of stakeholder groups:

- 1- those who contribute financially or in-kind in exchange for platform services
- 2- those who directly benefit from the platform activities



By colour coding the different customer segments (figure x) it becomes easier to trace the value offered in the value proposition segment (figure y).

As an example, the corporations (customers) will receive benefits generated from creating demand for waste, as well as ideas generated from open innovation projects led by the platform.

Citizens of Lagos, which are non-direct customers will receive the broader benefit of being surrounded by a cleaner and healthier environment as a result of circular economy activities enabled by the platform and performed by different organizations in Lagos.

#### Key activities:

In this section, a broad set of activities were defined through the study’s outcomes. The activities are plenty and present options that need to be tailored based on the most urgent needs, available opportunities, and the Lagos context (low hanging fruits), activities might include:

- Organizing events and networking
- Community management
- Landscape mapping
- Research
- Knowledge sharing
- Education and training
- Campaigning
- Providing input for regulation

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#### Channels and customer relationships:

As observed from the study's outcomes, for the structure of the platform the main tendency was towards having a digital platform, hence, communication and stakeholder interaction will happen mainly online through:

- Website
- Social media platforms
- Newsletters via email
- Online meetings and webinars

#### Key resources for running the platform:

- Host organization
- Online platforms
- Support from stakeholders, financial and non-financial
- Board of directors
- Platform branding

#### Costs and revenues:

The costs of building and running the CBPLagos and the revenues it will generate depend on the type of organization and activities to be chosen in further stages of development. It is important that the platform generates income through its activities and not only relies on external funds/ donations. Basic costs and potential revenue streams include:

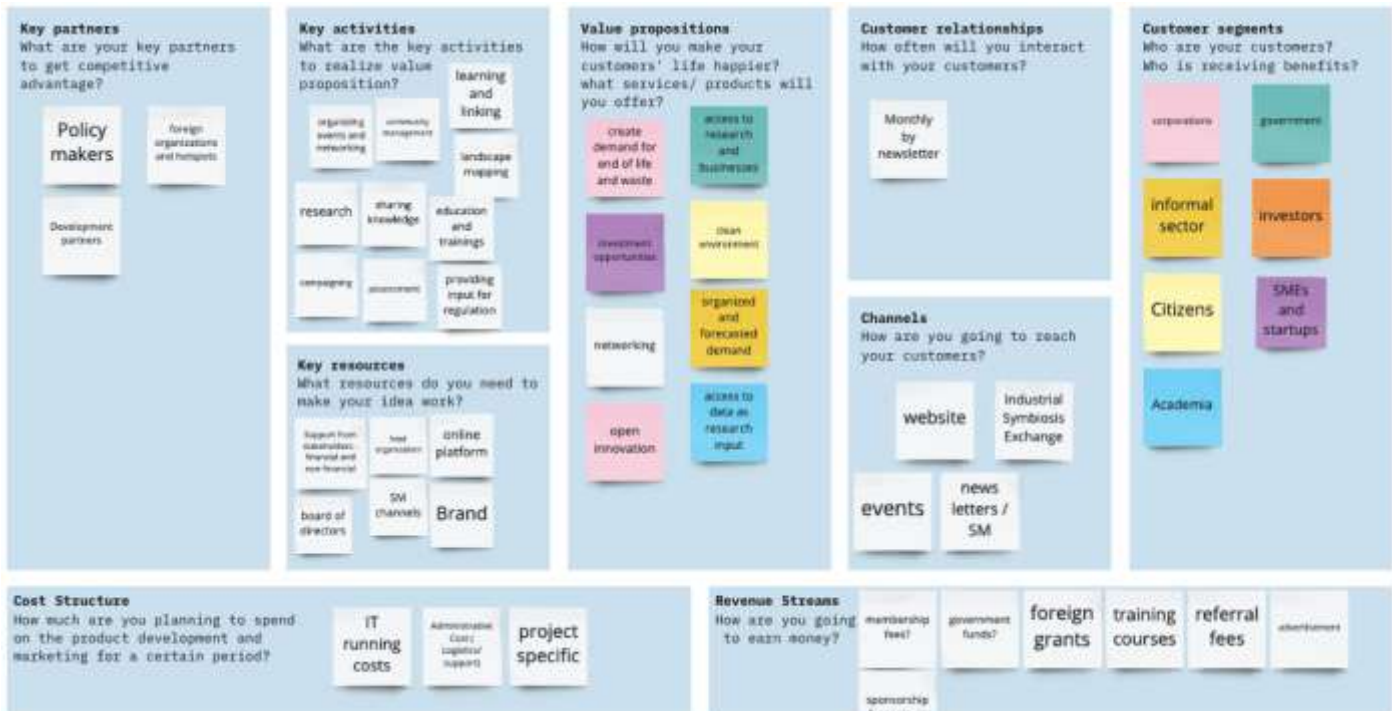
Costs	Revenues
<ul style="list-style-type: none"> <li>- IT running costs</li> <li>- Administrative costs</li> <li>- Logistics</li> <li>- Events</li> </ul>	<ul style="list-style-type: none"> <li>- membership fees</li> <li>- fees from educations/ training activities</li> <li>- advertisement</li> <li>- sponsorships for specific projects</li> <li>- referral fees</li> <li>- grants and funds</li> </ul>

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## The ideal structure for the Platform

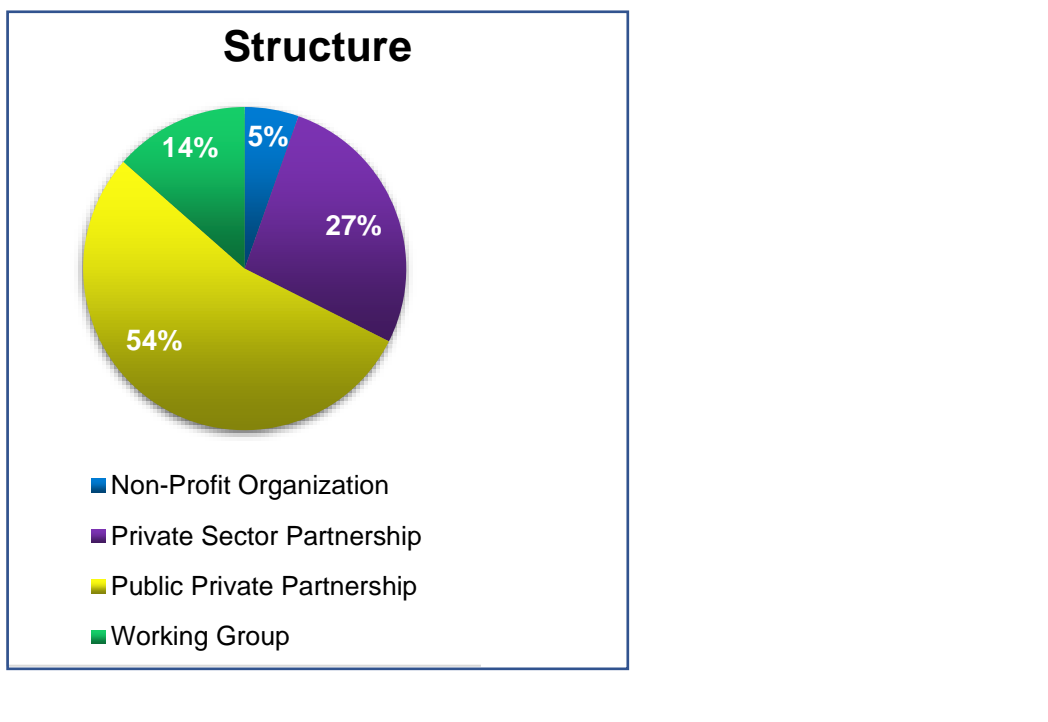
The question of structure relates to the form in which the platform should take, and the activities should form the core objectives of the platform. A private-public partnership (PPP) was the most suggested or inferred structure, which describes that there should be shared interest between the private and public sectors of the economy. While the private sector will benefit largely from the prospects of new market entry points, industrial symbiosis, investments, and other benefits, the public sector as we know influences policies and decisions that can create an enabling environment for the success of the platform.

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## 7.2 Capacity

From the surveys, workshop, interviews, and Steering Committee we have been provided some clear directionality for the CBPL regarding capacity, resources and facilities. Encouraging to note from both the polls and Steering Committee commitment that there was a unanimous response from all respondents to be involved in the future development of the CBPL. 100% of respondents indicated they were willing to contribute resources to the establishment and running of the platform with 64% indicating this would be non-financial contributions, but 36% stating they would consider financial contributions. This bodes well for the future of the Platform, specifically because the success of the Platform would depend on ensuring that there are facilities and human resources needed to drive this daily. As mentioned in the previous section and from Steering Committee inputs, the implementation of the Platform should happen immediately after this preparatory stage to ensure the momentum and support are maintained. This would likely be initiated as a digital platform at first and evolve to have a more physical presence as conditions allow where this could initially fall under a host organization and then possibly to a more independent position as the structure is finalized.

What is clear though, is that some seed funding will be required to provide capacity to the Platform to move from this preparatory stage to inception and implementation as it evolves to a permanent structure.

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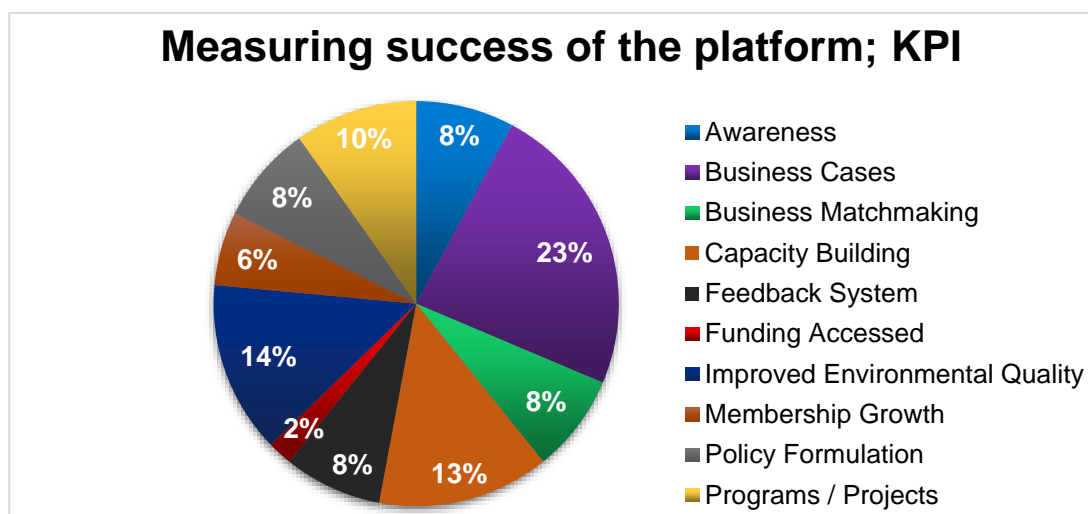
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### 7.3 Deliverables and KPI's

What would be the descriptor of success for the platform when the time comes to take stock? For the stakeholders, the indicators for the evaluation of success would include business cases that are made for job creation, emerging businesses, the number of businesses collaborating because of shared interests, favorable policies to CE businesses that came from the advisory role of the platform to the government, and the number of development projects executed. Improved environmental quality was also a notable indicator expected as waste materials are recovered from the environment.

However, the indicator with the highest nomination is that the platform should tell business stories of new value propositions that have resulted from the activities of the platform.



### 7.4 Funding and sustainability

The platform is perceived by all to have something tangible to offer its prospective members and this was clear from the responses provided on the benefits the platform would offer their organization. There was a 92% commitment from interviewees on their willingness to provide leadership to the platform with only one respondent positive, but non-committal pending organizational approval. With the Steering Committee, the response was unanimous that they would play a direct role.

Regarding what resources organizations would allocate to building and sustaining the CBPL, availability in respect of time was a common response, but also many commitments to leadership roles, human capacity, and advisory services. These are detailed in Section 6.4.13. At the time only three respondents indicated positively to providing financial support. However, at the last Steering Committee meeting, there was a far greater positive response to opportunities for financial commitment after the inception phase of the Platform.

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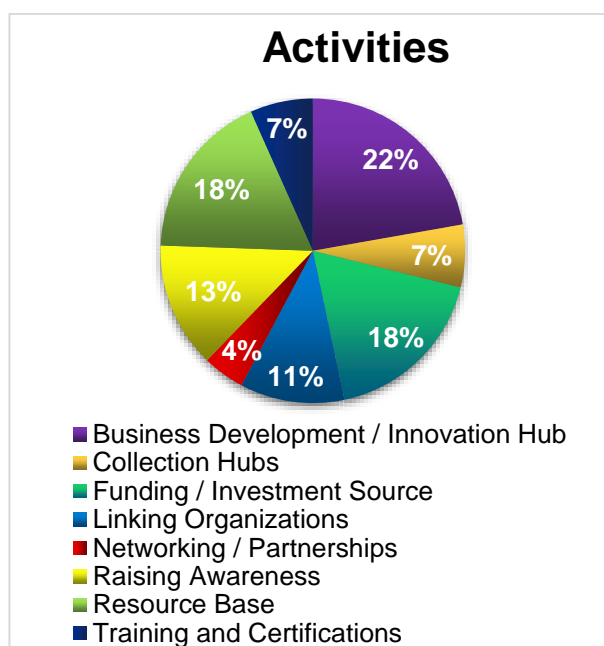
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In understanding the expressed need to implement the CBPL it is recognized that we need to transition from this preparatory assessment to full implementation of the platform, as well as seeking acknowledgment from the Steering Committee that this can be achieved through another short phase of inception or implementation. To this end, there are encouraging commitments again from the Dutch Consulate and the Netherlands Enterprise Agency to provide seed funding to support the Platform implementation for another 6 months on the understanding that the platform should be self-sustainable thereafter.

## 7.5 Focus areas and sectors

Through the different engagements, we have identified several focus areas and activities that were suggested for the operation of the Platform. Top activities suggested include the platform being the hub for business matchmaking engagements and as an innovation hub, a resource base for CE information and researchers, and a centre for collection of wastes materials. The remaining identified activities can be seen in the graphic below.

There was general agreement through the process that the Platform should have a multi-sectoral approach. The first suggestions are focused on waste streams and elaborated upon in the next section of the report. Overall, however, the hierarchy of focus suggested was plastics, then e-waste, organic waste, and construction & demolition waste. After the waste sector, there were suggestions of different focus groups and workgroup areas of energy, water, manufacturing, tourism, agriculture, and infrastructure.



## 7.6 Primary focus areas and recommendations to grow CE sectors

Throughout the entire planning and engagement processes of this preparatory study, the project team has pushed the concept of circularity from a multi-sectoral model approach to ensure that ultimately the Platform

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can address all stakeholders and sectors. Circular Economy is not just about waste, but rather a holistic approach to sustainable and remedial actions that positively impact sectors in waste management, water quality and wastewater management, manufacturing, infrastructure, transport, agriculture, tourism, energy, health, and education. Through transitioning to a Circular Economy where waste is a resource, we can see that this positively impacts many of these sectors.

From the onset of this project, it was evident that in Lagos there is a primary focus on plastic waste. Visibly, this is perhaps the most evident issue and received the bulk of attention from the stakeholders engaged throughout this process. This being said, the need for the CBPL is even more evident as we started to see communication between the different stakeholders from different sectors as to what was being done, what was not being done, and what could be done with collaboration between different initiatives. There were some incredibly positive outcomes from these engagements and what is evident is that the first focus working group will be centered around finding circular solutions for the plastics pandemic in the state.

From the engagements, it was also clear that a second focus area would be around e-waste. Communications with role-players in this sector indicate existing momentum around projects like the Netherlands initiative Closing the Loop and the collaboration between the Nigerian Government, the Global Environment Facility (GEF) and UN Environment initiating a circular electronics initiative in Nigeria.

Based on the volumetric problem areas in the waste sector it is suggested that priority then be allocated to organic waste and construction & demolition waste. To support the above focus areas and further Circular Economy prospects there was also unanimous support to focus on recommendations on Policy to unlock the sector opportunities, addressing Supply Chain Management, Extended Producer Responsibility, environmental authorizations, and trade.

A key recommendation from the Steering Committee is that we ensure the CBPL is not just focussed on the waste sector, but that the Platform then unpacks and addresses circular economy opportunities in energy, water, infrastructure, agriculture, tourism, manufacturing, health, and education. As the Platform grows and develops these would be best served through working committees dedicated to each of the sectors and sub-sectors.

## 8 Recommendations

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Several recommendations have been suggested through the Steering Committee to ensure smooth implementation and initiation of the CBPL:

- Significant collation of data from the preparatory study to be made available to the Steering Committee, Secretariat, and future Board of CBPL.

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- Collaborating with existing initiatives such as Circular Lagos and the Circular Economy Innovation Partnership (CEIP).
- Suggested that the most suitable structure would be a “Limited by Guarantee” PPP structure with references to CEIP, Nigeria Economic Summit Group (NESG) and Lagos Chamber of Commerce and Industry (LCCI).
- Immediate commencement of Phase 2: Pre-implementation. This should be a 6-month programme with seed funding from RVO ahead of the formalization of the Platform. Suggested a possible continuation of the preparatory study team with 6 key objectives:
  - Set up working groups to develop action plans for key themes (including waste management, organics, construction & demolition, electronics and plastics)
  - Formally appoint the Steering Committee with terms of reference and draft an agenda for the first meeting, including the process for evaluation and appointment of the Platform hosts
  - Creation of a website, social media content and information portal on all CE initiatives in Lagos.
  - Develop a sustainable business plan with a clear roadmap and KPI’s
  - Continued development of stakeholder mapping and engagement to ensure that all appropriate voices are heard in the process
  - Assessment of policies, laws, enforcement strategies, etc., to drive the CE agenda with clear communication of policy gaps and needs.
- Phase 3 - Implementation -
  - Formal registration of legal entity with Steering Committee taking up positions as board members.
  - Creation of sustainable funding streams e.g., membership fees, training courses, sponsorship, in-kind, grants, etc.
  - Consideration of longer-term strategies and approaches to embedding circularity in Lagos value chains e.g. benchmarking KPIs, accessing indigenous knowledge and the establishment of an advisory board.

#### **In Summary:**

- **Structure:** A Public Private Partnership established as a company “Limited by Guarantee”
- **Host:** Primary suggestion is for Circular Lagos to be an umbrella platform that hosts the CBPL and the Circular Lagos Working Group. This will give the flexibility to drive separate projects and decision-making processes, but also facilitate resource sharing, enhance project collaboration, and reduce any duplication that could be counterproductive. Alternatives suggested could include NCIC and LCCI.
- **Business Model:** Independent structure aligned to Circular Lagos with sustainable funding generated from a variety of sources.
- **Capacity:** Establish administrative and secretariat functions, one FTE initially managed by ACEN Nigeria. External costs to company registration, banking facilities, website and workshops, managed by administrative function.

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- **Outcomes:** Start immediately while establishing entity structure, business plan, funding sources, Board of Directors, and governance policies. Establish working groups to meet the identified KPI's. Develop a website and start a communications strategy.

## 9 Conclusions

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In the final Steering Committee, we had a unanimous declaration by all members individually of their commitment to the next stage of the CBPL and future participation.

- *"Great job on the Preparatory project! Committed"*.
- *"Available, ready and committed!"*
- *"Bring federal policies into the structure as a roadmap. What is the cause and impact - what will make this a success"?*
- *"Action is key! Chart a course forward - NCIC wants to support the launch. Offer of management. Focus on MSMEs and drive innovation".*
- *"Get moving - will not be perfect, but let's get this going and lead in this space. Best place to start is to have a structure and LAUNCH!"*
- *"No time to waste - PPP will take a while so let's get started: Websites, KPI's, etc."*
- *"Regulators are committed to this being an inclusive process. We need policies, laws and enforcement strategies. Easier to police, monitor and evaluate".*
- *"We have what it takes to make this happen - the Platform needs to support MSMEs - we need clarity of expectation".*
- *"Start now! Clear roadmap and KPI's. All partners need to know their obligation and participation. Committed!"*

It was proposed, agreed, and accepted that the first Chair of the Steering Committee will be Titilope Oguntuga from Lafarge. The launch event should be July to early August 2021 and we should drive the implementation/inception stage as soon as possible thereafter.

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## 10 Appendices

### Appendix 1: List of stakeholders who responded to the Survey *(names removed in line with the General Data Protection Regulation, GDPR)*

Name	Organisation	Classification	Completed
	<a href="#">The Initiates Plc.</a>	Corporate	02/02/2021
	<a href="#">Recyclepoints Nigeria</a>	Social Enterprise	03/02/2021
	<a href="#">Richbol Environmental Services Ltd</a>	Corporate	03/02/2021
	<a href="#">Chellarams Plc</a>	Corporate	03/02/2021
	<a href="#">E-waste Producer Organization Nigeria</a>	Civil society	03/02/2021
	<a href="#">Oxfam Nigeria</a>	Civil society	03/02/2021
	<a href="#">Africa Collect Textiles</a>	MSME	03/02/2021
	<a href="#">Africa Collect Textiles</a>	MSME	03/02/2021
	<a href="#">Omnik Limited</a>	MSME	03/02/2021
	<a href="#">Alon Green Recycling</a>	MSME	03/02/2021
	<a href="#">RecyclePoints Limited</a>	MSME	04/02/2021
	<a href="#">XRubicon Solutions Limited</a>	MSME	04/02/2021
	<a href="#">MetaSus</a>	MSME	05/02/2021
	<a href="#">Dow</a>	Corporate	08/02/2021
	<a href="#">Dispose Recyclers Ltd</a>	MSME	09/02/2021
	<a href="#">Continental Waste Managers Ltd</a>	MSME	09/02/2021
	<a href="#">Closing the Loop</a>	MSME	10/02/2021
	<a href="#">EU Delegation to Nigeria &amp; ECOWAS</a>	Government	12/02/2021
	<a href="#">Oando PLC</a>	Corporate	17/02/2021
	<a href="#">University of Nigeria</a>	Government	17/02/2021
	<a href="#">Globetech Remedial Ltd</a>	MSME	01/03/2021
	<a href="#">Mouka Ltd.</a>	MSME	01/03/2021
	<a href="#">Leaders ladders Foundation</a>	Civil society	02/03/2021
	<a href="#">ChaRays Integrated Company</a>	MSME	02/03/2021
	<a href="#">Tolaram Group</a>	Corporate	04/03/2021

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**Appendix 2: The groups and stakeholders from the Workshop** *(names removed in line with the General Data Protection Regulation, GDPR)*

Stakeholder Name	Stakeholder organisation	Breakout Room
Abdulla Moustafa	HCH	Moderator 1
	ACEN Nigeria Chapter - Desk Officer	Scribe 1
	Omnik Limited	1
	University of Lagos	1
	co-founder, waste recycling	1
	recycle points Nigeria	1
	Marine research, oceanography and marine research	1
Chris Whyte	ACEN	Moderator 2
	ACEN, NCIC	Scribe 2
	Ocean-clean up Lagos	2
	UNN staff, also working on Ocean-clean up Lagos project.	2
	HYBR, Farmforte	2
	Researcher on Plastic waste and CE	2
	Recycle point	2
	Ampak	2
	EU Delegate in Abuja	2
	Nigeria Climate Innovation Centre	2
	Nigerian Youth Investment Fund	2
	ACEN Nigeria Chapter	Moderator 3
	ACEN Nigeria Chapter	Scribe 3
	University of Lagos	3

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	Mouka Foam	3
	ACT	3
	The Shred Station	3
	Africa Collects Textiles	3
	HCH	Moderator 4
	Ampak Nigeria Limited	Scribe 4
	Environmental Manager, Academic Institution	4
	Processing Manager, Initiates Plc	4
	Oxfam Nigeria	4
	ACEN Nigeria Chapter	4
	EC, International Relations, Africa & South Asia	4
	ACEN	Moderator 5
	Ampak Nigeria Limited	Scribe 5
	Dangote Cement	5
	Euro Union Delegation to Africa	5
	Shred Station	5
	Nigeria Institute for Ocean and Marine	5
	Gidiventure	5
	EPRON	5
	ACEN-Nigeria Chapter	5

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**Appendix 3: List of Interviewees** *(names removed in line with the General Data Protection Regulation, GDPR)*

S/n	Name(s)	Organisation	Interviewer(s)	Date
1		<a href="#">FarmForte</a>	Abel Neering, Freek Eijk & Abdulla Moustafa	24th March
2		<a href="#">African Circular Economy Alliance</a>	Peter Desmond & Lia Huybrechts	19th March
3		<a href="#">Lagos Business School Sustainability Centre</a>	Oluwakemi Ajakaiye & Abayomi Magbagbeola	16th March
4		<a href="#">Circular Economy Innovation Partnership</a>	Peter Desmond	10th March
5		<a href="#">Lagos State Waste Management Authority</a>	Oluwakemi Ajakaiye & Abayomi Magbagbeola	8th March
6		<a href="#">Nigeria Climate Innovation Centre</a>	Oluwakemi Ajakaiye	26th February
7		Technical Adviser to the Hon. Minister <a href="#">Federal Ministry of Environment</a>	Oluwakemi Ajakaiye	5th March
8		<a href="#">Food and Beverage Recycling Alliance</a>	Oluwakemi Ajakaiye, Abayomi Magbagbeola and Chris Whyte	10th March
9		<a href="#">Unilever Nigeria</a>	Freek Eijk & Abdulla Moustafa	15th March
10		<a href="#">Nigerian Breweries</a>	Abel Neering, Freek Eijk & Abdulla Moustafa	10th February
11		<a href="#">Lagos State Environmental Protection Agency</a>	Oluwakemi Ajakaiye & Abayomi Magbagbeola	9th April
12		<a href="#">Hello Tractor</a>	Oluwakemi Ajakaiye	1st April
13		<a href="#">RIDA Plastics International</a>	Oluwakemi Ajakaiye & Abayomi Magbagbeola	9th April
14		<a href="#">Lagos Chamber of Commerce and Industry</a>	Oluwakemi Ajakaiye & Peter Desmond	23rd April

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15		<a href="#">Natural Eco-Capital</a>	Oluwakemi Ajakaiye, Abayomi Magbagbeola & Gboyega Olorunfemi	20th April
16		<a href="#">Coca Cola Nigeria</a>	Oluwakemi Ajakaiye, Abayomi Magbagbeola, Chris Whyte, Abdulla Moustafa & Freek van Eijk	26th April
17		<a href="#">University of Lagos</a>	Oluwakemi Ajakaiye & Abayomi Magbagbeola	23rd April
18		<a href="#">United Nations Environment Programme</a>	Peter Desmond	17th February
19		<a href="#">Dangote</a>	Oluwakemi Ajakaiye, Abayomi Magbagbeola and Chris Whyte	20th April
20		<a href="#">MitiMieth Limited</a>	Oluwakemi Ajakaiye & Abayomi Magbagbeola	29th March
21		<a href="#">Lafarge Africa Plc</a>	Oluwakemi Ajakaiye, Abayomi Magbagbeola and Chris Whyte	23rd April
22		<a href="#">AFDB-NCEWG</a>	Peter Desmond	

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**Appendix 4: List of Steering Committee Participants** *(names removed in line with the General Data Protection Regulation, GDPR)*

Name	Organisation	Classification
	<a href="#">Food and Beverages Recycling Alliance</a>	Civil Society
	<a href="#">Rida Plastics</a>	SME
	<a href="#">University of Lagos</a>	Academia
	<a href="#">Nigerian Climate Innovation Centre</a>	SME
	<a href="#">Lagos State Environmental Protection Agency</a>	Public Sector
	<a href="#">Lafarge Africa Plc</a>	Business
	<a href="#">Unilever Nigeria Plc</a>	Business
	<a href="#">Lafarge Africa Plc</a>	Business
	<a href="#">Dangote</a>	Business
	<a href="#">LBS Sustainability Center</a>	Academia
	<a href="#">Lagos State Waste Management Agency</a>	Public Sector
	<a href="#">Circular Economy Innovation Partnership</a>	Civil Society
	<a href="#">MetiMeth Limited</a>	SME
	<a href="#">Circular Economy Innovation Partnership</a>	Civil Society
	<a href="#">Coca-Cola</a>	Business
	<a href="#">Eco-Natural Capital</a>	SME
	<a href="#">Oxfam</a>	Civil Society
	<a href="#">Enterprise Development Centre</a>	SME

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## Appendix 5: List of Acronyms

ACEN	African Circular Economy Network
ASU	Arizona State University
B2B	Business to Business
BMC	Business Model Canvas
CBO's	Community Based Organisations
CBP	Circular Business Platform
CBPL	Circular Business Platform for Lagos
CE	Circular Economy
CEIP	Circular Economy Innovation Partnership
CEO	Chief Executive Officer
EDC	Enterprise Development Centre
EPR	Extended Producer Responsibility
FBRA	Food and Beverage Recycling Alliance
G2G	Government to Government
GEF	Global Environment Facility
HCH	Holland Circular Hotspot
HQ	Headquarters
ICLEI	Local Governments for Sustainability
IS	Industrial Symbiosis
K2K	Knowledge to Knowledge
KPIs	Key Performance Indicators
LAWMA	Lagos State Waste Management Authority

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LBSSC	Lagos Business School Sustainability Centre
LCCI	Lagos Chamber of Commerce and Industry
MSMEs	Medium and Small Microenterprises
NCIC	Nigeria Climate Innovation Centre
NESG	Nigeria Economic Summit Group
NG	National Government
NGOs	Non-Governmental Organisations
OEMs	Original Equipment Manufacturers
PPP	Public Private Partnership
SDGs	Sustainable Development Goals
SITRA	Finnish Innovation Fund
SSL	Soft Solutions Limited Nigeria
UN	United Nations
UNEP	United Nations Environment Programme

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