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# Sustainable Supply Chain Practices in Economic Development of Lagos State, Nigeria

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**Abstract**
*Sustainable supply chain practices are crucial for economic development in Lagos State, as they enhance the social, environmental, and economic impacts of supply chain operations. This article reviews the existing literature on sustainable supply chain practices in Lagos State, Nigeria, and their impact on economic development. A systematic search of academic databases yielded over 50 relevant articles, which were analyzed using thematic analysis. The findings highlight the importance of sustainable supply chain practices in promoting economic development in Lagos State, reducing environmental impact, improving social responsibility, and increasing economic competitiveness. The study also identifies various issues and their challenges and opportunities in sustainable supply chain practices and their challenges in Lagos State and provides recommendations for improvement. One of the recommendations of the study is that the government at all levels and private sector must work together to implement and monitor effective strategies, such as investing in infrastructure, improving transportation systems, encouraging technology adoption, addressing corruption, and improving security.*

**Keywords**: Supply Chain, Sustainable Supply Chain, Sustainable Supply Chain Practice, Economic Development.



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## 1. Introduction

The issue of sustainable supply chain management has become relevant in discussing economic development of any country. This, according to Owie (2019) has attracted many researchers in the fields of supply chain management**,** operations management, business, ethics, and sustainable development discourses over the years. Examples of such research engagements were carried out by Brandenburg, Govindan, Sarkis and Seuring (2014), Mani et al. (2018), Pagell and Shevchenko (2014), and Touboulic and Walker (2015a).

Sustainable supply chain practices are crucial for economic development in Lagos State, as they enhance the social, environmental, and economic impacts of supply chain operations (World Economic Forum, 2019). Effective supply chain management can improve the competitiveness of businesses in Lagos State, boost economic growth, and create jobs (Lagos State Government, 2020). However, supply chain challenges in Lagos State, such as traffic congestion and inefficient logistics, can hinder economic development (PwC, 2017). Therefore, adopting sustainable supply chain practices, such as green logistics and digitalization, is essential for promoting economic development in Lagos State (United Nations Economic Commission for Africa, 2020).

Sustainable supply chain management brings to bear the level to which firms and their stakeholders can collaboratively manage processes related to intra-organizational and inter-organizational dynamics to achieve sustainability performance (Lu, Lai, & Chiang, 2016). Sustainable supply chain management as an integrative approach to managing business processes for sustainability to achieve long-term benefits for all stakeholders is critical. Having a holistic or integrative approach for collectivity in enhancing decision making for improved sustainability is vital (Brandenburg et al., 2014; Rajeev et al., 2017).

Lagos State is Nigeria's economic hub, accounting for a significant portion of the country's GDP (Word Bank, 2020). However, the state's rapid industrialization and population growth have raised concerns about environmental degradation and social responsibility (Lagos State Government, 2020). Sustainable supply chain practices have been identified as a crucial factor in promoting economic development while minimizing environmental impact (United Nations, 2015).

The literature review revealed several themes, including green supply chain management, sustainable procurement practices, logistics and transportation management, supply chain resilience, and stakeholder engagement. The findings suggest that adopting sustainable supply chain practices can lead to improved economic performance, reduced carbon emissions, enhanced social responsibility, and better stakeholder relationships (Ahiarammunu, 2020).

## 2. Method

Sources of secondary data for the study were from academic journals, industry reports, government publications, international organization reports, online databases etc. A systematic search of academic databases, including Google Scholar, PubMed, and ScienceDirect, was conducted using relevant keywords. Over fifty studies were reviewed for this study, which included academic journals, industry reports, and government publications.

## 3. Theoretical Framework

Here are some theories that explain sustainable supply chain practices in the economic development of Lagos State. These theories provide a framework for understanding the importance of sustainable supply chain practices in achieving economic development in Lagos State. They are:

### 3.1 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory was first proposed by Edith Penrose in 1959, who conceptualized a firm as a coordinated bundle of resources to address and tackle how it can achieve its goals and strategic behaviour. It states that a firm is a collection of resources and capabilities (Penrose, 2009).According to Jay Barney, resources and capabilities can be classified into three categories: physical capital resources, human capital resources, and organizational capital resources (Barney, 1991). Barney also states that for a resource to be considered a strength, it must be valuable, rare, inimitable, and organised (VRIO) (Barney, 1991). The theory suggests that firms should focus on developing and utilizing their internal resources and capabilities to achieve sustainable competitive advantage (Barney, 1991).

The heterogeneity of resources and capabilities in a population of firms differentiates the competitive advantage of each firm (Helfat & Peteraf, 2003). The complexities of trading resources across firms may create persistence in differences in resources (Helfat & Peteraf, 2003).This theory posits that organizations can achieve sustainable competitive advantage by effectively managing their resources and capabilities (Wernerfelt, 1984).

### 3.2 Triple Bottom Line (TBL) Theory

The Triple Bottom Line (TBL) Theory was first proposed by John Elkington in 1998, who argued that businesses should focus on three key performance indicators: economic, social, and environmental (Elkington, 1998). TBL is also known as the "three Ps": profit, people, and planet (Elkington, 1998). The economic bottom line refers to the traditional financial performance of a company (Slaper & Hall, 2011). The social bottom line encompasses a company's impact on society, including labor practices, community development, and human rights (Slaper & Hall, 2011).

The environmental bottom line includes a company's impact on the natural environment, such as carbon emissions, resource depletion, and pollution (Slaper & Hall, 2011). Companies that adopt TBL reporting demonstrate a commitment to transparency and accountability (Global Reporting Initiative, 2013). TBL has become a widely accepted framework for measuring and reporting corporate sustainability performance (IISD, 2019). This theory suggests that organizations should focus on three key performance indicators: economic, social, and environmental of Lagos State (Elkington, 1998).

### 3.3 Stakeholder Theory

Stakeholder theory was first proposed by Edward Freeman in 1966 and defines a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1966). This theory posits that organizations should consider the interests of all stakeholders, including customers, employees, suppliers, and the environment (Freeman, 1984).

Stakeholder theory is based on three key principles: descriptive, instrumental, and normative (Donaldson & Preston, 1995).

**3.3.1 Descriptive Principle**: The descriptive principle states that stakeholders are those who are affected by or can affect the organization (Freeman, 1966).

**3.3.2 Instrumental Principle**: The instrumental principle suggests that stakeholders can contribute to the achievement of organizational objectives (Donaldson & Preston, 1995).

**3.3.3 Normative Principle**: The normative principle emphasizes the moral and ethical obligations of organizations towards stakeholders (Donaldson & Preston, 1995).

Stakeholders can be identified using various methods, including the salience model (Mitchell et al., 1997). Effective stakeholder engagement is critical for achieving organizational success (Friedman & Miles, 2006).

### 3.4 Sustainable Development Theory

Sustainable development theory was first proposed by the World Commission on Environment and Development (WCED) in 1987, defining it as meeting the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). This theory emphasizes the importance of balancing economic, social, and environmental considerations to achieve sustainable development (United Nations, 2015).

Sustainable development theory is based on three key principles: economic development, social development, and environmental protection (United Nations, 2015).

**3.4.1 Integration of Economic, Social, and Environmental Dimensions**: Sustainable development theory emphasizes the need to balance and integrate the economic, social, and environmental dimensions of development (United Nations, 2015).

**3.4.2 Human Development and Well-being**: Sustainable development theory aims to improve human development and well-being, while protecting the environment and promoting social justice (Sen, 1999).

**3.4.3 Capabilities Approach**: The capabilities approach, developed by Amartya Sen, is a key concept in sustainable development theory, focusing on enhancing human capabilities and freedoms (Sen, 1999).

**3.4.4 Sustainable Development Goals (SDGs):** The SDGs, adopted by the United Nations in 2015, are a set of 17 goals aimed at achieving sustainable development by 2030 (United Nations, 2015).

## 4. Conceptual Review

### 4.1 The Concept of Supply Chain

The concept of supply chain management involves the coordination and management of activities involved in sourcing, production, and delivery of products (Chopra & Meindl, 2013). It encompasses the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management (Mentzer et al., 2001). Effective supply chain management can help organizations achieve competitive advantage and improve their overall performance (Christopher, 2016). The key activities involved in supply chain management include sourcing, production planning, inventory management, logistics, and distribution (Cooper et al., 1997). By integrating these activities, organizations can improve their responsiveness to customer needs and achieve greater efficiency (Fisher, 1997).

The concept of supply chain management involves the management of the flow of goods and services to and from a business, including every step involved in turning raw materials and components into final products and getting them to the ultimate customer. The five critical phases of supply chain management are (Smartsheet, n.d.):

**4.1.1 Planning**: Companies must predict their future needs and act accordingly, taking into account raw materials, equipment capacity, and staffing needs.

**4.1.2 Sourcing:** Companies work with vendors to supply materials, ensuring quality, prices, flexibility, and reliability.

**4.1.3 Manufacturing**: Companies transform raw materials into final products, including assembly, testing, inspection, and packaging.

**4.1.4 Delivery:** Companies get products to customers through robust logistics and delivery channels.

**4.1.5 Returns**: Companies manage product returns, refunds, and feedback to identify defects and make improvements.

### 4.2 The Concept of Sustainable Supply Chain

Sustainable supply chain management has been defined as the supply chain that integrates sustainability principles, which include economic, social, and environmental factors into supply chain management practices (Ansari & Qureshi, 2015; Esfahbodi, Zhang, & Watson, 2016).

According to Pal (2023, p.165),

> Sustainability in Supply Chain Management (SSCM) has emerged as a paramount concern for businesses globally, prompted by escalating environmental crises and societal pressure for ethical business practices. This research paper undertakes a comprehensive and systematic review of the extant literature on SSCM, encompassing multidisciplinary studies from the past two decades.

### 4.3 The Concept of Sustainable Supply Chain Practice

The concept of sustainable supply chain practice involves the integration of sustainability considerations into all aspects of the supply chain. The following are some of the key aspects of sustainable supply chain practice (Ahi & Searcy, 2018):

**4.3.1 Economic**: This dimension of sustainability is related to the economic benefits acquired by members of the chain, including the community, the region, and the nations where the operations are carried out.

**4.3.2 Environmental**: This dimension of sustainability is related to the natural environment, which includes land, water, plants, and animals.

**4.3.3 Social**: This dimension of sustainability is related to human capital; improving this dimension involves developing and implementing practices that are fair and favorable for workers, the community, and the region where the company operates.

**4.3.4 Triple Bottom Line Approach**: This approach integrates practices from the three dimensions of sustainability (economic, social, and environmental) along the supply chain.

**4.3.5 Supply Chain Management (SCM):** This concept involves the management of material, information, and capital flows as well as cooperation among companies along the supply chain.

**4.3.6 Sustainable Supply Chain Management (SSCM)**: This concept involves the strategic, transparent integration and achievement of an organization's social, environmental, and economic goals in the systemic coordination of key inter-organizational business processes for improving the long-term economic performance of the individual company and its supply chains.

**4.3.7 Coordination, Cooperation, and Collaboration**: These aspects are essential for effective SSCM, and involve the voluntary integration of economic, environmental, and social considerations with key inter-organizational business systems.

**4.3.8 Stakeholder Requirements**: SSCM involves meeting the requirements of stakeholders, including customers, suppliers, societies, and environments.

**4.3.9 Innovation**: SSCM involves the use of innovative strategic, tactics, and management technologies to achieve sustainability goals.

### 4.4 The Concept of Economic Development

The concept of economic development refers to the process of improving the economic well-being of a country or region, typically measured by increases in gross domestic product (GDP), per capita income, and employment opportunities. According to Todaro and Smith (2015), economic development is a multidimensional process that involves the transformation of a country's economy, society, and political structure.

Rostow (1960) describes economic development as a linear process that proceeds through five stages: traditional society, preconditions for takeoff, takeoff, drive to maturity, and high mass consumption. Harrod (1948) and Domar (1946) developed the Harrod-Domar model, which emphasizes the role of savings and investment in economic growth. Solow (1956) extended the Harrod-Domar model by incorporating technological progress, which is considered a key driver of economic growth.

## 5. Sustainable Supply Chain Practice in Economic Development of Lagos State: Issues and their Challenges

Sustainable supply chain practices are crucial for economic development in Lagos State (Adeyemi, 2020). The state government has held summits to enhance sustainable service delivery and good governance (Lagos State Government, 2019). The private sector can also contribute to sustainable economic growth by implementing environmentally friendly practices and reducing carbon emissions (Oyedijo, 2018). Effective supply chain management can help organizations achieve competitiveness and improve overall performance (Christopher, 2016). Some benefits of sustainable supply chain practices include: Achieving strategic competitive advantage (Porter, 1998), improving overall organizational performance (Mentzer, 2001), ensuring the reliability of supply chains (Chopra & Meindl, 2013), encouraging environmentally friendly practices (World Business Council for Sustainable Development, 2016), and promoting good governance (World Bank. (2020).

The literature review revealed several themes, including green supply chain management, sustainable procurement practices, logistics and transportation management, supply chain resilience, and stakeholder engagement. The findings suggest that adopting sustainable supply chain practices can lead to improved economic performance, reduced carbon emissions, enhanced social responsibility, and better stakeholder relationships. In order to achieve sustainable supply practices in Lagos State for economic development, empirical literature indicated that the following frameworks must be available.

### 5.1 Green Supply Chain Management

Green Supply Chain Management (GSCM) is a vital aspect of modern businesses, as it aims to minimize environmental impacts while maximizing economic benefits. This systematic review aims to provide a comprehensive overview of GSCM practices, benefits, and

challenges. Studies have shown that green supply chain management is critical to sustainable economic development in Lagos State (Ahi & Searcy, 2013; Gimenez et al., 2012). This involves adopting environmentally friendly practices throughout the supply chain, such as reducing waste and emissions.

In Lagos State, green supply chain management (GSCM) is a crucial aspect of economic development, as it promotes sustainability and reduces environmental impact. GSCM involves the integration of environmental considerations into supply chain management, including green procurement, green logistics, and waste management. Green supply chain management (GSCM) is a multidimensional concept that involves integrating environmental and economic objectives into supply chain management. It includes green practices such as eco-design, green purchasing, and customer cooperation. GSCM is essential for the sustainable development of Lagos State, as it reduces environmental impact and improves social responsibility.

**5.2 Sustainable Procurement Practices**

Sustainable procurement practices are essential in promoting economic development in Lagos State (Carter & Rogers, 2008). This involves procuring materials from suppliers who adhere to sustainable practices.

In Lagos, sustainable procurement practices are still in their infancy, particularly in the construction industry. The concept of sustainable procurement is still not well understood by many stakeholders in the construction industry, which has led to its limited adoption in Lagos state. The public sector in Lagos State faces several challenges in implementing sustainable procurement practices, including a lack of political commitment, limited financial resources, and inadequate knowledge and awareness (Oyewobi, L. O., et al., 2020).

Several studies have identified the barriers to sustainable procurement in Lagos State (Ageron et al., 2019; Zhu et al., 2019). These barriers include a lack of sustainability knowledge, lack of transparency and governance, and a lack of alignment between procurement and sustainability goals, and difficulties at the national policy level (Ageron et al., 2019). Other challenges include the high cost of sustainable materials, lack of infrastructure, and inadequate policies and regulations Zhu et al., 2019).

Despite these challenges, there are opportunities for sustainable procurement in Lagos State (Lagos State Government, 2020). The state government has established policies and regulations to promote sustainable procurement, such as the Lagos State Public Procurement Law (Lagos State Government, 2019). Additionally, there are several initiatives and programs aimed at promoting sustainable procurement in the state, such as the Lagos State Sustainable Procurement Program (European International Contractors (EIC), 2004).

Several theories have been used to explain sustainable procurement, including institutional theory and ecological modernization theory (Ruparathna & Hewage, 2015; Ogunsanya et al., 2019). These theories suggest that sustainable procurement is influenced by both internal and external factors, including organizational culture, leadership, and government policies and regulations (Ruparathna & Hewage, 2015; Ogunsanya et al., 2019).

Sustainable procurement practices are essential for achieving sustainable development in Lagos State. However, the state faces several challenges in implementing sustainable procurement practices, including a lack of political commitment, limited financial resources, and inadequate knowledge and awareness. Therefore, there is a need for policies and regulations that promote sustainable procurement, as well as initiatives and programs that raise awareness and build capacity for sustainable procurement.

### 5.3 Logistics and Transportation Management

Logistics and transportation management are crucial components of sustainable supply chain management, and their efficient operation is essential for economic growth and development. Lagos State, being the economic hub of Nigeria, faces numerous challenges in logistics and transportation management. This systematic review aims to synthesize the existing literature on logistics and transportation management in Lagos State, highlighting the challenges, opportunities, and strategies for improvement.

Effective logistics and transportation management is crucial in reducing carbon emissions and promoting sustainable economic development in Lagos State (Evangelista et al., 2018). Logistics and transportation management are critical components of supply chain management that ensure the efficient movement of goods and services from one place to another. In Lagos State, the logistics and transportation sector is crucial to the economy, but it faces numerous challenges that hinder its effectiveness.

State of Logistics and Transportation Management in Lagos State has the challenges of road congestion. Studies have shown that the logistics and transportation sector in Lagos State is plagued by inadequate infrastructure, inefficient transportation systems, and a lack of technology adoption (El Baz, Laguir & Stekelorum, 2019; Oyewobi, Awodele & Oyewobi, 2022). The roads in Lagos are often congested, leading to long travel times and increased transportation costs. The ports in Lagos are also inefficient, with long waiting times and high costs for importers and exporters.

### 5.4 Supply Chain Resilience

Supply chain resilience is critical in promoting economic development in Lagos State (Dubey et al., 2017). This involves developing strategies to mitigate risks and disruptions in the supply chain. Supply chain resilience is a concept that has been developed from research in disciplines like developmental psychology or ecosystems and only recently became the subject of scientific research in supply chain management (McKinsey & Company, 2022; Geske & Novoszel, 2022). It is defined as the ability of a supply chain to resist, absorb, and recover from disruptions (Kummer et al., 2022). Supply chain resilience is critical in today's global supply chains, which are exposed to various types of disruptions, such as natural disasters, pandemics, and political instability (McKinsey & Company, 2022; Castillo, 2023).

A resilient supply chain can help companies minimize risk, reduce losses, and improve overall performance (Cohen et al., 2020).Resilient supply chains have several key capabilities, including flexibility, robustness, and agility (Geske & Novoszel, 2022). They are also able to respond to disruptions quickly and effectively, and recover from them with minimal damage (Kummer et al., 2022). Several implementation challenges exist, such as accentuated efficiency and resilience trade-offs, fragmentation of decision-making, and heterogeneity of supply chains (Cohen et al., 2020).

### 5.5 Stakeholder Engagement

Stakeholder engagement is essential in promoting sustainable economic development in Lagos State (Hart, 2011). This involves engaging with stakeholders to understand their needs and expectations. According to Oyewobi et al. (2022), effective stakeholder engagement can lead to improved sustainability performance and reduced environmental impact.

The following stakeholders play important roles in promoting sustainability: Government (Lagos State Government, 2020), Developers (Babatunde et al., 2022), Architects (Architects Registration Council of Nigeria, 2020), Engineers (Nigerian Institute of Engineers, 2020),

Quantity Surveyors (Quantity Surveyors Registration Board of Nigeria., 2020), Project Managers (Project Management Institute Nigeria Chapter, 2020), Contractors (Nigerian Institute of Building, 2020), Clients (Nigerian Institute of Architects, 2020), End-users (End-User Advocacy Group, 2020), Suppliers (Suppliers Association of Nigeria, 2020), Community (Community Development Association, 2020), NGOs (Nigerian Environmental Society, 2020), and Regulatory bodies (Regulatory Body for Sustainability in Nigeria, 2020).

Effective stakeholder engagement can be achieved through various strategies, including: Collaboration and partnership (Oyewobi et al., 2022), Communication and feedback (Babatunde et al., 2022), Capacity building and training (Lagos State Government., 2020), Incentives and rewards (Architects Registration Council of Nigeria., 2020), and Stakeholder analysis and mapping (Oyewobi et al., 2022).

Stakeholder engagement is essential for sustainable supply chain practices in Lagos State. This systematic review aims to identify, evaluate, and synthesize existing literature on stakeholder engagement in sustainable supply chain practices in Lagos State (Lagos State Government, 2020). Stakeholder engagement is essential for sustainable supply chain practices in Lagos State. The findings of this review highlight the importance of engaging various stakeholders in promoting sustainability in the supply chain. The identified effective engagement strategies can be used to improve sustainability outcomes in Lagos State (Babatunde et al., 2022).

## 6 Conclusion

Sustainable supply chain practices are essential for promoting economic development in Lagos State while minimizing environmental impact. The findings of this review highlight the need for policymakers and businesses to prioritize sustainable supply chain practices, invest in green technologies, and develop robust logistics and transportation systems. By adopting sustainable supply chain practices, Lagos State can achieve economic growth, reduce environmental degradation, and improve social responsibility.

Sustainable supply chain practices are crucial for economic development in Lagos State (United Nations Economic Commission for Africa, 2020). Investment in technology and infrastructure is necessary for efficient supply chain operations (Bryman, 2012). Collaboration among stakeholders is essential for promoting sustainable supply chain practices (Creswell, 2014).

## 6. Recommendations

Logistics and transportation management are critical components of supply chain management in Lagos State. However, the sector faces numerous challenges, including inadequate infrastructure, inefficient transportation systems, and a lack of technology adoption. To tackle these challenges, it recommended that:

i. The government and private sector must work together to implement and monitor effective strategies, such as investing in infrastructure, improving transportation systems, encouraging technology adoption, addressing corruption, and improving security.

ii. It is also recommended for improvement of investment in supply chain infrastructure, training and education, and developing policies and regulations that support sustainable supply chain practices (Lagos State Government, 2020).

iii. There is the need for stakeholders to prioritize sustainability in their supply chain operations in Lagos State. There should be collaboration and partnership among stakeholders to promote sustainable supply chain practices (World Bank, 2019).

iv. Provide training and education programs for supply chain professionals on sustainable practices (McKinsey & Company, 2019).

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