

Letter to Lagosians

A New Way, O`nà tuntun rée

Dear Fellow Lagosians,

I am asking for your support to become Governor of Lagos because I want more Lagosians to have the opportunities that helped shape my own life.

I grew up in Yaba, attended King's College and studied at the University of Lagos. Public institutions helped prepare me for a career building and leading businesses entrusted with people's savings and pensions. I know the responsibility that comes with managing money that belongs to others. I also know how much a person's future can depend on institutions doing their work properly. Those opportunities should be widening with every generation.

For years, I have asked questions about how our government spends public money. Behind every figure in a budget are people whose needs that money should meet. Money wasted on an inflated contract is money unavailable for medicines or maintaining a road. I am seeking this office to take responsibility for changing those priorities, and to submit myself to the same scrutiny I have demanded of others.

Lagosians work hard. Yet too much of that effort goes into overcoming difficulties that good government should help resolve. You pay taxes and levies, then pay again to provide your own water and electricity. You leave home early and return late because of journeys that consume hours of your day. Even with an income, keeping your family secure can feel increasingly out of reach.

Lagos has enormous resources and capable people. After nearly three decades under the same political establishment, we should expect so much more from our government. The wealth and resources of this state must become visible in the quality of life of people like you who keep it running.

Under my administration, public spending will be judged by whether the services you need actually work. A mother seeking care for herself or her child should find qualified staff and the necessary medicines, without being sent elsewhere to buy what the facility should provide. Parents should be able to choose a public school with confidence in its teaching, knowing that books and examination costs are covered. We will fund and manage these services so that families can depend on them, instead of having to spend more of their own money to make up for the government's failures.

Our housing programme will include affordable rental and rent-to-own homes, connected to places of work by better public transport. The government must also address the costs it adds through excessive fees and slow approvals. We will simplify these processes and shift development charges towards payment when homes are completed, with incentives tied to housing actually delivered. The government should only collect its fees after homes have been built, rather than demand them upfront when the money is needed to finance construction. Families should be able to afford a home without losing the savings to a longer, more expensive commute. Technical education linked to employers will help more people earn a better living, while clear rules and dependable services will give businesses confidence to invest and employ.

You should also experience a change in your dealings with the government. Public officers will be expected to serve you respectfully and account for their decisions. Public contracts and expenditure will be open to scrutiny, so you can follow what has been paid for and what has been delivered. We will review excessive privileges in public office and apply those standards from the Governor down. Your access to a public service should never depend on knowing someone in government.

The commitments that follow set out what you should expect from our first four years. They give practical meaning to the new way of governing that I am proposing. We will report our progress openly and explain where we fall short.

I ask for your support, and I ask you to keep this document. Use it to judge my administration by what changes in your life and in the lives of your fellow Lagosians.

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[Signature]

Funso Doherty

FD4Lagos

What we will do

The Funso Doherty Checklist

FUNSO DOHERTY'S PEOPLE-FIRST COMMITMENTS (2027-2031)

My Commitment is to make Lagos work better for Lagosians by reducing the cost of living, expanding housing and opportunity, improving basic services, and making government more accountable, efficient and disciplined. Here are the specific initiatives I will implement:

HEALTH, EDUCATION AND OPPORTUNITY

- 1. Free Maternal and Child Healthcare:** Provide free service in State facilities for pregnant women and children up to age 16, including essential medicines, diagnostics, antenatal care, delivery and emergencies.
- 2. Truly Free Public Education:** Free tuition, textbooks, essential learning materials and approved public examination fees through senior secondary school or technical college.
- 3. Universal School Feeding:** Provide nutritious school meals for every child enrolled in a Lagos State public primary school.
- 4. Affordable School Transportation:** Provide free public transport for public-school children, with additional support for pupils travelling significant distances.
- 5. Expand Technical & Vocational Education:** Create a statewide network of at least 60 modern technical, vocational and skills-training centres.
- 6. Train Lagosians for Growth:** Train, certify and place at least 100,000 residents in construction, electrical, mechanical, rail, renewable-energy, technology and related skilled occupations.
- 7. Enable Innovation and Digital Employment:** Create designated Digital Employment Hubs in key locations like Yaba, Ikeja and Lekki offering 24-hour electricity, high-capacity internet connectivity, tax incentives, security, and expedited business permitting with the aim of enabling 50,000 new jobs.

HOMES PEOPLE CAN AFFORD

- 8. Deliver 200,000 New Homes:** Mobilise public land, infrastructure, planning reform, private developers, cooperatives, pension capital and mortgages to enable at least 200,000 low- and middle-income homes.
- 9. Rent-to-Own:** Enable a Rent-to-Own Scheme for qualifying low- and middle-income households, with transparent eligibility, affordable deposits and anti-speculation protections.
- 10. Priority Housing Development Zones:** Designate Ikorodu, Ibeju-Lekki, Epe and Badagry and coordinate housing with rail, roads, schools, healthcare, water, power and jobs.
- 11. Expand Long-Term Mortgages:** Create a Lagos Mortgage Liquidity and Guarantee Programme to refinance qualifying mortgages, provide credit enhancement and mobilise institutional capital.

12. Make Construction Faster and Cheaper: Introduce time-bound digital planning approvals, transparent statutory charges and accelerated processes for qualifying affordable and mixed-income housing.

TRANSPORTATION FOR EVERYDAY PEOPLE

13. Build One Integrated Rail Network: Integrate the Red and Blue Lines and accelerate expansion into major population and housing corridors, with more rolling stock, higher frequency and longer operating hours.

14. Replace Danfos Without Destroying Livelihoods: Progressively replace minibuses on major corridors with higher-capacity buses under regulated LAMATA franchises, while creating structured transition opportunities for existing operators.

15. One Journey, One Fare: Integrate fares across rail, bus and public ferry services, with transfer discounts and daily and monthly fare caps for frequent commuters.

16. Fix Roads Early: Equip the Lagos Public Works Corporation, deploy rapid road-repair teams, digitally monitor road conditions and publish response standards for major roads.

17. Build Transport Skills Locally: Establish a LAMATA Transport Academy for rail, signaling, maintenance, bus, marine, planning and logistics skills.

BASIC SERVICES FOR A LIVEABLE CITY

18. Restore Public Water Supply: Rehabilitate waterworks, expand distribution, reduce losses and progressively restore reliable, metered public water to households and businesses.

19. Control Flooding: Implement citywide drainage and flood management, protect drainage channels, maintain them permanently, expand retention infrastructure and publish a flood-risk dashboard.

20. Protect Wetlands and Coastlines: Create an independent statutory commission for mapping, permitting, monitoring and enforcement in wetlands, coastal zones and natural drainage areas.

21. Accelerate Reliable, Affordable Electricity: Use Lagos electricity-market powers to accelerate metering, improve distribution, enable embedded and renewable generation, strengthen consumer protection and attract private investment.

22. Reform Waste Management: Set measurable collection standards, use competitive and performance-based contracting, and expand recycling and circular-economy incentives.

BETTER JOBS, MARKETS AND SMALL BUSINESSES

23. Make Lagos Easier for Small Businesses: Publish one transparent schedule of State and local charges, eliminate unauthorised and duplicative levies, digitize permits and payments, and create a one-stop compliance process.

24. Upgrade Markets & Protect Livelihoods: Modernize major public markets with sanitation, drainage, fire protection, electricity, storage, security and affordable trading spaces, while protecting legitimate existing traders.

25. Strengthen Public Safety & Emergency Response: Integrate street lighting, emergency communications, traffic monitoring, priority CCTV, neighborhood-safety capability and faster ambulance, fire and disaster response against published service standards.

RUN AN ACCOUNTABLE GOVERNMENT

26. Annual Conflict-of-Interest Declarations: Require senior public officers and political appointees to disclose relevant beneficial ownership, related-party relationships and circumstances requiring recusal as a condition of continued service.

27. Strengthen Audit, Control and Disclosure: Strengthen audit, inspectorate and control functions across LASG, with material findings, management responses and implementation status reported to the Executive and Legislature and appropriate summaries published.

28. Enforce Consequences for Misconduct: Apply disciplinary sanctions for established procurement, financial-management and public-service breaches and promptly refer criminal conduct for prosecution.

29. Review Major Contracts and Public Assets: Within the first year, independently review significant PPPs, revenue-collection agreements, waste concessions and long-term contracts for value-for-money, transparency and public interest; publish principal findings and pursue lawful renegotiation or termination where justified.

30. Review Public-Sector Pay, Benefits and Privileges: Within six months, independently review employee pay, allowances and pensions for fairness and sustainability; publish former Governors' and senior officeholders' post-service benefits; and restrict the Governor, appointees and public officers to no more than two permanently assigned official vehicles, with additional operational and security vehicles centrally pooled.

Our Rationale

The State of Lagos Today

A city of more than twenty million people, straining against itself

To understand the rationale behind our approach to change, we must first be honest about where Lagos stands. This is a state of more than twenty million residents that grows by roughly 600,000 people every year. This is the equivalent of a small city arriving every year, largely unplanned. Our government collects more revenue from us than many African countries, more than the citizens of any other Nigerian state, and more than over 31 Nigerian states combined.

Yet our GDP per capita is lower than it was in 2015. Nearly 31% of our working-age residents are unemployed or underemployed, and more than seven in ten of our workers earn their living in an informal economy that offers no pension, no health cover and no protection against a bad month.

Lagosians are economically active but not economically secure.

The pressure shows up in every part of our daily lives at once. Every fuel-price increase, every flood and every bad road pushes the price of our meals higher. Housing availability has fallen more than 3.3 million homes short of what the city needs, rents in parts of Lagos have risen by up to 200% in two years, and between half and three-quarters of our fellow Lagosians live in informal settlements. Movement has become a daily tax on time: the majority of our journeys depend on the poorly maintained road network, and severe congestion drains over two productive hours from Lagosians every single day.

Beneath these visible strains lies a deeper structural weakness. Industry accounts for only about 8.2% of our economy, far below Nairobi, Johannesburg or Cairo, in part because we need around 12,000 megawatts of electricity instead of the merely 1,000MW that we receive from the national grid. Only around 13% of recyclable waste is recovered, while uncollected refuse stinks up our city and blocks the drains that would otherwise carry away floodwater. And because public spending and procurement is not transparent, residents cannot tell what the revenues being collected by the government are used for.

None of these problems stand alone. High rent pushes families to the city's edge, which lengthens commutes, raising transport costs, and eating into the meagre salaries that might have paid for healthcare or education. Unreliable power raises the operating costs of every factory, every clinic and every market. This is the perfect storm Lagos now faces, and it illustrates how the current approach to governance in Lagos has completely failed to deliver any relief to ordinary households.

The chapters that follow set out, sector by sector, how my administration will break this cycle.

01 Household Affordability: Food, Water and Power

Making Lagos affordable for the people who keep it running

The cost of living is the combined weight of feeding a family, paying rent, getting to work, buying water, generating power, accessing healthcare and educating children. For most Lagosians these costs have risen faster than incomes, and the crisis is as much about income as about prices. A large share of the workforce is informal: traders, artisans, transport workers, delivery riders and market vendors, with earnings that are irregular and unprotected. A household may earn enough in a good month and fall short in a bad one, and a single medical emergency, rent increase or fare hike can be enough to tip it into debt.

Food is the sharpest pressure. We import most of what we eat in Lagos, and our average resident spends more than 40% of their income on food. Our poorer households spend even more. Because produce passes through congested roads, flooded markets, poor storage and multiple intermediaries, it becomes more expensive at every stage between farm and plate. Farmers may be paid little while consumers still pay a great deal, the difference lost to spoilage, delay and handling. We therefore have a food-distribution problem as much as a food-production one. Our government has failed to address this.

On top of this, Lagosians pay privately for public services that do not work. Only about 14% of households receive more than eight hours of reliable electricity a day; only 35% have access to public water, and just 5% to public sewerage. Residents and businesses carry the double costs of taxes and services and pass them on, so the infrastructure deficit quietly inflates the price of nearly everything. These pressures compound one another, a family that moves to cheaper housing on the periphery often loses the savings to longer, costlier commutes, which is why isolated interventions so often fail.

A state government cannot set national inflation or the exchange rate. It can, however, reduce the local costs that make national pressures worse. My administration will treat affordability as a central measure of government performance, judged by one question: how much does the average Lagos household save because of what the government did?

WHAT THIS TARGET MEANS Household savings will mean the measurable reduction in money or time a representative household would otherwise have spent. The methodology and assumptions will be published.

OUR COMMITMENT

- Mobilise public land, infrastructure, planning reform, private developers, cooperatives, pension capital and mortgages to enable at least 200,000 low- and middle-income homes.
- Enable a Rent-to-Own Scheme for qualifying low- and middle-income households, with transparent eligibility, affordable deposits and anti-speculation protections.
- Designate Ikorodu, Ibeju-Lekki, Epe and Badagry and coordinate housing with rail, roads, schools, healthcare, water, power and jobs.
- Create a Lagos Mortgage Liquidity and Guarantee Programme to refinance qualifying mortgages, provide credit enhancement and mobilise institutional capital.
- Introduce time-bound digital planning approvals, transparent statutory charges and accelerated processes for qualifying affordable and mixed-income housing.
- Provide nutritious school meals for every child enrolled in a Lagos State public primary school.

HOW PROGRESS WILL BE MEASURED

- Food expenditure as a share of income for representative household groups.
- Average wholesale-to-retail mark-ups and post-harvest losses in supported food chains.
- Household expenditure on privately supplied water and electricity.
- Number and value of households receiving targeted relief, with independently audited eligibility.
- Annual estimated household savings attributable to state programmes.

02 Housing and Liveable Communities

Building a Lagos where every resident can afford a safe and dignified home

Lagos has become a city of sharp housing contrasts: luxury towers in Ikoyi, Victoria Island and Lekki at one end, and more than 200 slums or informal settlements at the other, home to millions who live without secure tenure, drainage or sanitation. Between the two is a growing population of working Lagosians who earn too much to qualify for limited social housing but too little to buy or rent what the formal market supplies. The state faces a housing deficit of more than 3.3 million homes, with 87% of that required for low-income households. Yet, most new construction is aimed at the top of the market.

Affordability has collapsed faster than incomes. Between 2024 and 2026, rents in parts of Lagos reportedly rose by up to 200%, in both high-end and traditionally middle-income areas. Existing finance does not reach most people: the Lagos Home Ownership Mortgage Scheme has required down payments reported at 30 to 50%, and conventional mortgages assume the kind of stable payslip that most of the workforce does not have. As a result, informal settlements have become the city's largest source of affordable accommodation, by some estimates around three-quarters of housing, much of it on wetlands and waterfronts without services or secure title.

Two further failures raise costs and risk. Land administration is slow, expensive and uncertain: registering a title can take from six months to several years, cost an estimated 15 to 20% of the land's value and pass through numerous agencies, which invites fraud, multiple allocations and litigation. And building safety has become a crisis. More than 8,600 buildings were flagged for structural infractions in 2025, and over 44 buildings collapsed between 2023 and 2026, with multiple avoidable fatalities. Enforcement has been reactive, marking buildings only after they become dangerous, while occupants stay because they have nowhere affordable to go.

WHAT THIS TARGET MEANS New construction, refurbishment, settlement upgrading and serviced land will be disclosed separately to prevent double counting.

OUR COMMITMENT

- Deliver up to 400,000 new or refurbished homes over four years: 100,000 a year, across ownership, rental, cooperative and rent-to-own options.
- Establish a Semi-Commercial Housing Delivery Agency and an independent Housing Authority to protect affordability and regulate access.
- Mobilise at least ₦100 billion in affordable housing finance, including products for residents with verifiable but irregular incomes.
- Upgrade viable informal settlements in place rather than relying on demolition.
- Modernise land registration and planning approvals, and move building safety from reactive demolition to preventive regulation.

HOW PROGRESS WILL BE MEASURED

- Homes completed, refurbished and upgraded, reported separately by tenure, location, price band and delivery model.
- Median rent-to-income ratio in targeted communities.
- Average time and official cost required to register title and obtain planning approval.
- Private capital mobilised for every naira of catalytic public finance.

- Number of unsafe buildings remediated before collapse and number of households safely rehoused.

03 Transportation and Intermodal Mobility

Giving Lagosians back their time

Transportation determines how much of a Lagosian's day is available for work, family and rest. Today the system takes far too much of it. About 98% of movement is road-based, placing cars, buses, danfos, motorcycles and freight on the same limited network. The Danne Institute estimates the average commuter spends 2.21 hours in traffic each day, costing the city some 14.12 million productive hours daily, and adds traffic-related fuel costs of roughly ₦134,000 a year for car owners and ₦79,000 for public-transport users. A worker who loses hours to congestion has less time to earn, to care for children, to rest or to take part in community life.

Movement is also increasingly unaffordable. Low-income households can spend up to 50% of their income on transport, and the burden grows when a single journey requires several separate fares: a motorcycle to a bus stop, a bus for the main leg, another vehicle to finish the trip. Cheaper housing on the city's edge often costs back much of its saving in fares and time, tying transport directly to the cost-of-living crisis.

Investment has been made, but coverage and integration remain thin. The BRT system serves large numbers of passengers yet reaches fewer than 15% of the city's travel corridors, and most residents live too far from a rail station to benefit. Reliable feeder services are largely missing, timetables are uncoordinated and interchanges can be inconvenient or unsafe. Meanwhile more than 75,000 danfos carry much of the city because formal services do reach far enough, and blanket restrictions, imposed without alternatives, have raised costs and stranded underserved communities rather than closing the mobility gap.

WHAT THIS TARGET MEANS Transport success will be measured by the complete passenger journey, not by kilometres of road, rail or waterway announced.

OUR COMMITMENT

- Integrate the Red and Blue Lines and accelerate expansion into major population and housing corridors, with more rolling stock, higher frequency and longer operating hours.
- Progressively replace minibuses on major corridors with higher-capacity buses under regulated LAMATA franchises, while creating structured transition opportunities for existing operators.
- Integrate fares across rail, bus and public ferry services, with transfer discounts and daily and monthly fare caps for frequent commuters.
- Equip the Lagos Public Works Corporation, deploy rapid road-repair teams, digitally monitor road conditions and publish response standards for major roads.
- Establish a LAMATA Transport Academy for rail, signaling, maintenance, bus, marine, planning and logistics skills.
- Provide free public transport for public-school children, with additional support for pupils travelling significant distances.

HOW PROGRESS WILL BE MEASURED

- Average door-to-door journey time on priority corridors.
- Transport expenditure as a share of income for low- and middle-income households.
- Population within a defined walking or feeder-service distance of reliable mass transit.
- Service reliability, passenger safety and interchange waiting time.

- Share of buses and informal operators operating under enforceable service and safety standards.

04 Industrialisation and Job Creation

Building a productive Lagos that creates work at scale

Lagos has the market, the ports and the talent, but our economic size is not producing enough decent jobs. Activity is concentrated in trade, finance, services and informal commerce, while more than 70% of our workforce is informal, without predictable income or protection. Each year large numbers of graduates and school leavers enter a labour market that cannot absorb them into secure work. The task is therefore, to reduce open unemployment while moving people from precarious, low-productivity work into more productive businesses and better jobs.

Industrial output is strikingly low for a city of this scale: about 8.2% of the economy, against roughly 24% in Nairobi and 12% in Johannesburg, even though manufacturing creates employment across a wide chain of production, packaging, warehousing, logistics, maintenance and distribution. Part of the reason is that Lagos's established industrial areas, such as Oba Akran and Oregun, now suffer outdated infrastructure, congested access and weak freight capacity, while newer zones in Lekki and Badagry remain under-occupied or poorly connected to the wider Lagos economy. Apapa, still central to the industrial economy, is choked by port congestion: logistics delays can raise costs by around 30%.

Above all, industry is throttled by power and logistics. Lagos needs an estimated 12,000 megawatts of electricity but can rely on only about 1,000MW, forcing manufacturers to self-generate at costs that inflate the price of everything made here and give larger firms an advantage smaller ones cannot match. Freight depends on the same congested roads as commuters, so a product that is competitive at the factory gate becomes expensive after transport, storage and delay. Layered on top is regulatory complexity: overlapping approvals, unclear fees, repeated office visits and inconsistent enforcement that discourages the very investment that would create jobs. Industrial policy cannot treat power, logistics and regulation as separate matters; they must be designed into every industrial ecosystem.

WHAT THIS TARGET MEANS A job will not be counted twice. Permanent jobs, temporary work, apprenticeships, self-employment and formalisation will be disclosed in separate categories, with duration and verification rules.

OUR COMMITMENT

- Publish one transparent schedule of State and local charges, eliminate unauthorised and duplicative levies, digitize permits and payments, and create a one-stop compliance process.
- Modernize major public markets with sanitation, drainage, fire protection, electricity, storage, security and affordable trading spaces, while protecting legitimate existing traders.
- Integrate street lighting, emergency communications, traffic monitoring, priority CCTV, neighborhood-safety capability and faster ambulance, fire and disaster response against published service standards.
- Build five export-oriented industrial ecosystems: agro-processing, light manufacturing, construction inputs, pharmaceuticals and digital hardware.
- Develop industrial infrastructure in Lekki, Epe, Ikeja, Ikorodu and Badagry.
- Connect major investors with Lagos-based suppliers and workers, and align industry with housing, transport, education and power.

- Create designated Digital Employment Hubs in key locations like Yaba, Ikeja and Lekki offering 24-hour electricity, high-capacity internet connectivity, tax incentives, security, and expedited business permitting with the aim of enabling 50,000 new jobs.

HOW PROGRESS WILL BE MEASURED

- Permanent full-time jobs, temporary construction jobs, apprenticeships, enterprise-income opportunities and formalised jobs, each reported separately.
- Private capital invested and new productive capacity commissioned.
- Share of local procurement and number of Lagos-based suppliers integrated into major value chains.
- Industrial electricity reliability, logistics time and approval time.
- Average earnings and job retention in supported sectors.

05 Education and Human Capital Development

Giving every Lagos child the opportunity to learn, compete and succeed

Lagos performs better than many states on getting children into school, but the gains leak away as pupils grow. Net primary attendance is estimated at about 93%, falling to roughly 86% at junior secondary and 75% at senior secondary. The central challenge is therefore getting children into school and keeping them there and ensuring that attendance produces real literacy, numeracy and practical competence. Too many public-school pupils still learn in overcrowded classrooms without reliable power, functional laboratories, libraries, sanitation or enough qualified teachers.

Education is described as free, but families continue to pay. Uniforms, books, transport, examination charges and informal levies can reach ₦50,000 or more a year for a single secondary-school pupil, and model-college boarding fees rose from ₦35,000 to ₦100,000 per term in 2024. These costs fall hardest on families with several children and can quietly push poorer pupils out of the system altogether. Administrative barriers compound the problem — tying free examination registration to a parent's tax-clearance documentation, for instance, can exclude the children of informal workers who cannot produce such records. A child's access to education should not depend on a parent's paperwork.

WHAT THIS TARGET MEANS The 20 percent budget commitment is an input. The administration will be judged primarily by what children learn, whether they complete school and whether skills lead to real opportunity.

OUR COMMITMENT

- Ensure that no child is denied admission, examination support or any public-school benefit because a parent cannot produce a tax-clearance certificate or other unnecessary documentation.
- Abolish unauthorised fees and levies, provide free use of core textbooks and guarantee one nutritious meal each school day for every child in a public primary school.
- Build and rehabilitate classrooms, laboratories, libraries, sanitation and sports facilities, concentrating first on the communities with the greatest shortages and overcrowding.
- Recruit, train and fairly evaluate teachers, while publishing annual results showing whether pupils are actually improving in literacy, numeracy and practical competence.
- Expand technical and vocational education, apprenticeships, digital skills and youth sports, linking them directly to employers and the sectors in which Lagos intends to create jobs.
- Free tuition, textbooks, essential learning materials and approved public examination fees through senior secondary school or technical college.
- Create a statewide network of at least 60 modern technical, vocational and skills-training centres.
- Train, certify and place at least 100,000 residents in construction, electrical, mechanical, rail, renewable-energy, technology and related skilled occupations.

HOW PROGRESS WILL BE MEASURED

- Literacy and numeracy proficiency by age and school level.
- Attendance, completion and transition rates, disaggregated by location, gender and household income.
- Teacher attendance, professional-development completion and classroom performance.
- Average out-of-pocket education cost per household.

- Employment, apprenticeship or further-education outcomes for technical and vocational graduates.

06 Healthcare and Universal Access

Building a health system that protects every Lagosian

Care in Lagos is expensive, inconvenient and uncertain, and it begins with a primary tier that cannot yet be relied upon. The state has more than 300 Primary Health Centres, but many operate with poor buildings, unreliable electricity, limited water, insufficient equipment and shortages of essential medicines — and around 60% of PHC centres are in various states of disrepair. When residents cannot trust the PHC, they delay treatment, turn to informal providers or go straight to overcrowded general hospitals, so conditions that could have been caught early become more serious and more costly.

Cost turns illness into a financial emergency. A PHC consultation can run from ₦500 to ₦2,000 — enough to deter a daily-wage earner — and a caesarean section at a public hospital can cost around ₦150,000, before transport, lost income, medicines bought outside and repeated tests are added. Health insurance still reaches too few: Ilera Eko has enrolled about 923,000 residents out of a population above 20 million, and payroll-based schemes struggle to reach informal workers whose incomes do not fit fixed premiums. A card, in any case, is only worth the access it delivers to real providers, medicines and diagnostics.

Our system is also overcrowded and geographically unequal. Lagos has 30 state-owned secondary facilities serving far more people than they were designed for which produces long waits, pressure on staff and faster deterioration of equipment. Specialist facilities are concentrated in established districts, so residents of Ojo, Ibeju-Lekki have to travel for at least 40 minutes for care, and a quarter of low-income patients may spend over ₦1,000 a day simply reaching a facility. The resources exist; they do not yet function as one accessible, coordinated system.

WHAT THIS TARGET MEANS Universal access will mean that every resident can obtain a defined essential package within published distance, waiting-time, quality and affordability standards. Enrolment alone will not count as access.

OUR COMMITMENT

- Provide free service in State facilities for pregnant women and children up to age 16, including essential medicines, diagnostics, antenatal care, delivery and emergencies.
- Deliver universal access to essential healthcare within four years.
- Expand health-insurance coverage by one million residents in the first year.
- Strengthen primary healthcare as the effective first point of care through decentralised operations and incentives.
- Turn LASHMA into an active purchaser of quality care and strengthen HEFAMAA as a quality-assurance institution.
- Establish a Health Reform Delivery Unit and develop state tertiary hospitals as specialist referral hubs.

HOW PROGRESS WILL BE MEASURED

- Population covered by the essential benefits package and effective insurance.
- Travel time, waiting time and referral completion.
- Availability of essential medicines, diagnostics, power and water at primary facilities.
- Maternal, child and preventable-disease outcomes.

- Out-of-pocket health expenditure and the number of households facing catastrophic health costs.
- Patient experience and independently verified provider quality.

07 Security, Public Safety and Justice

Building a Lagos where every resident can live, work and move without fear

Security is more than the absence of violent crime; it is the confidence to travel, trade, use public space and seek help. The shortage of police officers means thin patrol coverage, slow responses, limited investigation and a heavy reliance on private and informal security, while overstretched officers work with inadequate equipment, training and welfare.

Much of the fear attaches to everyday movement and commerce. Traffic robbery and street crime cluster where vehicles are trapped in congestion or roads are poorly lit — areas such as Third Mainland Bridge, Oshodi and parts of Lekki have weakened public confidence — and the effects reach well beyond the immediate victim, shaping when people will travel, whether they use public transport, how late businesses stay open and how safe the night-time economy feels. No one should have to choose between keeping a job and avoiding a dangerous journey.

The deeper problem is that Lagos does not yet operate one public-safety system. The Neighbourhood Safety Corps was meant to strengthen local intelligence and presence but is constrained by funding and limited authority, leaving its role unclear. Response is fragmented across the police, the Safety Corps, traffic and emergency agencies, local governments and private operators, with multiple reporting channels, unclear jurisdiction and weak follow-up, so response times are slow and unpredictable. A resident reporting a robbery, a missing child or a domestic-violence incident should not first have to work out which agency is responsible before help arrives.

WHAT THIS TARGET MEANS My administration will not claim powers it does not possess. State-controlled actions and federal-dependent reforms will be reported separately.

OUR COMMITMENT

- Professionalise the Lagos Neighbourhood Safety Corps and create Community Safety Partnerships across the state.
- Integrate emergency reporting, dispatch and response, with measurable response-time standards.
- Build a coordinated gender-based violence response and a Lagos Cybersecurity and Digital Safety Centre.
- Establish independent complaints and oversight for state-supported personnel.
- Combine enforcement with youth-violence and cultism prevention, and design safety into transport, markets and public spaces.

HOW PROGRESS WILL BE MEASURED

- Emergency response time by incident type and location.
- Crime and victimisation trends in priority hotspots.
- Public confidence and willingness to report incidents.
- Resolution and referral rates for gender-based violence and child-protection cases.
- Complaints, disciplinary outcomes and welfare indicators for state-supported security personnel.
- Coverage of functioning street lighting and safe public-space interventions.

o8 Waste Management and the Circular Economy

Building a cleaner, healthier and more productive Lagos

Waste collection in Lagos is irregular, inefficient, incomplete and unequal. Thousands of tonnes go uncollected each day in streets, markets, informal settlements and drainage channels, particularly in dense, low-income communities where trucks cannot easily reach and household payments are irregular. Residents resort to cart pushers, open dumping or burning, shifting waste to canals and wetlands rather than to safe treatment. What is collected then flows overwhelmingly to overburdened dumpsites: Olusosun receives thousands of tonnes daily and operates beyond capacity, its fires and decomposition releasing smoke and methane into surrounding communities. Dumpsites are not a sustainable answer for a growing megacity.

Our city also loses the value in what it throws away. Waste is rarely separated at source, so recyclables are contaminated and recovery becomes expensive; the World Bank estimates only about 13% of recyclable waste is recycled. The informal pickers who recover the majority of what is recycled do essential work but largely without protective equipment, contracts or social protection — and past reforms too often treated them as a nuisance to remove rather than a workforce to organise. A February 2026 policy made sorting at source mandatory, but as of mid-2026 the status quo persists, because rules alone cannot work without containers, dependable separate collection and accessible recovery facilities.

Weak coordination and the wrong tools compound the problem. LAWMA currently combines regulatory, operational and coordination roles, so when waste is not collected residents cannot tell whether the fault lies with LAWMA, a private operator or the local government. Enforcement has not been matched by service: more than 300 people were apprehended for disposal offences in 2025, but penalties cannot substitute for collection that does not exist. And the costs are severe — waste blocks the drains that would carry off floodwater, plastic pollutes the lagoon, and improper disposal accounts for around 12% of the city's fine-particulate air pollution.

WHAT THIS TARGET MEANS Access will mean an affordable service is physically available, operates at a published frequency and provides a clear complaint and remedy process. Registration alone will not count as service.

OUR COMMITMENT

- Create an independent statutory commission for mapping, permitting, monitoring and enforcement in wetlands, coastal zones and natural drainage areas.
- Implement citywide drainage and flood management, protect drainage channels, maintain them permanently, expand retention infrastructure and publish a flood-risk dashboard.
- Introduce community-based collection and establish community waste-monitoring boards with digitised tracking.
- Set measurable collection standards, use competitive and performance-based contracting, and expand recycling and circular-economy incentives.
- Operationalise a circular-economy plan covering sorting, recycling, composting and waste-to-energy, supported by incentives to reduce dependence on dumpsites.
- Integrate informal collectors and waste pickers into the formal economy.
- Mobilise a ₦50 billion Waste-Management Investment Programme and publish clear service targets.

HOW PROGRESS WILL BE MEASURED

- Share of households and businesses receiving collection at the published frequency.
- Tonnes collected, diverted from dumpsites, recycled, composted or safely treated.
- Blocked-drain and illegal-dumping incidence in priority communities.
- Service complaints resolved and contractor performance by route.
- Informal workers integrated under safer and more productive arrangements.
- Capital mobilised and value recovered from recyclable and organic materials.

09 Transparency, Accountability and Anti-Corruption

Building a Lagos government that can be seen, questioned and trusted

When we think of corruption, we think of stolen money, which is accurate but it goes beyond that. It is also cronyism, inflated contracts, hidden obligations, arbitrary fees, abandoned projects and resources diverted from the people they were meant to serve. The costs appear in everyday life: a road that costs more but fails sooner, a hospital funded but without medicine, a housing scheme announced but never delivered, an unofficial fee for an approval that should have been routine. Lagos raises more internally generated revenue than any other Nigerian state, and more than 31 states combined. Yet that revenue has not produced services of comparable quality and governance weakness has been identified as one of the most important constraints holding the city back.

The core failure is that Lagosians cannot follow public money from revenue to results. We cannot easily establish what was proposed, what the Assembly approved, how much was released, which contractor was chosen, what was paid and whether the project was ever completed. Budget descriptions can be broad and implementation reporting is inconsistent, making it impossible to distinguish a project merely delayed from one that was abandoned or never existed on the ground. Independent assessments have rated Lagos poorly on fiscal transparency for exactly this reason.

Debt deepens the stakes. Lagos carries Nigeria's largest share of subnational external debt and borrows substantially at home, yet residents are not told clearly enough how much is owed, to whom, on what terms or for which projects — even though debt service reduces the resources left for schools, clinics and roads. A government that cannot be followed cannot be trusted, and trust is the foundation on which every other commitment in this plan depends. This administration will therefore make transparency the operating system of government, not a communications exercise.

WHAT THIS TARGET MEANS Transparency will be treated as the fundamental operating system of government, not as a communications exercise. Information will be published in formats residents and journalists can search and use.

OUR COMMITMENT

- Within the first year, independently review significant PPPs, revenue-collection agreements, waste concessions and long-term contracts for value-for-money, transparency and public interest; publish principal findings and pursue lawful renegotiation or termination where justified.
- Within six months, independently review employee pay, allowances and pensions for fairness and sustainability; publish former Governors' and senior officeholders' post-service benefits; and restrict the Governor, appointees and public officers to no more than two permanently assigned official vehicles, with additional operational and security vehicles centrally pooled.
- Require senior public officers and political appointees to disclose relevant beneficial ownership, related-party relationships and circumstances requiring recusal as a condition of continued service.
- Strengthen audit, inspectorate and control functions across LASG, with material findings, management responses and implementation status reported to the Executive and Legislature and appropriate summaries published.

- Apply disciplinary sanctions for established procurement, financial-management and public-service breaches and promptly refer criminal conduct for prosecution.

HOW PROGRESS WILL BE MEASURED

- Share of contracts published with beneficial owners, award criteria, payments and delivery status.
- Budget releases and project outcomes published within statutory timelines.
- Debt, guarantees and PPP obligations disclosed completely and updated regularly.
- Conflict disclosures, recusals and resolved complaints.
- Public access, usability and independent audit of government data.
- Difference between approved project cost, final cost and independently verified delivery.

Cross cutting enablers: Electricity and Basic Utilities

Reliable electricity, water and sanitation are not stand-alone conveniences. They determine the cost of food, housing, healthcare, education and industrial production. The source draft contains inconsistent electricity-supply figures; this revision therefore retains only the central, supportable point: Lagos's requirement is far above the reliable supply available to its households and businesses.

OUR COMMITMENT

- Use Lagos electricity-market powers to accelerate metering, improve distribution, enable embedded and renewable generation, strengthen consumer protection and attract private investment.
- Publish service standards, tariff assumptions, subsidy arrangements and operator performance for the emerging state market.
- Prioritise metering, loss reduction and protection for low-income consumers so that tariffs are linked to measurable service.
- Develop embedded and cluster-based supply for industrial zones, hospitals, schools, markets, water systems and transport infrastructure.
- Coordinate electricity investment with land use, housing, health, education and industrial planning.
- Expand access to public water and sanitation through performance-based public and private delivery models, with transparent tariffs and protection for vulnerable households.

HOW PROGRESS WILL BE MEASURED

- Hours of reliable supply, metering rate, collection efficiency and customer complaint resolution.
- Cost and reliability of electricity for households, small businesses and industrial clusters.
- Households and public facilities gaining dependable water and sanitation services.
- Public disclosure of operator performance, subsidies and contingent liabilities.