

FUNSO DOHERTY FOR GOVERNOR OF LAGOS STATE - ECONOMIC AND SOCIAL POLICY OVERVIEW

Executive Summary

Funso Doherty's vision is to transform Lagos into a thriving, livable city for its 20 million residents. As Africa's 9th largest economy, Lagos has immense potential, yet it ranks 170th out of 173 cities globally in livability. Residents face daily challenges: a shortage of affordable homes, unreliable water and electricity, limited healthcare, and too few jobs.

This document presents a bold four-year plan to institute a generational governance shift through transparent leadership and innovative solutions. Our key priorities include:

- Building 100,000 affordable homes each year
- Providing clean water to 90% of Lagosians
- Expanding healthcare and education for all
- Ensuring 100% affordable electricity access
- Creating 1 million job opportunities
- Major infrastructure development that enhances quality of life

With human-centered policies and expert-driven strategies, Funso Doherty will make Lagos a global success story.

This is a promise to every Lagosian: a better life starts here.

Objective

This document outlines the main themes, key focus areas, and overall economic and social policy framework for Funso Doherty's campaign for Governor of Lagos State in the 2026 elections, for a tenure commencing May 29, 2027.

The document serves three key purposes:

1. To drive initial thinking, strategy, and public engagement work by the Candidate in early 2025
2. To support the attraction and retention of the full Policy Advisory Team that will help develop the Campaign Manifesto and implement the Social and Economic Policy Program from May 29, 2027
3. To outline the key philosophical and social impact objectives of the Campaign, serving as an Executive Summary for the Manifesto and providing clear guidance on the planned Social and Economic Programs

The document is structured as follows:

Part A: Summary Strategic Social and Economic Policy Goals and Objectives

Part B: Social and Economic Policy Focus Areas and Headline Initiatives

Part C: Next Steps and Timelines

PART A: SUMMARY STRATEGIC SOCIAL AND ECONOMIC POLICY GOALS AND OBJECTIVES

Overview

Lagos is one of Africa's most populous cities, Nigeria's economic nerve center, and home to an estimated 20 million people from many different parts of the world. Despite its economic and social potential, the city fails its inhabitants on every important development metric. The Economist Intelligence Unit ranks Lagos 170th out of 173 cities globally on its Livability Index.

Simply put, the Quality of Life for the average Lagosian is unacceptably poor, below levels required for human dignity, and inadequate for unleashing Lagos's true potential as an engine of progress for Nigeria and West Africa.

Funso Doherty's campaign is driven by the conviction that Lagos can be transformed to fulfill its potential. This transformation must begin with a social and economic program that revolutionizes Quality of Life for all 20 million residents.

Proprietary studies¹ by the Funso Doherty Campaign reveal Lagos's poor performance across all major Quality of Life metrics: Population Density, Air Quality, Green Spaces, Infrastructure, Education, Healthcare, Job Opportunities, Housing, Women's Rights, Human Rights, and Justice Administration.

These findings confirm the lived experience of average Lagosians and highlight widespread dissatisfaction with the social and economic performance of governments that have ruled Lagos for the past 25 years.

The primary objective of the Funso Doherty Campaign is to address this dissatisfaction and deliver a tangibly better Quality of Life for Lagosians within four years through human-centered, time-tested, transparent, and measurable leadership strategies.

¹ See Quality of Life White Paper attached in the Appendix for detailed study outputs

Summary Goals and Objectives

To achieve measurable Quality of Life improvements for most Lagosians within four years, the Funso Doherty Administration will operate on these fundamental principles:

A. Leadership Transparency

Transforming Lagos requires leadership free from corruption. The Governor, Deputy Governor, and all senior appointees will fully declare personal income, assets, and liabilities before taking office, divest from entities creating conflicts of interest, and maintain the highest standards of transparency throughout their tenure.

B. Remuneration of Government Employees

Believing that "Personnel is Policy," the administration will attract and retain top talent by substantially increasing remuneration across all civil service levels. Government salaries and wages will be benchmarked to private sector equivalents, with the goal of achieving parity within four years.

C. Corruption Reduction

Corruption fundamentally undermines state capacity and policy implementation. The administration will combine enhanced transparency through digital processes that maximize public oversight with streamlined law enforcement focusing on high-impact, high-visibility cases that clearly signal the government's commitment to integrity.

D. Human-Centered Thinking

The protection and promotion of human life and dignity will guide all government actions. The administration will focus exclusively on transformational improvements in human development metrics: quality of life, infrastructure access, cost of living, education, healthcare, utilities, jobs, and security. All initiatives will use human-centered design, with budgets derived from targeted human development outcomes.

E. Quality of Life

Lagosians deserve and can afford a much higher quality of life. The administration will prioritize measurable improvements in cost of living, access to food, water, housing, healthcare, education, electricity, waste management, security, transportation, and recreation. The government accepts responsibility for providing affordable, sustainable solutions in all these areas.

F. Accountability

Government must remain accountable to its citizens. The administration will implement structured accountability through regular town halls (physical and electronic), easy-to-use whistleblowing platforms, 24-hour complaint resolution, quarterly budget performance reports, and monthly progress updates on social and economic programs.

PART B: SOCIAL AND ECONOMIC POLICY FOCUS AREAS AND HEADLINE INITIATIVES

Overview

Lagos is dynamic, energetic, and entrepreneurial. Despite having phenomenally talented citizens with strong technical and financial capabilities, the city's full potential remains untapped by past governments. Proprietary studies² into governance quality and innovation levels reveal deeply concerning findings.

With a GDP of ₦41 trillion (2023), Lagos ranks as Africa's 9th largest economy and generates ₦1.2 trillion in Internally Generated Revenue, 14% of all subnational revenues across Nigeria's 36 states. Yet Lagos faces a fiscal paradox: while its revenue dwarfs peer states, it carries Nigeria's highest subnational debt burden: over US\$1.24 billion (26.9% of total subnational external debt). The state spends 22% of its revenue on debt service, leaving limited room for capital expenditure.

Lagos is celebrated for its dynamic business environment and entrepreneurship. However, compared to peers like Nairobi, Accra, Johannesburg, Cairo, Dakar, and Casablanca, Lagos shows significant governance and infrastructural inefficiencies. Despite its high revenue base, the state struggles with inadequate public service delivery, urban planning failures, and an unstructured innovation ecosystem.

These failures stem from organizational lethargy, disincentives toward innovation, and comfort with the status quo—hallmarks of governance under one political establishment for decades.

Principles of Implementation

The successful execution of this ambitious agenda depends on five core implementation principles:

- 1. Domain Expertise:** Each policy area will be led by recognized sector experts who bring specialized knowledge, implementation experience, and innovation mindsets to their respective domains. These leaders will take ownership of the frameworks outlined in this document, refine them based on their expertise, and drive measurable outcomes.
- 2. Accountability Systems:** Clear performance metrics, regular public reporting, and consequences for underperformance will ensure that promises translate to results.
- 3. Stakeholder Engagement:** Continuous dialogue with communities, businesses, and civil society will inform implementation and create feedback loops.
- 4. Evidence-Based Adaptation:** Regular review of outcomes against targets will allow for course correction and policy refinement.

² See Governance and Innovation White Paper attached in the Appendix for detailed study outputs

5. **Resource Alignment:** Budget allocations will be directly tied to strategic priorities and outcome measures.

Summary Policy Focus Areas and Approaches to Innovation in Governance

The success of this transformation agenda depends critically on recruiting recognized sector experts to lead each policy domain. While this document establishes the vision and framework, implementation requires specialists with proven track records who can refine these strategies and adapt them to Lagos's unique context. These leaders will bring specialized knowledge, implementation experience, and innovative approaches that transform our initial blueprints into comprehensive action plans.

Recruiting these domain experts is a critical priority for achieving the ambitious targets outlined in this document.

1. Cross-Sectoral Coordination and Domain Expertise

Strong organizational structures paired with deep sector knowledge are essential for sustainable results. The Funso Doherty Administration will establish a Lagos Infrastructure Delivery Council (LIDC) chaired by the Governor on May 29, 2027.

The LIDC will comprise recognized domain experts appointed to lead key ministries and agencies. These sector leaders will bring specialized knowledge, innovation mindsets, and implementation experience to their respective fields, expanding upon the foundational frameworks established in this document. Each expert will be empowered to refine strategies while maintaining alignment with the administration's overall Quality-of-Life objectives.

2. Governance and Delivery Support

The LIDC will be supported by a specialized Delivery Unit comprising urban planners, engineers, policy analysts, financial experts, and project managers—primarily recruited from within the Lagos Civil Service. This team will develop quarterly reviews, track KPIs, harmonize budgets, and resolve inter-agency bottlenecks.

3. Housing

Proprietary studies³ confirm the housing crisis facing Lagos residents. The administration will reorganize the Lagos Housing Industry to deliver 100,000 new and refurbished homes annually. Key initiatives include:

- Creating a Semi-commercial Housing Delivery Agency focused on mixed-income affordable housing
- Establishing a Housing Authority for affordability, zoning, and access regulation
- Forming a Lagos Housing Delivery Task Force to integrate land use, funding, and approvals
- Launching a ₦100 Billion Affordable Housing Finance Facility through public-private partnerships
- Implementing a four-year budget cycle with fully-funded provisions for land servicing, infrastructure, and slum upgrading

³ See Infrastructure and Urban Development White Paper attached in the Appendix for detailed study outputs

4. Water Supply

Proprietary studies⁴ highlight Lagos's water supply challenges. The administration will reorganize the water sector to deliver affordable, sustainable water to 90% of residents within four years through:

- Transforming the Lagos State Water Corporation into an efficient asset management institution
- Establishing a Lagos Water Services Delivery Unit for off-grid water systems using community-based PPPs
- Expanding digital metering, solar-powered boreholes, and neighborhood kiosks
- Creating a ₦50 Billion Water Supply Finance Facility with international partners
- Implementing a four-year budget cycle with full funding for the entire program

5. Electricity

Proprietary studies⁵ document the electricity challenges facing Lagos. The administration will create a Lagos Electricity Market that delivers 100% affordable electrification within four years through:

- Strengthening the Lagos Electricity Regulatory Commission to license embedded generation and mini-grids
- Establishing a Lagos Electricity Market Coordination Office to align investments across all stakeholders
- Deploying a ₦150 Billion Lagos State Power Access Fund for private sector partnerships
- Implementing policies to scale prepaid smart metering with interoperable payment platforms
- Securing a four-year budget cycle with full funding for the entire program

6. Roads and Mobility

Proprietary studies⁶ confirm Lagos's road transport challenges. The administration will reorganize road infrastructure delivery to achieve 100% motorable roads within four years through:

- Refocusing LAMATA on expanding rail and bus services rather than new construction
- Transforming LSPWC into a top-tier agency for primary corridors and maintenance through PPPs
- Rolling out a ₦200 Billion Lagos Roads Modernization Fund with climate-resilient designs
- Launching a Local Roads Partnership Program for joint state-LGA road projects
- Implementing a four-year budget cycle with full funding for the entire program

⁴ See Infrastructure and Urban Development White Paper attached in the Appendix for detailed study outputs

⁵ See Economic Transformation and Job Creation White Paper attached in the Appendix for detailed study outputs

⁶ See Infrastructure and Urban Development White Paper attached in the Appendix for detailed study outputs

7. Waste Management

Proprietary studies⁷ highlight waste management challenges. The administration will reorganize the sector to provide 100% access to efficient waste services within four years through:

- Reforming LAWMA to become a regulatory authority overseeing community-based contractors
- Operationalizing a Lagos Circular Economy Plan for waste-to-energy and recycling
- Establishing community-based waste monitoring boards with digitized tracking systems
- Creating a ₦50 Billion Lagos Waste Management Investment Program
- Implementing a four-year budget cycle with full funding for the entire program

8. Digital Connectivity

Proprietary studies⁸ reveal Lagos's digital infrastructure opportunities. The administration will deliver smart, inclusive, and affordable digital infrastructure to all residents within four years through:

- Implementing the Lagos Fiber Grid Master Plan with ISPs through shared infrastructure
- Developing metro-level edge data centers co-located with solar energy hubs
- Creating a unified "One Lagos Digital" platform for all public services
- Establishing Lagos Innovation Districts in Yaba, Surulere, and Epe
- Creating a Lagos Digital Transformation Council chaired by the Governor
- Deploying a Lagos Digital Infrastructure Fund for last-mile broadband
- Implementing a four-year budget cycle with full funding for the entire program

9. Industrial Development and Job Creation

Proprietary studies⁹ show missed opportunities in industrial development. The administration will create 1,000,000 job opportunities within four years through:

- Focusing on five strategic export-oriented industrial ecosystems: agro-processing, light manufacturing, construction inputs, pharmaceuticals, and digital hardware
- Supporting these sectors with affordable electricity, fast-track approvals, training centers, and logistics
- Developing industrial ecosystem infrastructure in Lekki, Epe, Ikeja, Ikorodu, and Badagry
- Providing grants and incentives to schools for industry-aligned vocational training
- Implementing a four-year budget cycle with full funding for the entire program

⁷ See Infrastructure and Urban Development White Paper attached in the Appendix for detailed study outputs

⁸ See Infrastructure and Urban Development White Paper attached in the Appendix for detailed study outputs

⁹ See Economic Transformation and Job Creation White Paper attached in the Appendix for detailed study outputs

10. Education

Proprietary studies¹⁰ reveal the failures of Lagos's public education system. The administration will prioritize education with these initiatives:

- Establishing a minimum annual education budget of 20% (up from <15%)
- Reinventing the Ministry of Education with a focus on learning outcomes and performance measures
- Creating a Policy & Learning Innovation Unit for evidence-based reforms
- Reforming LSUBEB with operational autonomy and performance contracts
- Upgrading Local Government Education Authorities with digital tools
- Piloting "Education Zones" within LGAs for more agile service delivery
- Instituting teacher relicensing based on performance and ongoing training
- Establishing a "Lagos Teaching Fellowship" to attract top graduates
- Upgrading the Office of Education Quality Assurance into a School Performance Support Unit
- Creating three new implementation agencies with international partners
- Implementing a four-year budget cycle with full funding for the entire program

11. Healthcare

Proprietary studies¹¹ confirm Lagos's public health crisis. The administration will reinvent the healthcare system to deliver universal healthcare within four years through:

- Establishing a Lagos Healthcare Integration Council and declaring a public health emergency
- Creating a Lagos Health Equity Compact guaranteeing universal access to basic healthcare
- Conducting a comprehensive healthcare infrastructure and human resources audit
- Expanding the Lagos State Health Insurance Scheme to cover 1 million residents in year one
- Developing incentives for an effective Primary Healthcare system
- Strengthening the Ministry of Health with global-quality leadership
- Creating a Health Reform Delivery Unit to oversee the 4-year plan
- Transforming the Primary Health Care Board from administrator to decentralized operator
- Converting the Health Management Agency from fund administrator to active health purchaser
- Strengthening HEFAMAA from regulator to quality assurance enabler
- Investing in state-owned tertiary hospitals as specialist referral hubs
- Implementing a four-year budget cycle with full funding for the entire program

¹⁰ See Quality of Life White Paper attached in the Appendix for detailed study outputs

¹¹ See Quality of Life White Paper attached in the Appendix for detailed study outputs

12. Leisure and Tourism

Proprietary studies¹² reveal untapped tourism potential. The administration will make Lagos West Africa's premier leisure destination, creating thousands of jobs through:

- Designating five Tourism Development Zones: Lagos Island Heritage, Lekki Coastal Strip, Badagry Slave Route, Epe Mangroves, and the Ikeja/Victoria Island Nightlife Core
- Prioritizing investments in security, transport, walkability, signage, sanitation, and broadband
- Launching a "Visit Lagos" app with cashless payments and a modest tourism levy
- Establishing a Lagos Tourism Development Authority as a central implementing agency
- Creating a Lagos Tourism Academy for training and standards
- Developing monthly international conferences showcasing Lagos culture
- Creating a Tourism Development Fund from multiple revenue sources
- Implementing annual reviews of the Lagos Tourism Master Plan with KPI tracking
- Securing a four-year budget cycle with full funding for the entire program

13. Fourth Mainland Bridge Project

For several decades, the landmark Fourth Mainland Bridge Project has remained a failed promise due to poor project preparation, weak investor confidence, and governance failures. Yet, if well executed in a manner that prioritizes the needs of the people, the project is capable of expanding the city's footprint in a way that enhances the Quality of Life for Lagosians. The Funso Doherty Government will deliver the Fourth Mainland Bridge for Lagos, not with promises, but with a robust governance framework designed for results. We will do this by:

- Establishing the Fourth Mainland Bridge Infrastructure Development Corporation on May 29, 2027
- This implementation entity will be an independent entity legally empowered to raise capital, sign contracts, owned by Lagos State (51%), along with private partners, and DFIs (49%)
- Maintain a world-class independent Board of Directors that includes representatives from government, DFIs, private investors, and civil society which will oversee budgets, procurement, ESG compliance, and performance audits.
- Mobilize long-term private sector equity capital and state-backed project debt financing for the Project through a well-rated infrastructure bond issuance, supported by Minimum Revenue Guarantees and Viability Gap Financing.
- Enhance the capital structure of the implementation entity using Land Value Capture and securitization of Toll Revenues
- By aligning public credibility with private capital, international support, and smart revenue design, the Fourth Mainland Bridge can move from political talking point to legacy-defining reality within one gubernatorial term. This will be a defining signal to Lagosians: competence is back.

¹² See Quality of Life White Paper attached in the Appendix for detailed study outputs

14. Other Critical Policy Areas

A. Public Transport and Intermodal Mobility

- Expanding BRT corridors, ferries, and launching cable car pilots
- Implementing a Lagos Mobility Card with cross-platform integration
- Developing intermodal terminals combining all transport modes
- Standardizing passenger amenities including safety features

B. Urban Resilience and Disaster Risk Management

- Expanding stormwater drainage networks based on flood-risk mapping
- Constructing emergency shelters in every LGA with essential supplies
- Integrating disaster risk management into planning standards
- Launching an SMS-based early warning system with local response teams

C. Green Infrastructure and Public Spaces

- Enforcing 15% minimum green space in all new developments
- Expanding LASPARK's role in managing green corridors and urban cooling
- Restoring waterfronts, wetlands, and degraded spaces for recreation
- Aligning green infrastructure with flood control and air quality goals

PART C: THE PATH FORWARD

Lagos stands at a critical crossroads. With 20 million residents and Africa's 9th largest economy, our beloved city pulses with extraordinary potential – yet this potential remains largely unrealized. For too long, Lagosians have endured conditions unworthy of their talents, dreams, and daily sacrifices.

The Funso Doherty Administration represents a fundamental departure from 25 years of unfulfilled promises. Our comprehensive four-year transformation mission isn't merely ambitious – it's necessary, feasible, and long overdue. By establishing robust governance structures, transparent leadership practices, and measurable performance metrics, we will hold ourselves accountable to tangible results in every resident's life.

The Lagos we envision – with 100,000 new homes annually, clean water for 90% of residents, reliable electricity for all, one million new job opportunities, quality education, accessible healthcare, and efficient public services – isn't an unreachable dream. It's the Lagos that should exist today, the Lagos that can exist tomorrow with visionary, ethical leadership.

Our detailed, fully-costed plans across fourteen (14) critical policy areas represent more than political promises – they form a social contract between government and citizens. Every initiative prioritizes human dignity and measurable quality-of-life improvements. Every budget allocation will be tracked against real outcomes. Every policy will be implemented with transparency, efficiency, and integrity.

The transformation of Lagos requires not just government action but a renewal of public trust and civic engagement. As we implement these ambitious programs, we invite all Lagosians to participate actively in this journey – to hold us accountable, to contribute ideas, and to partner with us in building Africa's model megacity.

The challenges before us are substantial, but they pale in comparison to the collective determination, creativity, and resilience of Lagosians. With strategic investments, human-centered policies, and unwavering commitment to ethical governance, we will unlock Lagos's true potential as a global city where every resident can thrive.

This is our promise to the 20 million people who call Lagos home: Your government will work tirelessly to ensure that the place you live becomes a place you love – a city of opportunity, dignity, and pride. The transformation begins May 29, 2027.

Lagos deserves better. Together, we will deliver it.