THE LAGOS PROMISE

Ìlérí Èkó



DR KADRI OBAFEMI HAMZAT

Candidate of the All Progressives Congress (APC) for Governor of Lagos State, 2027

FOR BUILDING A STATE THAT LASTS

A 2027 - 2031 MANIFESTO

LAGOS... FORWARD TOGETHER



Èkó ò *ní bàjé.*



LAGOS... FORWARD TOGETHER

Published in Lagos by the Hamzat 2027 Campaign on behalf of Dr Kadri Obafemi Hamzat, All Progressives Congress candidate for Governor of Lagos State, 2027.

© 2026 Hamzat 2027 Campaign. All rights reserved.
No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, whether electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the publisher.

First published 2026.

Version 2.0, issued 9 September 2026.
This is the reference text of The Lagos Promise. All derived materials, including the presentation deck, pledge register, executive summary and speaking texts, are prepared from this version and must be checked against it before use.

Editorial direction: Hamzat 2027 Campaign Secretariat
Manuscript preparation: Hamzat 2027 Manifesto Working Group
Design and typesetting: Hamzat 2027 Campaign Design Team

Photography: Lagos State Government Photo Archive, Lagos Bureau of Statistics and Lagos Tourism Board, with commissioned photography by Ademola Olaniran, Abiodun Fayemi and Victor Adigun.

To the people of Lagos,
who carry this great megacity into the next generation.

This is our Lagos.
Èkó ò ní bàjé.



Foreword

I have known Lagos as a citizen, as its Senator, as its Governor, and now as President of the Federal Republic of Nigeria.

Each perspective has given me a different vantage point, but together they have taught me one enduring lesson; Lagos has not become great by accident. It is built deliberately, by visionary leaders and by citizens who believe in the possibility of something greater.

The Lagos we see today is the product of that deliberate effort; the determination of its people, strengthened by successive administrations that understood that progress must be planned, built and sustained.

When I became Governor in 1999, we inherited a State that could not adequately finance itself. There was no institution to clean up Lagos, hence, we created LAWMA, none to plan transportation for a major urban city, hence, we created LAMATA, BRT and LASTMA. Many of the institutions and services that Lagosians now take for granted simply did not exist.

We foresaw that Lagos needed institutions that could last and serve its citizens, so we built them. We established the transport authority and the revenue service. We created the council development areas that brought government closer to the people. We established the Security Trust Fund, giving the State the capacity to support policing and strengthen security. None of these reforms was inevitable. Many were resisted. But we pursued them because Lagos could not afford to stand still.

Today, Lagos generates a very high percentage of its internal revenue. The 2026 Appropriation Law commits more than four trillion naira from the State itself. I cite this not merely as a statistic, but because it captures the difference between a government that waits for circumstances to change and one that has the courage to change them.

LAGOS... FORWARD TOGETHER



> But continuity must never become complacency. A State that is satisfied with what it has built will eventually lose what it has achieved. Lagos must not merely protect its inheritance; it must enrich it, expand it and ensure that its benefits reach every Lagosian.

I invited Kadri Obafemi Hamzat to enter the service of Lagos State in 2005 as Commissioner for Science and Technology. Since then, I have watched him serve the State in various capacities, in the Ministry of Works and Infrastructure, as a Special Adviser in the Federal Government, and as Deputy Governor of Lagos State.

He is an engineer. Engineers understand that they are judged not by what they announce, but by what they build, and ultimately by whether what they build stands the test of time. I have found him measured, grounded and deliberate in his commitments, never promising what he does not believe he can deliver.

LAGOS... FORWARD TOGETHER



I have read the manifesto that forms the platform for his campaign as our flagbearer in the 2027 Lagos State Governorship Election, titled The LAGOS PROMISE.

What struck me was not simply its ambition; any manifesto can make ambitious promises. What stood out was its willingness to confront what has not worked, to acknowledge where more must be done, and to invite citizens to hold government accountable for the commitments it makes.

A government that is willing to be measured is a government that intends to deliver.

That is the instinct I would want in whoever leads Lagos next.

The choice belongs to Lagosians, as it should. It is not mine to make, nor would I presume to make it for them. What I offer is my confidence in the man who has put his name to this document, and my hope that the State I was privileged to serve will continue to be governed by people who understand what it took to build Lagos, and who have the vision, discipline and courage to take it further.

A public servant's worth is proved in one place only; in service to the people.

May God bless Lagos State, and may God bless the Federal Republic of Nigeria.

Asiwaju Bola Ahmed Tinubu, GCFR
President and Commander – in Chief of the Armed Forces,
Federal Republic of Nigeria
Abuja, 2026



Preface

Lagos is my home and my duty.

I am an engineer. I have spent 20 years in the service of this state, and I have learned one thing above all others: a promise only has value when it is kept.

On 27 April 2026, His Excellency President Bola Ahmed Tinubu, GCFR, endorsed my aspiration to serve. On 21 May 2026, I won the All Progressives Congress (APC) governorship primary election.

As we hope that Lagosians will give us their mandate, This PROMISE sets out what the next 4 years will deliver for every IBILE division. Clear commitments. Careful stewardship. A government that listens, and answers.

The principle behind it is simple. Every decision must rest on evidence, and every decision must be measured by what it delivers for the household, the workshop, the school and the clinic. Not by what it delivers for a policy document.

That is why accountability sits at the centre of this PROMISE, through the Hamzat Compact. Records of delivery will be published and made available to all Lagosians

The work begins on 29 May 2027.

This is our Lagos. Èkó ò ní bàjé.

Dr Kadri Obafemi Hamzat
Lagos, May 2026



LAGOS... FORWARD TOGETHER

> “Knowledge is a function of experience, you cannot remember what you do not know”

Standing With Me

Dr Kadri Obafemi Hamzat

Princess Damilola Sonayon James stands with me on this ticket. I only knew her the way anyone who has spent time around our party (APC) secretariat knew her, as one of the hardest working people in the building, and as a young woman who has chosen to give her service to the local government when she had no obligation to. That impressed me. We set out the qualities the office required; and we as a political party found the person. She came through on merit, out of Badagry West, out of years of unglamorous work.

She is a daughter of the royal house of Kweme Kingdom in Badagry West. In the Egun language, Sonayon means that "tomorrow is bright". She is an environmental, social and governance risk consultant by profession, managing director of DGS Chauffeurs and Logistics, and formerly a consultant to Bolt Nigeria. She holds a Master of Social Work with a specialist in community development from Ladoke Akintola University of Technology and a Bachelor of Business

Management from the University of Hull, United Kingdom, in 2020, she sat on the team that reviewed the Lagos State Youth Policy against the United Nations youth framework.

As Supervisory Councillor for Agriculture and Social Services in Badagry West, she ran the Light Up Project, which put solar lighting into underserved communities and gave a market trader back the hours after dusk. Princess Damilola Sonayan James rose through the ranks to become Deputy Woman Leader in Lagos State. As we seek our citizens' mandate, she will be the first person of Badagry extraction to be running mate to a governorship candidate and the youngest male or female to ever be.

I trust her ability to deliver on the mandate the party has given this ticket, and I trust her dedication to Lagosians, especially the youth and young women of Lagos.



LAGOS... FORWARD TOGETHER

> "I trust her ability to deliver on the mandate the party has given this ticket, and I trust her dedication to Lagosians, especially the youth and young women of Lagos"

Dr Kadri Obafemi Hamzat
Lagos, May 2026

Acknowledgements

This publication is the work of many hands, drawing on 20 years of Lagos institution-building, the service of the Lagos State Public Service and the labour of the manifesto working group.

The candidate records his respect for the leaders who built and advanced modern Lagos; H.E

President Bola Ahmed Tinubu GCFR, H.E Babatunde Raji Fashola CON, SAN, H.E Akinwunmi

Ambode, and H.E Governor Babajide Olusola Sanwo-Olu CON. He acknowledges the Lagos State Public Service, the House of Assembly, the Judiciary, Lagos State Independent Electoral Commission (LASIEC), the Council of Obas and Chiefs, led by Oba of Lagos, Oba Rilwan Akiolu I, our religious institutions and the wider institutional architecture of the state, together with the All Progressives Congress (APC) in Lagos and across the federation, and he thanks the Lagos State Chairman of the party, Hon. Pastor Cornelius Ojelabi.

He acknowledges members of the Governance Advisory Council (GAC), led by Prince Tajudeen Olusi and the team representing them who accompanied him, including Pastor Cornelius Ojelabi, Senator Musiliu Obanikoro, Alhaji Mutiu Are, Senator Ganiyu Solomon, Rt. Hon Adeyemi Ikuforiji, Hon. Bode Oyedele, Hon. Rasaq Ajala and Dr. Adekunle Olayinka, FNSE, Professor Oluwatoyin Ogundipe and many others too numerous to list out.

Above all, he acknowledges the people of Lagos. Every figure in this publication measures their lives, and every commitment guarantees their dignity.

LAGOS... FORWARD TOGETHER



LAGOS... FORWARD TOGETHER

LAGOS... FORWARD TOGETHER

Contents

The Promise is organised into 7 pillars and their sub-chapters.

People First **32**
Our Health, Our Dignity 34
The Lagos Mind 42
Safe Communities 52
Citizen Service 62

Renewal **68**
Building Greater Lagos 70
IMOLE: The Lagos Power Promise 80
Water Infrastructure, Treatment and Distribution 88
ILE MIMO: The Clean Ground Promise 94

Opportunity **102**
Enterprise, Industry and Trade 104
Feeding Lagos 114
Maritime and the Blue Economy 122
The Lagos Stage and Culture 130
IMO: Future Ready Lagos 138
The Lagos Treasury 144

Machinery of Government **152**
ADEHUN: The Lagos Compact 154
Lagos Justice 160
Digital Government and the Citizen Interface 166
The Hamzat Compact 172

Inclusion **176**
Obìnrin Èkó: Women and Gender 178
OMO Èkó: Youth and Sport 181
Iyì Èkó & Àgbà Èkó: Dignity, Universal Access, and Elders 184
The Protection of Every Lagos Child 188
The Inclusive Informal Economy 192
One Lagos 196

Security & Resilience **200**
The Safety of Lagos 202
Resilient Lagos 208
Disaster Preparedness and Emergency Response 216
Smart Lagos 222

Everyday Dignity **230**
Home for Lagos 232
Lagos in Motion 238
Cost of Living 248

List of Tables

Every data table in the Promise, by pillar and sub-chapter, with its page.

Table P.1.4 · The Health Pledges
Table P.2.3 · The Lagos Mind Pledges
Table P.3.3 · The Safe Communities Pledges
Table P.4.3 · The Citizen Service Pledges
Table R.1.3 · The Greater Lagos Pledges
Table R.2.3 · The Future Ready Pledges
Table R.3.3 · The Water Pledges
Table R.4.3 · The Clean Ground Pledges
Table O.1.3 · The Enterprise Pledges
Table O.2.3 · The Feeding Lagos Pledges
Table O.3.3 · The Blue Economy Pledges
Table O.4.3 · The Lagos Stage Pledges
Table O.6.3 · The Treasury Pledges
Table M.1.3 · The Lagos Compact Pledges
Table M.2.3 · The Justice Pledges
Table M.3.3 · The Digital Government Pledges
Table M.4.3 · The Hamzat Compact Pledge
Table S.1.3 · The Safety Pledges
Table S.2.3 · The Resilience Pledges
Table S.3.3 · The Preparedness Pledges
Table S.4.3 · The Smart Lagos Pledges208
Table E.1.3 · The Housing Pledges
Table E.2.3 · The Mobility Pledges
Table E.3.3 · The Cost of Living Pledges

Abbreviations

The principal abbreviations and acronyms used across the publication are set out below.

ADR	Alternative Dispute Resolution
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
APC	All Progressives Congress
BRT	Bus Rapid Transit
C40	C40 Cities Climate Leadership Group
CACCOV	Citizens and Community Committee on Violence
CCTV	Closed-circuit television
DSVA	Domestic and Sexual Violence Agency
EKEDC	Eko Electricity Distribution Company
EKOEXCEL	Excellence in Child Education and Learning
EY	Ernst & Young
GDP	Gross domestic product
HEFAMAA	Health Facility Monitoring and Accreditation Agency
HRH	Human Resources for Health
IBILE	Ikeja, Badagry, Ikorodu, Lagos Island and Epe: the five administrative divisions of Lagos State
IFC	International Finance Corporation
IHR	International Health Regulations
KOH	Kadri Obafemi Hamzat
LAFSINCO	Lagos Food Systems Infrastructure Company
LAG-CDI	Lagos Comprehensive Cancer and Diagnostic Institute
LAMATA	Lagos Metropolitan Area Transport Authority
LASAMBUS	Lagos State Ambulance Service
LASEMA	Lagos State Emergency Management Agency

LASEMDA	Lagos State Essential Medicines (Drug) Agency
LASERC	Lagos State Electricity Regulatory Commission
LASERP	Lagos State Export Readiness Programme
LASGIS	Lagos State Geographic Information System
LASHMA	Lagos State Health Management Agency
LASMECO	Lagos State Access to Finance for MSMEs through Cooperatives
LASMIIZO	Lagos State Medical Industries and Innovation Zone
LASRERA	Lagos State Real Estate Regulatory Authority
LASRIC	Lagos State Research and Innovation Council
LASRRA	Lagos State Residents Registration Agency
LASTMA	Lagos State Traffic Management Authority
LASTVEB	Lagos State Technical and Vocational Education Board
LASUMHS	Lagos State University of Medicine and Health Sciences
LASUTH	Lagos State University Teaching Hospital
LASWA	Lagos State Waterways Authority
LAWMA	Lagos Waste Management Authority
LCARP	Lagos Climate Action and Resilience Plan
LCDA	Local Council Development Area
LGA	Local Government Area
LPHP	Lagos Private Health Partnership
LSDP	Lagos State Development Plan 2022 to 2052
LSETF	Lagos State Employment Trust Fund
LSHAP	Lagos State Health Adaptation Plan
LSHSSF	Lagos State Health Systems Strengthening Window
LSODA	Lagos State Office for Disability Affairs
LSPHCB	Lagos State Primary Health Care Board
MCC	Maternal and Child Centre
MDA	Ministries, departments and agencies
MDSPS	Medical Diagnostics and Service Provision Scheme
MSME	Micro, small and medium enterprise

NAFDAC	National Agency for Food and Drug Administration and Control
NCD	Non-Communicable Disease
NCDC	Nigeria Centre for Disease Control
NITDA	National Information Technology Development Agency
NPHCDA	National Primary Health Care Development Agency
OMI EKO	The Lagos waterways transport programme
PHC	Primary Health Centre
SAPHS	State Action Plan for Health Security
SCI	Service Coverage Index
SDG	Sustainable Development Goal
SHIP	Smart Health Information Platform
SME	Small and medium enterprise
Table	FM.1 · Abbreviations
THEMES	The current administration's development agenda
THEMES+	Sanwo-Olu administration development agenda
TMB	Traditional Medicine Board
UHC	Universal Health Coverage
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
USSD	Unstructured Supplementary Service Data
WHO	World Health Organization

A Statement of Purpose

Your worth can only be appreciated if you serve your people.

- His Excellency, President Bola Ahmed Tinubu GCFR, in counsel to the candidate

The Counsel; In a conversation I will carry for the rest of my service, President Bola Ahmed Tinubu GCFR gave me the counsel that has shaped my purpose; that a public servant's worth is proved in service to the people. I have carried that instruction through twenty years of service to Lagos State, from Commissioner for Science and Technology to Commissioner for Works and Infrastructure, and as Deputy Governor since 2019. This PROMISE carries that counsel into the next chapter of our progress.

The Omoluabi Ethos; I am the product of two households: both deeply political, religious and Lagosian. Raised in Mushin, trained as an engineer at the University of Ibadan and Cranfield University, United Kingdom, and forged in the private sector at various Fortune 500 companies, home and abroad - Oando Plc, Merril Lynch Plc and Morgan Stanley Plc. I have never separated my professional discipline from my roots.



My belief comes from the Omoluabi ethos my parents held to, which will serve as the operating standard of this administration:

- *Iteriba (Respect);* That people are owed respect by the state, and not the other way around.
- *Ise (Work);* That actual work is what matters, not merely the announcement of work.
- *Otito (Truth);* That a government which will not publish the truth about its own performance has already decided to fail quietly.

The Engineer's Argument; I am an engineer who went into the public sector and stayed. I was born into a political family, but I was raised as a service provider. What I offer Lagos is not charisma. It is the specific, unglamorous competence of a person who has already done most of these jobs and knows exactly where the work was left.

Lagos has been well governed for 27 years, but to ask for this office on the strength of continuity alone is not enough. The next four years require the operating principles of an engineer to make this megacity work as a cohesive system:

- Measure Before You Promise; No commitment in this Promise stands without a baseline. A government that will not state where it started reserves the right to define its own success afterward.
- Instrument the City; A megacity that is not instrumented with data is governed by anecdote. Decisions will be made against data, or they will be deferred until the data exists.
- Build Systems, Not Projects; We must treat every intervention as part of a connected chain, funding the weakest link rather than the most visible one, and budgeting for lifecycle costs from day one.
- Publish and Be Judged; We will publish our targets, review them independently, and face the public in every IBILE division so that failure cannot hide inside a state average.

THE HERITAGE

This PROMISE stands within a progressive political tradition in Lagos that traces its roots to the establishment of the state's modern political architecture under Governor Bola Ahmed Tinubu in 1999.

HE Babatunde Raji Fashola SAN deepened it from 2007 to 2015, showing that the visible delivery of safety, infrastructure and public service is the foundation of legitimacy. HE Akinwunmi Ambode carried it from 2015 to 2019, strengthening neighbourhood safety through the 2016 law. HE Babajide Olusola Sanwo-Olu CON, has carried it across the present cycle, operationalising the THEMES Plus framework and the state's security and climate architecture. The wider Lagos progressive community, including the party leadership across every division, carries the work forward.

THE ENDORSEMENT OF 27 APRIL, 2026

On 27 April 2026, President Bola Ahmed Tinubu GCFR endorsed my choice as the All Progressives Congress (APC) candidate for the 2027 Lagos governorship election. I receive that endorsement with humility and responsibility, and I commit its charge to every Lagosian, in every division, every local government and council development area, every neighbourhood and every household.



The IBILE Anchors

Lagos is one state of 5 divisions, and the divisions are not interchangeable. A megacity does not develop by placing an identical facility in each of 5 places. It develops by letting each division become the place the state goes for a particular thing, and then connecting the 5 so that no Lagosian is more than a journey from any of them.

The anchors below do not withdraw any service from any division. Health, safety, water, power, schools and transport reach every division under the pillars of this publication. What the anchors set out is where the next phase of concentration goes; where the specialist capacity, the industrial density and the institutional weight are deliberately built up, so that Ikeja means something, Epe is associated with something, Badagry relates to something, Ikorodu means something and Lagos Island is certainly something, such that the state works in a manner that allows its districts to mean something.

Each division carries a role that is not decorative. Ikeja is the business and city centre, the seat of power and home of the formal economy. Badagry is the gateway, on the border and the Atlantic. Ikorodu is where power meets industry and the land for productive floor space. Lagos Island is the commercial and cultural core. Epe feeds the megacity.

> “What the anchors set out is where the next phase of concentration goes; where the specialist capacity, the industrial density and the institutional weight are deliberately built up”

BADAGRY

The Gateway Anchor

Maritime, border trade and heritage tourism. The Badagry Deep Sea Port, the western logistics corridor and the slave-route heritage economy anchor the division to the Atlantic and the Benin frontier.

IKEJA

The Business & City Centre

Government, commerce and the working city. Ikeja is the seat of power at Alausa, the airport and its corridor, the Yaba innovation cluster, the rail and Bus Rapid Transit interchange at the centre of the network, and the densest concentration of formal employment outside the island. It also carries the clinical corridor, where LAG-CARE, the tertiary upgrade programme and the teaching hospitals concentrate the grade of care Lagosians now travel abroad for. A capital should look like the state it governs.

LAGOS ISLAND

The Commercial and Cultural Anchor

Finance, culture and the creative economy. The Lagos Stage, the Creative Economy Window and the financial services core sit in the historic city, which remains the commercial and cultural centre of the state.

IKORODU

The Power and Industry Anchor

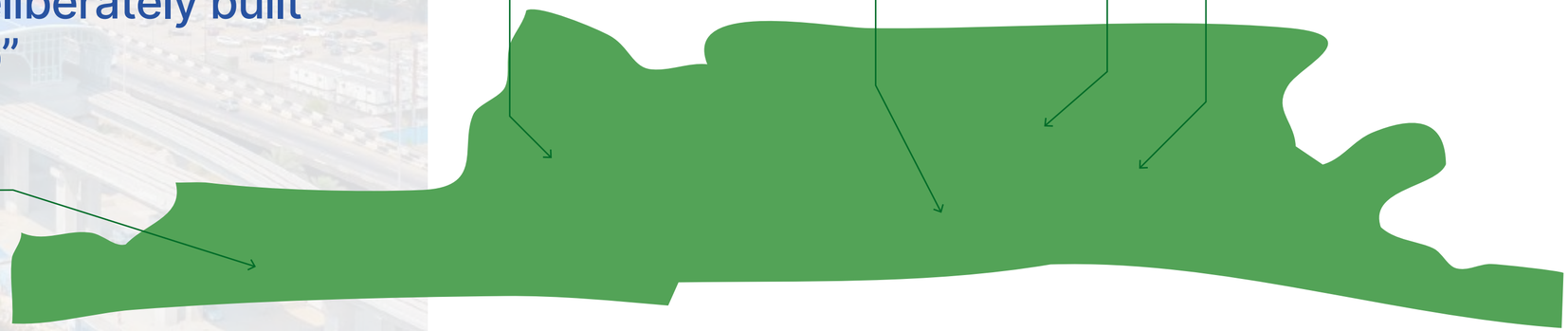
Embedded generation and light manufacturing. IMOLE concentrates its industrial-cluster work here, pairing reliable power with the land available for productive floor space.

EPE

The Food and Blue Anchor

Agriculture, aquaculture and the food system. The Lagos Food Logistics Hub, cold-chain infrastructure and the fisheries economy anchor the division that feeds the megacity.

These IBILE anchors explain how the Promise will locate specialist capacity across the five divisions. The following introduction sets out the candidate’s wider argument: Lagos must build on continuity, but it must also measure delivery openly and make government answerable to the daily experience of its people.



P People First

R Renewal

O Opportunity

M Machinery of Government

I Inclusion

S Security & Resilience

E Everyday Dignity

LAGOS... FORWARD TOGETHER



This PROMISE sets out what the next 4 years will deliver for every IBILE division. **Clear commitments. Careful stewardship. A government that listens, and answers.**

LAGOS... FORWARD TOGETHER





PEOPLE FIRST

LAGOS... FORWARD TOGETHER / PEOPLE FIRST

P.1 OUR HEALTH, OUR DIGNITY
P.2 THE LAGOS MIND
P.3 SAFE COMMUNITIES
P.4 CITIZEN SERVICE

P.1

OUR HEALTH, OUR DIGNITY

A ò ní fi ẹnikẹnisílẹ̀ We will not leave anyone behind

The dignity of a family rests on the health of its members, and no Lagosian should have to choose between care and ruin. We will not leave anyone behind.

- Dr Kadri Obafemi Hamzat, on the health Promise



LAGOS... FORWARD TOGETHER / PEOPLE FIRST

Our population is projected to pass 40 million by 2030

2030

40M+

PEOPLE



> We will build health partnerships faster. A structured, time-bound route for reviewing, approving and managing healthcare public-private partnerships, so that good proposals stop dying in process.

WHERE WE ARE

Lagos has one of the strongest sub-national health platforms in Africa, and we should say so plainly. We have specialised agencies, a network of public hospitals and primary health centres, a working health-insurance architecture in Ilera Eko, an ambulance service, public-health laws, and one of the largest private health markets on the continent.

Much of these reforms began under President Bola Ahmed Tinubu's administration at the turn of the century. Every succeeding administration has built on it. Today our public health facilities handle as many as 20 million orthodox health visits a year.

Our population is projected to pass 40 million by 2030.

WHY IT MATTERS

Health is not just a sector. It is the foundation on which everything else in Lagos will be built.

When a mother in Badagry cannot reach safe antenatal care, the loss is not only hers. When a father in Ikorodu carries an untreated illness because he cannot afford the consultation, cannot reach a facility, or cannot take time off work, the economy loses a productive worker. When a child in Epe misses school because of a preventable illness, the future of Lagos shrinks a little. When a family in Yaba is bankrupted by

hospitalisation that insurance would have covered, poverty deepens.

Too many Lagos households still pay for healthcare straight out of pocket. That is the difference between an illness and a ruin.

There is a harder commercial truth as well. Investors choose cities where their staff can get good care. Professionals choose cities where their families are protected. The talent and capital Lagos competes for will increasingly be won or lost on the quality of our public services.

WHAT WE WILL DO

We will protect the vulnerable first. Universal health coverage in Lagos begins with the mother, the child, the elder, the person living with a disability and the indigent household. We will grow Ilera Eko, the state's health insurance policy, enrolment aggressively, with a deliberate focus on bringing in the poorest households, pooling funds so that those who can pay help carry those who cannot.

We will end the fragmentation of health financing. Lagos State Health Management Agency (LASHMA) and the Federal Basic Health Care

Provision Fund will be brought into one State health-financing strategy, so that resources pool properly and coverage reaches further. We will institutionalize health economics inside planning and budgeting. The donor support is declining, and we must be able to prove value for money.

We will make every designated public primary health centre fully functional. Clear standards for staffing, medicines, diagnostics, utilities, opening hours and referral. No exceptions and no quiet failures.

We will expand the Maternal and Child Centre network into underserved areas, and strengthen immunization, nutrition, adolescent health and community outreach.

We will keep specialist care on Lagos soil. We will advance the



> Waste, water and drainage are not sanitation questions. They are frontline determinants of public health, and we will govern them that way through the Lagos One Health Initiative, carried in full at S.2.

Lagos Cancer and Diagnostics

Institute, the proposed Lagos Cardio-Renal Centre, the Reproductive Medicine Institute and the Lagos State MEDIPARK, so that fewer Lagosians have to leave the country for treatment or healthcare.

We will keep the people we train. A workforce strategy is worth nothing without a retention strategy. We will pair training with real improvement in the working conditions of health workers.

We will build health partnerships faster. A structured, time-bound route for reviewing, approving and managing healthcare public-private partnerships, so that good proposals stop dying in process.

We will treat the environment as a health service. Lagos generates over 13,000 tonnes of waste a day, a part of it is badly disposed, such that it blocks drainage, causes flooding, pollutes the air and contaminates water. It returns to us as malaria, cholera, typhoid, dysentery and leptospirosis. Waste,

water and drainage are not sanitation questions. They are frontline determinants of public health, and we will govern them that way through the Lagos One Health Initiative, carried in full at S.2.

WORKING WITH OTHERS

Some of what a Lagosian needs from this system is not ours alone to give.

We will work with the Federal Government where the work is shared. With the National Primary

Health Care Development Agency on immunisation and primary care. With the Nigeria Centre for

Disease Control and the United States Centers for Disease Control on health security. With the Yaba Federal Neuropsychiatric Hospital on mental health. And with NAFDAC, whose remit our new essential-medicines agency is built to complement.

We will bring in financial partners without handing over the wheel. The International Finance Corporation, the African Development Bank, the World Bank, the Islamic Development Bank, the Bill Gates Foundation and the Global Fund.

OUR COMMITMENT

We will measure the impact of our spending and continue to raise our health spending benchmark, with this increased investment funded through the consolidated Lagos Treasury.

The money will be held in the Lagos State Health Systems Strengthening Window, blended with multilateral finance. Through the Hamzat Compact, each facility will operate under a published Service Charter, tracked by the Citizens' Health Observatory, and tested via a quarterly Town Hall on Health. Every Lagosian will be received with dignity and without the fear of ruin.



THE HEALTH PLEDGES

Table P.1.4 · The Health Pledges

Pledge of the Vulnerable *(commitment)*

Drive malaria below 1 per cent toward pre-elimination, cut maternal mortality to 200 per 100,000, lift Non Communicable Diseases (NCD) screening to 90 per cent, and open community mental health units in all 5 divisions by 2031.Pledge of Care on Lagos Soil *(aspiration)*

Make every grade of care available in Lagos and reverse outbound medical tourism, through Lagos Cancer Diagnosis Centre Ikeja (LAG-CDI), Medipark, Massey, Odan, Ketu-Ejirin and the wider specialist network.

Pledge of Systems *(commitment)*

Reach 9,000 doctors, open 2 new General Hospitals, increase the total number of flagship Primary Health Care Centres (PHC) to 120 by 2031. Increase the Maternal and Child Centres to 15 by 2031.

Pledge of the Healthcare Economy *(commitment)*

Expand Ilera Eko coverage to 30 per cent, stand up the single-umbrella Health Systems Strengthening Window, advance drug and vaccine sovereignty through Lagos State Essential Medicines (Drug) Agency (LASEMDA) and Lagos State Medical Industries and Innovation Zone (LASMIIZO), and to continue to improve on the health sector expenditure.

Pledge of Expansion *(commitment)*

Some of our General Hospitals will be expanded to cater to the rising population, Alimosho General Hospital, Odan General Hospital, Ikorodu General Hospital are examples of these General Hospitals that will be expanded by up to 50% by 2031.

P.2

THE LAGOS MIND

Forming, retaining and renewing the human capital of Lagos

The wealth of a state lies in the minds of its people. We will form, retain and renew the Lagos mind, so that every child learns and every worker can earn.

- Dr Kadri Obafemi Hamzat, on the human capital Promise



LAGOS... FORWARD TOGETHER / PEOPLE FIRST

I. WHERE WE ARE

Lagos enters 2027 with one of Africa's most ambitious sub-national education systems.

EKOEXCEL reaches around 500,000 pupils across 1,028 public primary schools and has retrained more than 14,000 teachers. That builds on a foundation laid nearly 2 decades ago, when the Eko Project, launched under President Bola Tinubu as governor, first put free textbooks, volunteer teaching and teaching aids into pupils' hands at scale.

Above it sits a serious higher-education and skills platform: LASU, LASUSTECH, LASUMHS, LASUED, our colleges of education, LASTVEB and our technical institutions, and the skills and enterprise programmes of the Lagos State Employment Trust Fund (LSETF).

This is real progress.

However, a troubling pattern is emerging: some young people are drifting away from school. Social media, economic pressure at home, and a growing sense that education does not lead anywhere have all taken their toll. Attendance is uneven. Talent goes unnoticed.

Second; what we teach must not drift away from what the economy needs. Our schooling must not remain too theoretical and too static. Technical and vocational education is now getting the mileage it deserves with progression into higher education. We must create a formal certification route to the enormous informal workforce that already holds real skills.

Industries today always state that they cannot find skilled employees, in the same system where employers fill critical roles with expatriates or leave them empty. Hence, we must match talents and skills with opportunities.

The result is a 3-way mismatch. Industries cannot find skilled workers. Trained graduates cannot find jobs. Employers fill critical roles with expatriates or leave them empty.



WHY IT MATTERS

Education is the difference between a family that can plan for its children and one that cannot. Between a worker who can move up and one who is left behind. Between a business that can hire locally and one that must import the skills it needs.

Germany binds its education system directly to industry through dual apprenticeships and gets 92% of graduates into employment. Singapore coordinates government, industry and training institutions across more than 30 sectors through a single governance architecture. In every case the decisive factor was not more spending. It was a state that acted as integrator rather than funder.

That is what we intend to be.

WHAT WE WILL DO

We will start earlier. We will formalise EKOEXCEL's remit over early childhood care and development education, with dedicated caregiver training, play-based learning standards and school-readiness benchmarks, so that no child arrives at Primary One already behind.

We will carry EKOEXCEL upward. We will sustain coaching for every primary teacher and work with the teaching commission to extend the model into post-primary education.

We will drive down out-of-school numbers, with particular determination for girls and underserved communities.

We will make school the gateway to sport. Young people respond to visible opportunity and to recognition. So rather than let sport compete with school, we will make school the route into it, through the Lagos Scholar-Athlete Initiative. Scholarships and a higher-education pipeline for outstanding student-athletes. Talent development, and a route onward for those who go professional and those who do not.

We will rebuild technical education into something Lagosians



respect. We will expand LASTVEB into a network of tertiary technical colleges on one principle; multiple entry points, recognised skills, stackable qualifications, unlimited opportunity. A young person may enter from secondary school, or from an apprenticeship, from informal training, from verifiable work experience. What they already know will be assessed and recognised, not dismissed because they lack a certificate.

From there; a Lagos Technical College place with industry-aligned training in modern workshops; a professional certificate and advanced diploma; a Higher Technical Diploma with industry certification; and on into employment, enterprise or further study.

We will give every certified technical professional in Lagos a Skills Passport. A verified digital credential carrying their qualifications, apprenticeships, licences, endorsements, specialisations and continuing professional development record, held on the Lagos Skills and Technical Professionals Registry.

This does four things at once. It lets contractors verify a Lagosian's skill instantly, so there is less excuse for importing labour we already have. It reduces credential fraud. It gives the state real workforce-planning data. And it opens a route for Lagos-certified professionals to be recognised abroad, in markets that need exactly these skills.

We will modernise the curriculum on a fixed cycle. A full review every 5 years, with micro-updates every year. 21st-century skills blended into traditional subjects. And we will publish an annual Lagos Education Report, benchmarking our performance against international standards, including Programme for International Student Assessment (PISA) and The Trends in International Mathematics and Science Study (TIMSS).

We will prepare Lagos for the work that is coming. The AI Workforce Transformation Programme will train students, workers and public servants in artificial intelligence, robotics, cybersecurity, data science, biotechnology, green technologies and advanced manufacturing, through the Public Service Accelerator Programme and partnerships with LSETF, Co-Creation Hub and the Mastercard Foundation.



We will not neglect the adults already in the workforce. Adult literacy, digital-learning and entrepreneurship hubs in every one of the 5 IBILE divisions, so that retraining, and starting a business, is never far from home.

We will teach character as well as skill. Civic responsibility, integrity, environmental stewardship, responsible digital citizenship and leadership belong in the curriculum, not in the margins. We will expand counselling, career guidance and mental-wellbeing support in every public school.

The workforce side of this, the Sector Skills Councils that tell our colleges what to teach, and the apprenticeship programme that places their students, is carried at O.1, because skills and jobs are one system and this Promise will not pretend otherwise.

IV. WORKING WITH OTHERS

Education in Nigeria is a shared responsibility. Lagos will keep meeting its side of the basic education bargain while working with federal institutions, standard-setting bodies and multilateral partners to ensure that every child is taught to a standard that holds beyond the state boundary.

We will keep meeting our side of the basic education bargain. Lagos has consistently met the counterpart-funding requirement of the Universal Basic Education Commission (UBEC), and we will keep on meeting it, on programme funding and on the national curriculum.

We will work with the bodies that set the standards our young people are judged by, the Federal

Ministry of Education, National Universities Commission (NUC), National Board for Technical Education, Industrial Training Fund (NBTEF), Joint Admissions and Matriculation Board (JAMB), and West African and National examinations councils (WAEC).

We will treat the federal institutions in Lagos as ours. University of Lagos (UNILAG), Federal College of Education (Technical)

Akoka and Yaba College of Technology (YABATECH) teach our children and employ our people. We will work with them, and with the Tertiary Education Trust Fund, across tertiary, technical and vocational education.

We will draw the multilateral envelope, the World Bank, the African Development Bank, UNICEF, UNESCO, the Mastercard Foundation and the Global Partnership for Education, through concessional and blended finance calibrated to what we actually deliver.

On tertiary, technical and vocational education, the state works with the National Universities Commission (NUC), the National Board for Technical Education (NBTE), the Industrial Training Fund (ITF) and the Tertiary Education Trust Fund (TETFUND), and engages the federal institutions in Lagos, including the University of Lagos, the Federal Polytechnic and Yaba College of Technology. The multilateral envelope, from the World Bank, the African Development Bank, UNICEF, UNESCO and the Mastercard Foundation to the Global Partnership for Education, is engaged through concessional and blended finance calibrated to delivery.

OUR COMMITMENT

Education will be funded within the consolidated Lagos Treasury, consolidating state appropriation, dedicated levies, bond proceeds, and federal/multilateral inflows. The Hamzat Compact for Education means the data is published and reviewed by the Education Performance Council. Every Lagos child will learn in a school that teaches, taught by a teacher who is trained, and reach a vocation or university that connects to the real economy.

THE LAGOS MIND PLEDGES

Table P.2.3 · The Lagos Mind Pledges



Pledge of Foundations *(commitment)*	Deepen EKOEXCEL across all public primary schools and extend it into secondary education, so every Lagos child continues to read, write, reason in an organized and measurable way.
Pledge of Skills *(aspiration)*	Align technical and vocational training with the real economy and scale the AI Workforce Transformation Programme, so skills lead to work. Complete Meiran Technical College and build an additional two at Ibeju Lekki and Badagry.
Pledge of the Lagos Mind *(aspiration)*	Strengthen the universities and the research base, and renew the teachers, trainers and lecturers who carry the system.
Pledge of Equity *(aspiration)*	Guarantee every child in every division a fair start, whatever his or her parents income, language or ability. Hence reducing out of school children significantly.

P.3

SAFE COMMUNITIES

Safety felt in the household, on the street, in the market and the neighbourhood

Safety is the first promise government makes to the citizen. I promise Lagosians that no one will be above the law and no one will be beneath the protection of the law.

- Dr Kadri Obafemi Hamzat, on the foundation of public order



LAGOS... FORWARD TOGETHER / PEOPLE FIRST

I. WHERE WE ARE

Lagos has built a substantial community safety framework, and it did not appear overnight.

It begins with the Lagos State Security Trust Fund, established in 2007, which has mobilised around ₦17 billion in equipment, cash and materials, with independently audited annual accounts. Its roots run back to the security reforms of President Bola Ahmed Tinubu's administration, including state support for policing and the Rapid Response Squad (RRS).

The Lagos Neighbourhood Safety Agency, established in 2016, now fields over 6,000 unarmed community-based officers across all local government and local council development areas, alongside specialised units and survivor-support institutions for domestic and sexual violence. The 767 and 112 emergency lines are well established.

Our task is to strengthen this, not to replace it.

But when we asked Lagosians what makes them feel unsafe, they did not begin with armed robbery or burglary. They stated clearly that the state had worked very hard on those issues.

The most consistent complaint we heard is street-level harassment: touts who peep into cars at intersections, steal in traffic, obstruct vehicles, damage them, and abuse motorists and passengers. Illegal levies collected at junctions.

It is a daily indignity, and an extortion. This is the first thing I plan to change.

WHY IT MATTERS

Safety shapes how people live, work, move and trade.

Ask a Lagosian what safety would actually feel like. He or She describes something very simple: being able to walk anywhere, at any time, without looking over his or her shoulder or which junction to avoid.

LAGOS... FORWARD TOGETHER / PEOPLE FIRST



Emergency lines:
767 | 112

Specialised units and survivor-support institutions for domestic and sexual violence.

That is the standard. A person who can move through his or her own city without bracing for it.

Lagos generates over 15% of Nigeria's GDP in nominal terms. If parameters such as inflation, and population are factored in, it jumps to 30% percent. As Africa's most densely populated megacity, safety is what protects the lives and property of millions of residents, keeps daily commerce moving, and holds investor confidence.

Further, prevention comes first, because the best security outcome is the crime that never happens.

WHAT WE WILL DO

We will clear people harassing citizens off our roads. No Lagosian should have to plan a route around where to avoid harassment. We will enforce without exception against the conduct itself.

Enforcement alone will not hold. A young man with work to go to is not standing at a junction collecting money. We will treat the protection of markets, commercial premises and transport corridors as a priority. A trader who cannot open safely, a business that pays twice to stay open, and a trader or business person who budgets for extortion are paying taxes that no budget line records.

We will put a Neighbourhood Safety presence in every ward. Clearer patrol and response coverage, and a stronger daily presence in markets, transport corridors and other high-activity areas, with better training in community intelligence, de-escalation, gender-based-violence response and cyber awareness, as well as better equipment and welfare for officers.

We will make safety visible where people live. Improved street lighting and CCTV in identified high-risk corridors, markets, and motor parks. A strengthened 24-hour response line for gender-based violence, backed by real referral capacity.

We will expand Citizens and Community Committee on



Violence (CACCOV) across schools, tertiary institutions, faith communities, markets and motor parks. Drug abuse will be treated as a health issue in partnership with P.1, not as a matter for punishment alone.

We will meet young people at risk with real alternatives. Entrepreneurship, the creative economy, sport and structured engagement, working with Ọmọ Èkó at I.I and with the Scholar-Athlete Initiative at P.2. We will enforce youth representation on the Lagos Safety Performance Council.

We will give residents one credible way to report. A single Citizens' Safety channel across telephone, application, social media and walk-in nodes, building on 767 and 112, with a digital intake option so that a resident who cannot safely make a voice call can send a message instead, escalated automatically to the emergency numbers and the relevant agencies. Complaints involving safety personnel will be reviewed independently of the agency concerned. Matters needing prosecution will be carried into Lagos Justice at M.2.

OUR COMMITMENT

Community safety is paid for out of the consolidated Lagos Treasury at O.6, with the Lagos State Security Trust Fund remaining the principal public-private instrument. This finances the citizen facing operations: Neighbourhood Safety Agency operations, CACCOV, the complaint pathway, and

LAGOS... FORWARD TOGETHER / PEOPLE FIRST



survivor support. The Hamzat Compact for Community Safety guarantees that performance is reviewed and division Town Halls test delivery. Every Lagosian deserves to walk, work, trade and sleep without fear.

THE SAFE COMMUNITIES PLEDGES

Table P.3.3 · The Safe Communities Pledges

Pledge of the Neighbourhood (commitment)
Extend the Neighbourhood Safety Agency into every locality across the 20 local governments and 37 council development areas.
Pledge of Prevention (commitment)
Scale CACCOV across schools, markets, motor parks and faith communities, so the strongest safety outcome is the crime that never happens.
Pledge of the Citizen Voice (commitment)
Answer every safety complaint against a published standard of 24-hour acknowledgement, 7-day response and 30-day resolution.
Pledge of the Survivor (commitment)
Expand the Sexual Assault Referral Centre network across every IBILE division, with survivor-centred care.

LAGOS... FORWARD TOGETHER / PEOPLE FIRST



P.4

CITIZEN SERVICE

How the citizen is received, informed, processed, heard and able to seek redress

Government must be felt at the gate of the citizen, carried into the daily life of Lagos. We will receive every Lagosian at the front door with a standard they can hold us to.

- Dr Kadri Obafemi Hamzat, on the Citizen Service Promise

LAGOS... FORWARD TOGETHER / PEOPLE FIRST



WHERE WE ARE

Every day, Lagosians meet government at the front door. The registry. The permit desk. The clinic. The school office. The tax counter. The local council.

Across our 20 local government areas and 37 local council development areas, created in 2003 under President Bola Ahmed Tinubu's administration to bring government closer to the grassroots. Lagos has built real citizen-service infrastructure. Citizens Gate. LASRRA, which has registered residents into a system that unlocks transport and credit benefits. The Citizens' Mediation Bureau, which has resolved more than 300,000 disputes free of charge since 2007. The Office of the Public Defender. The state's Public Complaints Commission.

WHY IT MATTERS

How government treats a citizen at the front door is how that citizen experiences the state itself.

For families, it means not losing an afternoon at a registry, unsure of who can help. For workers, it means a certificate that does not become an obstacle to earning a living. For businesses, it means predictability. For communities, it means complaints acted on. For young Lagosians, it shapes their earliest sense of whether government works for people like them. For senior citizens, it means services that do not assume everyone can queue for hours or navigate an app.

The ordinary experience of government should be dignity, not delay.

WHAT WE WILL DO

We will publish a Service Charter at every citizen-facing office. It will name the service, the response standard, the accountable officer and the complaint pathway.

We will consolidate the scattered channels into one Citizens' Hamzat Compact Voice, open 7 days a week, building on Citizens Gate and bringing the Public Complaints Commission, the Office of Civic Engagement and the Mediation Bureau into a single trackable pathway.

We will build one Lagos front door, and one identity behind it. LASRRA will be empowered to become the single Lagos Identification that every service authenticates against. One credential for a resident's medical record, social services and welfare, targeted subsidies, public transport through the Cowry card, and state health insurance. A parallel Business ID for enterprises.

We will build a satellite secretariat in every division. Alausa in Ikeja remains the seat of government and the main secretariat. But a resident in Epe, Ikorodu or Badagry should not have to travel to Ikeja to be served by his or her own state. In other words, we will bring the services residents need into their locality. Registration and identity, permits and licensing, tax and payments, civil registration, welfare and social protection, and the complaints desk, delivered together under one roof to the same published standard. What now takes several offices and a day of travel should take one visit, close to home.

We will publish response times and hold ourselves to them: acknowledgement of any complaint within 24 hours, an initial response within 7 days, routine matters resolved within 30 days and complex matters within 90 days. Every complaint is explicitly resolved or explicitly escalated.

We will make every front door genuinely accessible, universal design for persons with disabilities, service in different languages.

We will consult with residents on major projects, such as BRT route and hospitals.

OUR COMMITMENT

Citizen service is paid for as a sub-allocation of the consolidated Lagos Treasury.

This covers the Service Charter rollout across more than 800 service points, the Citizens' Hamzat Compact Voice, and the redress machinery behind it. The Hamzat Compact ensures standards are published and division Town Halls test delivery. Every Lagos citizen deserves to be received with dignity, a named officer, and a redress pathway that works.

THE CITIZEN SERVICE PLEDGES

Table P.4.3 · The Citizen Service Pledges

Pledge of the Front Door (commitment)
Establish a satellite secretariat in Badagry, Ikorodu, Lagos Island and Epe, so that a resident is served in their own division rather than always travelling to Ikeja.
Pledge of the Citizen Voice (commitment)
Acknowledge every citizen's complaint within 24 hours, provide an initial response within 7 days, and resolve routine matters within 30 days through the Citizens' Hamzat Compact Voice.

LAGOS... FORWARD TOGETHER / PEOPLE FIRST





RENEWAL

The infrastructure foundations of the megacity.

LAGOS... FORWARD TOGETHER / RENEWAL

R.1 BUILDING GREATER LAGOS

R.2 IMOLE: THE LAGOS POWER PROMISE

R.3 WATER

R.4 WASTE, DRAINAGE AND FLOOD RESILIENCE

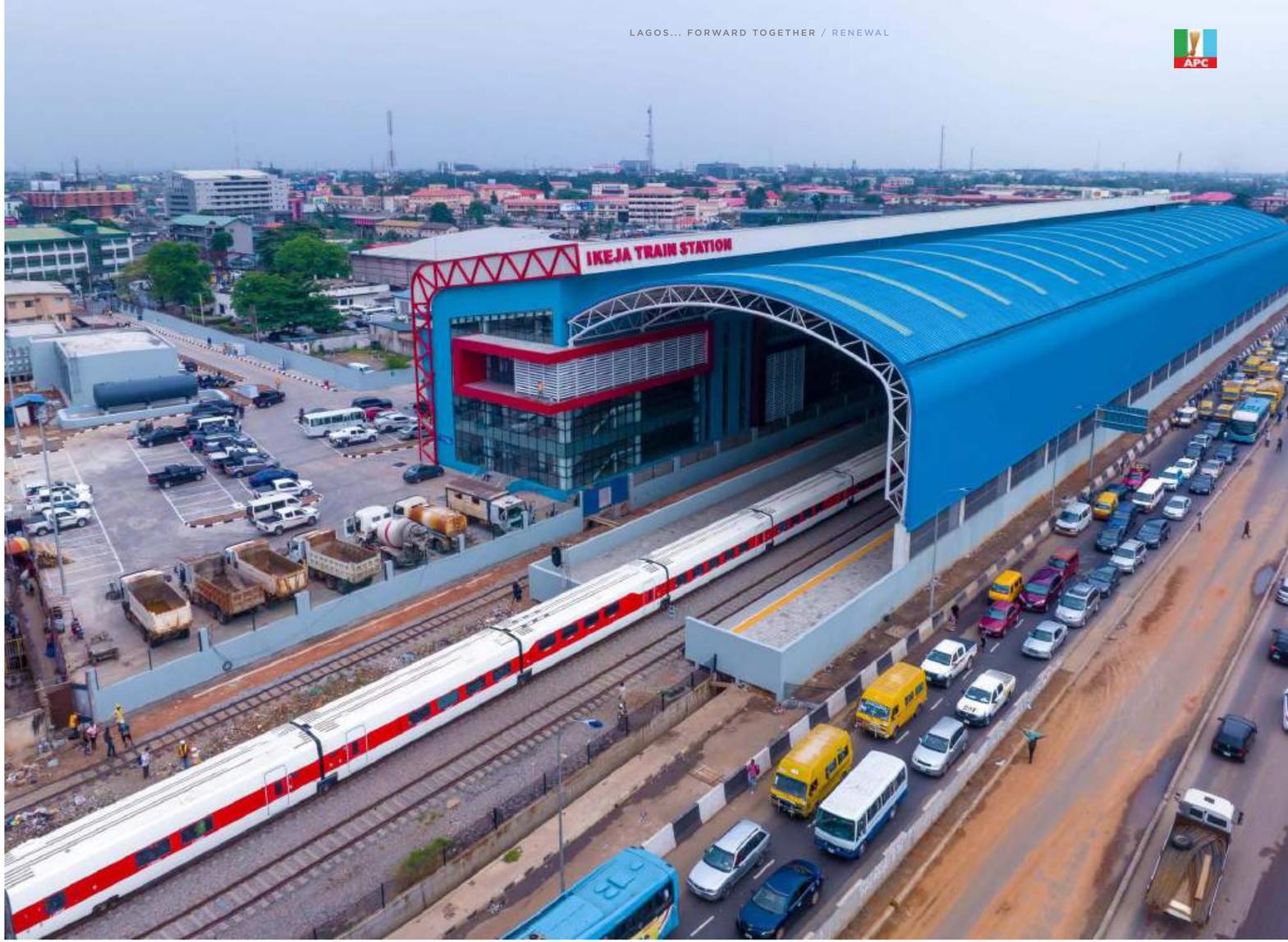
R.1

BUILDING GREATER LAGOS

The transport foundations of the megacity: roads, bridges, rail, water and air

What we build with discipline lasts a generation, and an engineer measures a government by what stands and by what still works. We will build Lagos to last.

- Dr Kadri Obafemi Hamzat, on the standard of public infrastructure



WHERE WE ARE

Lagos inherits the densest road network in Africa, a major bridge system, 2 operating rail lines, Bus Rapid Transit corridors, ferry terminals, the Lekki Deep Sea Port and the Lagos-Calabar Coastal Highway.

Much of that follows a blueprint drawn by President Bola Ahmed Tinubu as Governor. Every administration since has added to it.

The State's own Development Plan measures the time a Lagosian spends travelling between home, work and everything else, and puts it at over an hour. And we know where the time goes: about 70 per cent of the congestion in this state is attributed not to the length of the roads but to the junctions on them. A corridor can be resurfaced end to end and still lose its gains at intersections.

That matters because it changes what to fix first. A junction improvement costs a fraction of a kilometre of new carriageway and returns more of the commute.

WHY IT MATTERS

Transportation is about improving lives, not just moving vehicles. When transportation works, businesses grow, workers arrive on time, students get to school safely, ambulances arrive fast, emergencies are responded to quickly, and families spend less time in traffic and more time together. A modern transportation system ensures that every resident can access safe, comfortable, affordable, and efficient transportation, regardless of where they live. Building well, and maintaining what we build, is how a government keeps faith with the people who depend on it every day.

LAGOS... FORWARD TOGETHER / RENEWAL



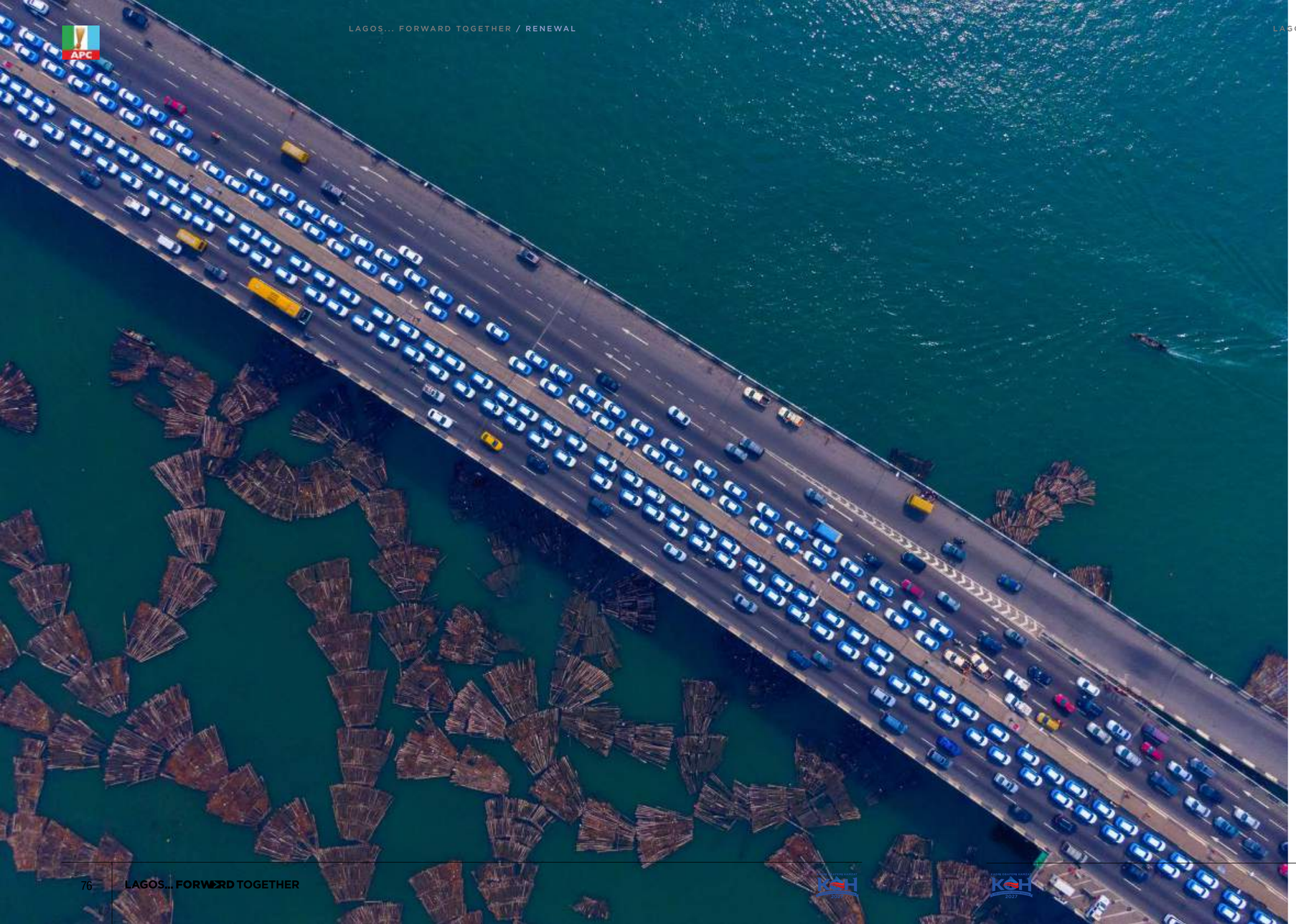
WHAT WE WILL DO

Our goal is to significantly reduce travel times and improve journey reliability by establishing an integrated transport system where our road, rail and water networks are connected. We will deliver this through the following five pillars.

Roads and Bridges

- We will fix the junctions first, because that is where the time goes. A standing junction improvement programme built on five coordinated actions: separating conflicting movements, targeted capacity at the approach, walkways and guardrails so people on foot are not competing with vehicles, upgraded signals and channelisation, and rerouting where the geometry cannot be saved. The first ten priority sites are: Ikotun, Cele, Okota/Apple Junction, Osborne Outbound, Admiralty, Bourdillon, Zenith at Akin Adesola, Mobolaji Bank-Anthony, Odogunyan, and Cowrie Bridge. Others will follow.
- We will rebuild corridors. Every corridor carries the same elements to the same standard: the carriageway reconstructed, walkways, junctions improved and signalised, public realm renewed, green verges planted, and off street parking that takes the carriageway back. The Ikeja Model City plan sets out what that looks like in one division. The standard applies in all five.
- We will repair what is broken within our first year. Traffic signals restored across Lagos. Potholes filled. Bus shelters repaired. Street lighting restored. BRT infrastructure brought back to standard. None of this is a new project, and none of it should wait for one.
- We will start strategic projects, such as the Fourth Mainland Bridge, in partnership with existing institutions.
- We will also eliminate major traffic bottlenecks through targeted junction improvements and the provision of more pedestrian bridges and road safety infrastructure.





Rail

Building on the success of the Blue and Red Lines, we will complete the Blue Line extension to Okokomaiko, extend the Red Line corridor to National Theatre while accelerating the commencement of the Green Line connecting Marina to the Lekki Free Trade Zone. We will also increase the capacity of the existing lines by procuring additional rolling stock and expand rail stations and interchanges across Lagos.

Water Transportation

With the Omi Eko programme, we will expand ferry routes, construct additional jetties and terminals, and improve water safety and navigation systems while encouraging private-sector investment in water transportation. We will also increase the capacity of the existing ferry routes by procuring more ferries. We will tap into the potential economic dividends of integrating the Lekki Deep Sea Port and the wider port system into the freight and mobility network, so that volume of goods and people moving by the waterways can increase significantly.

World-Class Ports, Airports and Logistics

We will build a fully integrated freight and logistics system linking the Lekki Deep Sea Port and the wider ports system, airports with industrial zones, and inland markets to support economic growth and global competitiveness.

We will make the lagoon a third highway. Through Omi Eko we will expand ferry routes, build jetties and terminals, buy more ferries, and improve water safety and navigation. Lagos is a water state that has spent decades travelling predominantly by road.

We will run the network as one system, not as a set of separate projects. Every transport asset will have a named agency responsible for it, and the budget to keep it working will be defended as fiercely as the budget to build it. We will institutionalize a live asset register so that planning, budgeting and performance tracking rest on what we own and what condition it is actually in.

> We will build a fully integrated freight and logistics system linking the Lekki Deep Sea Port and the wider ports system, airports with industrial zones, and inland markets to support economic growth and global competitiveness.

WORKING WITH OTHERS

We will work with the Federal Ministry of Works on the federal corridors that run through Lagos, the Lagos-Ibadan Expressway, Apapa-Oshodi Expressway, Eko Bridge, Carter Bridge, Third Mainland bridges, Lagos-Badagry Expressway, Lagos-Abeokuta Expressway and the proposed Fourth Mainland Bridge in partnership with private sector.

We will engage the federal agencies that run our gateways, Nigerian Ports Authority (NPA), Federal

Airports Authority of Nigeria (FAAN) and Nigerian Railway Corporation (NRC), across Apapa and Tin Can, Lekki and Badagry deep-sea ports, and Murtala Muhammed International Airport.

We will draw federal co-financing wherever it is open to us, the Sukuk and federal bond architecture, the Highway Development and Management Initiative, and the Renewed Hope



Infrastructure Development Fund, alongside the multilateral envelope.

A commuter held up on a federal road does not care whose road it is. Neither will we.

OUR COMMITMENT

Transport is paid for out of the consolidated Lagos Treasury through four windows: Road and Bridge, Rail Mass Transit, Inland Waterways, and Port, Airport and Aviation. Under the Hamzat Compact, data is published, performance is reviewed, and division Town Halls test delivery to ensure every Lagosian drives on roads that hold and rides trains that run.

THE GREATER LAGOS PLEDGES

Table R.1.3 · The Greater Lagos Pledges

Pledge of Roads and Bridges (commitment)

Rehabilitate the state road network and restore the bridge stock to a published standard, so Lagosians drive on roads that hold and cross bridges that endure.

Pledge of the Junction (commitment)

Run a standing junction improvement programme, starting with ten named priority sites, and restore traffic signals statewide within the first year.

Pledge of Rail (commitment)

We will complete the Blue Line to Okokomaiko and link the Red Line and Blue Line at the National Theatre, Iganmu.

R.2

IMOLE: THE LAGOS POWER PROMISE

Ìmọ́lẹ̀, *light, for the household, the workshop, the school, the clinic, the factory and the street*

Lagos cannot satisfy its power needs using generators. The next phase of this state is the one in which our power becomes our own, reliable and affordable in every home.

- Dr Kadri Obafemi Hamzat, on the Power Promise

LAGOS... FORWARD TOGETHER / RENEWAL



WHERE WE ARE

We have laid real groundwork. Embedded power. Renewable projects. The Solar Villages initiative, which proved that clean, decentralised power can reach communities the grid has never served. The Electricity Act 2023, enacted under President Bola Ahmed Tinubu GCFR, gave states a genuine role in their own electricity markets, and the Lagos State Electricity Law and Lagos State Electricity Regulatory Commission (LASERC) gave us the means to use it.

On metering we are ahead of the country. About 1.95 million active customers, 1.68 million of them metered, 86.2%, against a national rate of 57.3%.

Now the number that matters.

Lagos needs close to 10,000 megawatts.

About 268,000 of our customers still have no meter at all, and around 48% of classified 11kV feeders in the Eko and Ikeja areas are recorded as Band A.

We are not starting again. We are finishing a transition that is already underway.

WHY IT MATTERS

For a family, reliable power means safer nights, and money not spent on fuel, but on school fees, medicine and food.

For a trader or an artisan, it means longer productive hours and lower costs. For industry, it means production, investment and jobs. For a hospital, a water plant or an emergency service, it means the lights stay on when they are needed most.

And for riverine and coastal communities the grid has never reached, a mini-grid means refrigeration for the catch, light for the classroom, and power for the clinic.

Market structure means nothing to a Lagosian who cannot switch on the light.



WHAT WE WILL DO

We will consolidate a transparent Lagos electricity market, with a strengthened LASERC that protects consumers, enforces fair billing, and gives serious investors rules they can rely on.

We will put embedded power into the industrial parks at Epe, Badagry, Ikorodu and Ojo, and into hospitals, water facilities, emergency services and schools.

We will light the streets. Reliable power for new and existing streetlights, using grid, embedded, solar and hybrid solutions as each location demands, because public lighting is safety, mobility and nighttime commerce at once. This works directly with P.3.

We will hold the distribution companies to account on network reliability, metering, customer service and how long it takes them to restore supply after a fault. We will publish a basic-electricity affordability framework that protects lower-income households while keeping the market solvent.

We will extend the Solar Villages legacy into riverine communities, health centres, schools, markets, agriwand public lighting, solar, storage, waste-to-energy and other viable alternatives, with wind and water-based options assessed where the feasibility supports them. A solar installation nobody maintains is a monument, not a service, so every project will be delivered with its upkeep arranged.

We will publish a Lagos Integrated Resource Plan covering demand, generation, storage, efficiency and electric mobility, updated regularly. Every IBILE division will have a named energy priority reflecting what it actually does, commercial, industrial, agricultural, coastal or community.

WORKING WITH OTHERS

We will keep Lagos State Electricity Regulatory Commission (LASERC) in structured cooperation with the Nigerian Electricity Regulatory Commission, under the published handoff protocol,



> We will extend the Solar Villages legacy into riverine communities, health centres, schools, markets, agriwand public lighting, solar, storage, waste-to-energy and other viable alternatives, with wind and water-based options assessed where the feasibility supports them.

so that anyone putting money into Lagos power faces one clear set of rules rather than two competing ones.

We will work with the institutions that generate the power and move it, the Egbin Power Station, the Transmission Company of Nigeria, the West African Gas Pipeline and the Nigerian Bulk Electricity Trader.

And we will draw federal and multilateral finance from the Rural Electrification Agency, the Nigeria

Electrification Project and the Power Sector Recovery Programme, and through the World Bank and the African Development Bank on concessional and blended terms.



PAYING FOR IT

Power is paid for out of the consolidated Lagos Treasury through five windows: embedded generation, smart-grid deployment, mini-grid and renewable energy, metering, and public institutions. The Hamzat Compact will ensure performance is published and reviewed so that every Lagosian has the power to run his or her business.

THE POWER PLEDGES

Table R.2.3 · The Power Pledges

Pledge of Light *(aspiration)*

Increase grid power into households from 1,000 megawatts to about 3,500 by 2031.

Pledge of the Market *(commitment)*

Stand up LASERC and a phased Lagos electricity market in 4 dated stages, in partnership with EKEDC and Ikeja Electric.

Pledge of the Renewable Pathway *(commitment)*

Expand embedded generation in the industrial parks and carry the Solar Villages legacy into a statewide renewable and mini-grid pathway.



LAGOS... FORWARD TOGETHER / RENEWAL

R.3

WATER INFRASTRUCTURE, TREATMENT AND DISTRIBUTION

Clean water for every Lagosian, every day: supply, treatment and distribution

The first measure of a public health system is whether the water that runs in the household is safe.

- Dr Kadri Obafemi Hamzat, on the water Promise



WHERE WE ARE

We have built the institutional base: Lagos Water Corporation (LWC), Lagos State Water Regulatory Commission (LASWARCO) and Wastewater Management Office. We have major, mini and micro waterworks around Akute and the Iju-Adiyan system has shown what a focused investment can do.

The position is straightforward.

Lagos Water Corporation reaches about 35% of metropolitan Lagos. Demand runs at around 540 million gallons a day against a stated supply capacity of 210 million.

WHY IT MATTERS

Water is the most personal service a government provides. It is the first thing a family needs in the morning and one of the last things they should have to think about at night.

When it flows safely, life simply works. When it fails, health, school, work and dignity all become harder.

Safe water and managed sewage mean fewer Lagosians falling sick with cholera and typhoid. Fewer children in hospital. Lower medical bills.

It also means fewer private boreholes. Unchecked drilling drains our groundwater, invites saline intrusion, contaminates the water table and weakens the natural defences that keep this coastal city liveable.

Every naira spent on a tanker, every hour spent fetching and storing, every shop and school and factory paying to secure its own supply, that is a quiet tax on Lagosians, and fixing water is one of the most direct ways to lift it.

WHAT WE WILL DO

We will complete Adiyan Phase II and bring it into service. And

> There will be district level measurement, wider metering, faster leak detection and billing as well as complaint resolution.

we will maintain Iju, Adiyan, Isashi and the priority mini and micro waterworks at Akilo, Lekki, Victoria Island Annex, Magodo, Abesan, Alexander and Apapa, so that the capacity we have installed becomes the water people actually receive.

We will repair and extend the pipes. Broken and undersized mains first. Reconnection of service areas that have deteriorated. Expanded household and community connections against verified need. Water will get priority in every IBILE division, with particular attention to fast growing, riverine, coastal and underserved communities.

We will stop losing the water we treat. There will be district level measurement, wider metering, faster leak detection and billing as well as complaint resolution. Tariff reform will be transparent, with a basic-water affordability framework protecting low income households.

We will treat wastewater as infrastructure. A strengthened Wastewater Management Office, rehabilitated treatment facilities, decentralised systems where conventional sewers are not yet practical, and better faecal-sludge collection and treatment. Treated wastewater will be reused where it is safe to do so - for landscaping, industry and other non-potable purposes.

We will regulate everybody who sells Lagosians water. LASWARCO will enforce quality, licensing, service and consumer-protection standards across public and private providers alike, including borehole drillers, packaged-water operators and wastewater services. Water planning will account for population growth, climate risk, coastal conditions, energy needs and the protection of our rivers, wetlands and groundwater.

OUR COMMITMENT

Water is paid for out of the consolidated Lagos Treasury through a dedicated Lagos Water and Sanitation Window. This blends water-rate appropriation, a proposed Water Bond, multilateral concessional finance, and private capital. The Hamzat Compact will ensure delivery is tested, so every Lagos household receives a tap that runs and a tariff it can afford.

THE WATER PLEDGES

Table R.3.3 · The Water Pledges

Pledge of the Tap *(commitment)*

Expand treatment through Adiyan Phase II and rehabilitate the waterworks, so 6 million more Lagosians have clean water every day.

Pledge of the Regulator *(commitment)*

Improve the Lagos Water Regulatory Commission to hold quality, tariff and service to account.

Pledge of the Water Tariff *(commitment)*

Deliver water at a tariff the working household can afford, through the Water and Sanitation Window.



LAGOS... FORWARD TOGETHER / RENEWA

R.4

ILE MIMO: THE CLEAN GROUND PROMISE

A clean city, clear drains and a flood-resilient Lagos

A bag of waste dumped into a drain can become a flood for an entire community. We will build the system that keeps Lagos clean, its drains clear and its households dry.

- Dr Kadri Obafemi Hamzat, on the waste, drainage and flood Promise



WHERE WE ARE

Lagos generates between 13,000 and 16,000 tonnes of waste every day. That is one of the largest municipal waste streams in Africa, for a population of more than 25 million.

The State has invested substantially in drainage in recent years, and begun moving the waste system away from collect-and-dump toward a circular economy. That progress is real.

But waste collection does not yet reach every part of Lagos.

And the failure cascades. Uncollected waste chokes the drains. Blocked drains flood the streets. Flooding spreads disease and destroys property. The World Bank estimates Lagos loses 2 to 3% of GDP every year to flood damage, much of it traceable to drains that were blocked before the rain ever fell.

The cost of not collecting our waste is far greater than the cost of collecting it.

WHY IT MATTERS

For a family, a clean street and a clear drain mean a home that stays dry when the rain comes, and a neighbourhood without the disease that gathers around uncollected refuse.

For a trader, it means a market stall that does not flood and goods that are not lost to rising water.

For the more than 30,000 informal waste pickers working in Lagos today, it means a route into recognised, better paid work.

And for the economy, waste is not only a cost. Handled properly, it means jobs - in collection, recycling and recovery.

WHAT WE WILL DO

We will scale the 5-Tier Community Collection System into the communities that have gone without for far too long: route-based tricycle operators, community skid points, hook-lift trucks, 2 additional Transfer Loading Stations, and 1 material recovery facility, with additional waste-to-energy plants. That reaches about 6.75 million residents across 30 lower-income local governments and creates about 6,750 youth-focused jobs.



> We will build and maintain drainage. Sustained and expanded construction and maintenance, prioritising the highest-burden divisions

We will turn waste into value. Recycling, composting, biogas and refuse-derived fuel at scale, through private sector concessions, new material recovery facilities in Ikorodu and Badagry, the Lafarge alternative-fuel partnership and the Ikosi market biogas project. Community-based recycling hubs across the local government areas, and mandatory segregation at source for households, markets and businesses.

We will bring the waste pickers inside the system. They are already doing this work. We will formalise, protect and integrate them, with the training and equipment that makes it safe. They are partners.

We will build and maintain drainage. Sustained and expanded construction and maintenance, prioritising the highest-burden divisions, Alimosho, Eti-Osa and Ikorodu, protecting schools and public assets, with routine desilting and the Emergency Flood Abatement Gang (EFAG) ready before extreme rainfall.

We will enforce. The single-use plastics ban, including sachet products will be enforced and such materials phased out with

> We will turn waste into value. Recycling, composting, biogas and refuse-derived fuel at scale, through private sector concessions, new material recovery facilities in Ikorodu and Badagry, the Lafarge alternative-fuel partnership and the Ikosi market biogas project.”

affordable alternatives supported through private-sector partnership. There will be extended producer responsibility, so that producers can help fund recovery. Data-led surveillance against illegal dumping, with a digital channel for residents to report it, tied directly into the recovery network so that a report produces a collection.

Where waste, drainage and flooding become questions of public health and climate risk, this chapter works as one with the Lagos One Health Initiative and the Climate Service Guarantee at S.2, and with P.1.



WORKING WITH OTHERS

Waste, drainage and the coast cross every boundary there is.

We will work with the federal Ministry of Environment, with the Ministry of Marine and Blue Economy on coastal protection, and with the hydrological and meteorological agencies on early warning.

We will work with the partners already in this field, the World Bank and the African Development Bank, the C40 Cities network and the Global Covenant of Mayors.

OUR COMMITMENT

The community collection system is designed to pay for itself after the initial investment through operating surplus and operator income. We will fund it with World Bank and African Development Bank concessional finance, alongside private capital, inside the consolidated Lagos Treasury. The Hamzat Compact tests delivery so that every Lagosian enjoys a clean street and a clear drain.

THE CLEAN GROUND PROMISE

Table R.4.3 · The Clean Ground Promise

Pledge of Collection *(commitment)*

Reach 95% waste-collection coverage by 2030 through the 5-tier community system, with 4 transfer stations, 1 material recovery facility and 1 waste-to-energy facility.

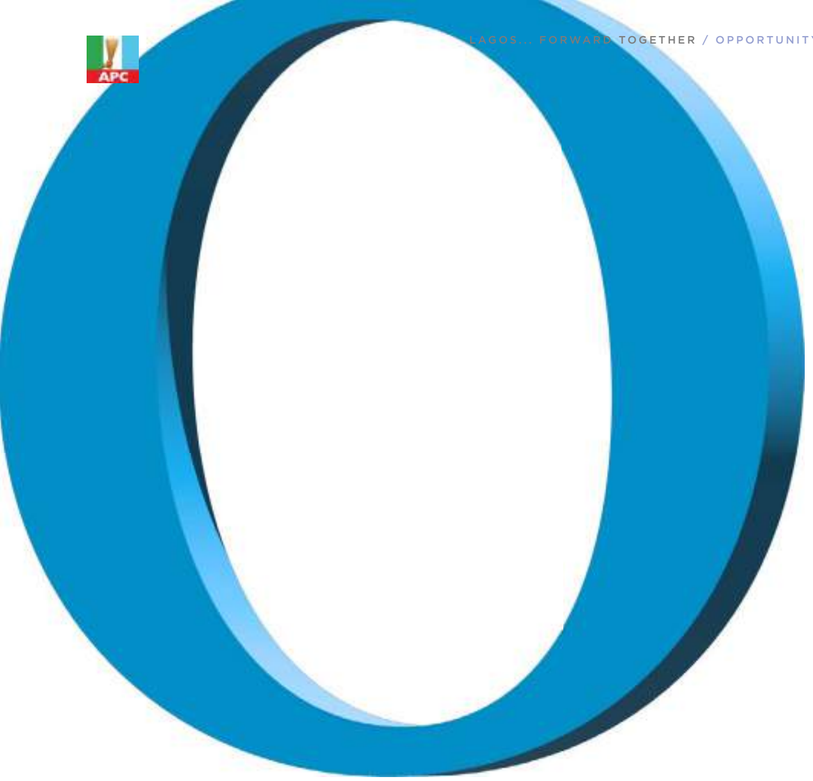
Pledge of Clear Drains *(commitment)*

Sustain the primary and secondary drainage programme and the Emergency Flood Abatement Gang (EFAG).

Pledge of Resilience *(commitment)*

Protect the coast and the low-lying communities through the Climate Action and Resilience Plan and early-warning cooperation, so households stay dry in the rains.

> We will bring the waste pickers inside the system. They are already doing this work. We will formalise, protect and integrate them, with the training and equipment that makes it safe



The economic engine of the megacity.

OPPORTUNITY

0.1 ENTERPRISE,INDUSTRY AND TRADE
0.2 FEEDING LAGOS
0.3 MARITIME AND THE BLUE ECONOMY
0.4 THE LAGOS STAGE AND CULTURE
0.5 IMO: THE LAGOS DIGITAL PROMISE
0.6 THE LAGOS TREASURY

0.1

ENTERPRISE, INDUSTRY AND TRADE

Widening opportunites, deepening production, and the business gateway to Africa

Lagos is a city of enterprise, and its future depends on whether trade, industry, technology and investment grow together. We will widen opportunity, deepen production and make Lagos the leading business gateway in Africa.

- Dr Kadri Obafemi Hamzat, on the commerce, industrialisation and trade Promise



LAGOS... FORWARD TOGETHER / OPPORTUNITY

WHERE WE ARE

Lagos enters 2027 as the commercial capital of Nigeria and one of the most consequential economic hubs in Africa. No other place in sub-Saharan Africa concentrates this much enterprise, industry, finance, creativity and logistics in a single state.

We rank first nationally on ease of doing business, scoring 85.6% in PEBEC's 2025 assessment. LASMECO, worth ₦10 billion with the Bank of Industry and Sterling Bank, is putting single-digit finance within reach of small businesses. The Lagos State Export Readiness Programme, which equips small and medium enterprises to scale beyond national borders under the African Continental Free Trade Area, has trained its founding cohort of 252 exporters. 20 Trade Champions have been deployed. The Industrial Policy 2025 to 2030 has framed 4 industrial parks at Epe, Badagry, Ikorodu and Ojo. Inward investment has run between $2.5 billion and over $6 billion a year, often more than half of everything entering Nigeria.

I helped build this. I also know what it has not yet done.

About 120,000 enterprises are formally enrolled, against millions of Lagosians trading informally. Micro, small and medium enterprises are 96% of Nigerian businesses and 84% of its employment, and Lagos holds the largest concentration of them in the country. Which means our formalisation agenda has barely started.

WHY IT MATTERS

The commercial life of Lagos is the livelihood of its people.

It is how the trader at Idumota supports her family. How the manufacturer at Ikeja creates jobs. How the founder at Yaba builds a company. How the artisan at Oshodi earns a wage. How the cooperative member at Tejuoso gets credit.

More formal enterprises mean more jobs. More jobs mean less



> We will encourage employers to make our graduates their first choice. The Graduate Internship Placement Programme places around 2,500 young people a year”

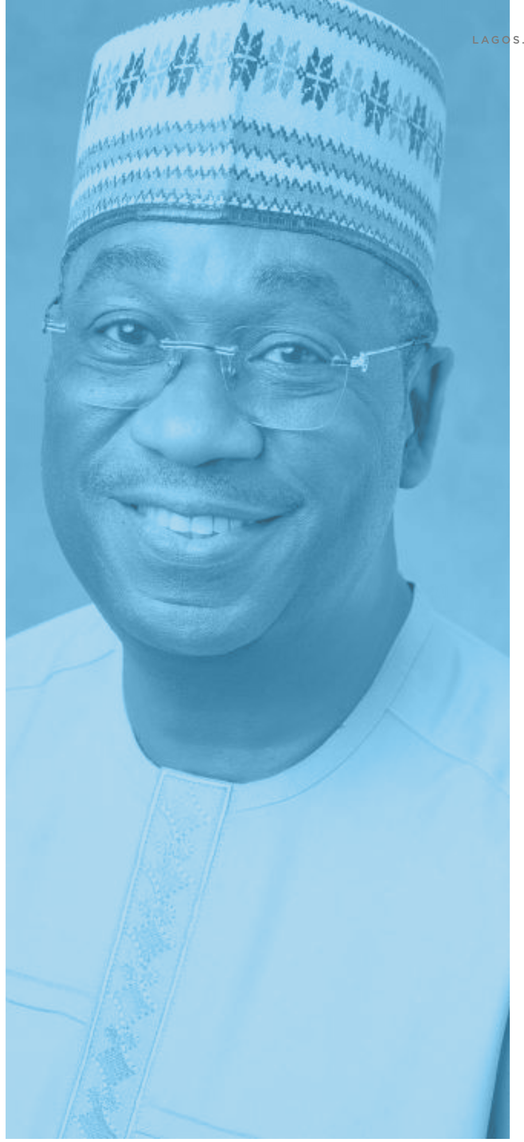
poverty. More manufacturing means value kept in Lagos rather than shipped out as raw material.

Half of the commercial population of Lagos is women, and that half has been underserved by both the financial architecture and the regulatory pathway. Young people are the most entrepreneurial group in this city and the most likely to be locked out of formal capital.

WHAT WE WILL DO

We will make Lagos the most investor-friendly state in Africa. A strengthened Invest in Lagos platform, a deeper Investment Deal Book, and a pipeline toward ₦5 trillion in annual investment by 2031. The Pledge of the Open Door will be enforced through Service Charters in every commercial ministry and agency, not repeated as a slogan.

We will deliver the 4 industrial parks. Epe for the agro-industrial corridor. Badagry to anchor cross border trade with the



Republic of Benin and West Africa. Ikorodu for automotive and electronics. Ojo for the western commercial corridor. Each with the road, power and logistics it needs, and each with embedded power under R.2, because an industrial park without electricity is an empty field with a fence.

We will build Africa’s leading export hub. Scale the Export Readiness Programme from 252 exporters toward 500. Expand the Trade Champions network from 20 toward 50. Operationalise the proposed Lagos Export Bank as a state-backed trade finance vehicle alongside the Bank of Industry and NEXIM. AfCFTA is the largest trade opportunity in a generation and Lagos will lead Nigeria’s response to it.

We will lift manufacturing’s share of the Lagos economy from about 10% toward 15%, a structural change in what this state actually does, not a marginal one.

LAGOS JOBS

Our priority is jobs. Not only because it is an economic priority, but because it is a moral one. A functioning society is one in which every person of working age has work worth doing.

Layer 1: make the money we already spend create work

This layer needs no new institution, no new agency and no new spending. It starts in year one.

We will attach employment to procurement. Contractors will submit workforce-composition data at payment certification. Firms that absorb workers from our own training pipelines will score better in procurement evaluation. No new legislation is required to do this.

We will attach employment to state finance. LSETF disbursed ₦1.91 billion to over 4,000 businesses in 2025, measured by repayment discipline alone. Repeat funding will be tied to payroll evidence. Businesses that grow their workforce will get larger facilities and longer tenors. State money moves from survival support to job-creation capital.

We will encourage employers to make our graduates their first choice. The Graduate Internship Placement Programme places around 2,500 young people a year. It becomes a preferential sourcing pool inside procurement scoring, no quotas and no requirements, just a structured advantage that makes hiring a Lagos-trained worker the rational commercial choice.

We will hold industrial hubs accountable. Monthly utilization and occupancy reporting for every state industrial hub.

Layer 2: align the workforce to the economy

We will establish a Lagos Workforce Development Council by Executive Order in year one, bringing together the ministries of education, commerce and wealth creation, LSETF, LASTVEB, the 6 priority industry sectors and our public tertiary institutions.

It will not replace any ministry, but it will get them into stronger coordination, approving every Sector Skills Framework annually. A yearly Lagos Labour Market Dashboard and a public State of the Lagos Workforce Report will be published.

We will stand up a Sector Skills Council for each priority sector, light manufacturing, agro-processing, creative industries, logistics, technology and construction, co-chaired by the industry association and the relevant ministry, with our polytechnics and technical colleges at the table. Each produces an annual Skills Demand Report, and those reports govern what our public technical institutions teach.

We will place every technical student with an employer. Under the Lagos Industrial Apprenticeship Programme, every student in a state technical or vocational programme completes 6 to 12 months with a registered Lagos employer. The state co-funds 40% of the stipend so that small firms can afford to take part. Certified employers gain preferential access to state procurement and LSETF finance. Placement-to-employment conversion is tracked and published for every institution.

We will tie our polytechnics to industry by agreement. Curriculum co-designed on a 2-year cycle. Lecturers will be placed in industry at least once every 3 years, state-funded. Graduate outcomes tracked and published for 3 years after qualification, with institutional funding partly indexed to how their graduates actually fare.

The education side of this, the technical colleges, the Skills Passport, recognition of prior learning, is carried at P.2.

> “We will make Lagos the most investor-friendly state in Africa. A strengthened Invest in Lagos platform, a deeper Investment Deal Book, and a pipeline toward ₦5 trillion in annual investment by 2031”



Layer 3: Unblock the businesses that employ Lagos

We will make finance reachable. Scale LSETF disbursement with longer tenors and sector windows for creative industries, agro-processing and manufacturing. Establish a Lagos MSME Credit Guarantee Scheme, state-backed, to cut the collateral burden on early-stage and informal businesses. Ring-fence a Lagos Women and Youth Enterprise Window with simplified applications, lower minimum thresholds and embedded business support.

We will make formalising worth it. A time-limited tax breaks and registration-fee waiver for informal businesses that formalise inside a defined window. A One-Stop SME Compliance Hub in each of the 5 divisions, consolidating registration, licensing and regulation into one process with a single business identification number.

We will buy from our own. A Lagos SME Procurement Quota ring-fencing a defined share of state and parastatal procurement for registered Lagos MSMEs. That is not charity: it is demand creation. Predictable revenue is something a business can borrow against and hire for. A Market Linkage Programme will connect them onward to corporate supply chains and AfCFTA export markets.

We will give small businesses somewhere to work. Light industrial parks, anchored by Imota and extended into Badagry, Ikorodu and Epe, with affordable serviced production space, embedded power, shared logistics and broadband. Plus, a

Shared Services Programme putting accounting, legal, logistics and digital marketing within reach at subsidised rates.

WORKING WITH OTHERS

Commerce does not stop at the state boundary; and neither does the rulebook.

We will work with the Federal Ministry of Industry, Trade and Investment on industrial policy, under the Nigeria Industrial Revolution Plan.

We will work with the Nigerian Export Promotion Council and the federal trade architecture on the African Continental Free Trade Area. It is the largest trade opportunity in a generation, and Lagos should be leading Nigeria into it.

And we will draw federal co-financing through the Bank of Industry window, the Central Bank of Nigeria intervention facilities, and the multilateral envelope.

OUR COMMITMENT

Commerce is paid for out of the consolidated Lagos Treasury through four windows: Enterprise and

Investment, MSME and Cooperative, Trade and Export, and Industrial Parks. Under the Hamzat Compact, delivery is tested and data published. Every Lagosian deserves an open door to enterprise and a path from the informal to the formal economy.



LAGOS... FORWARD TOGETHER / OPPORTUNITY

THE ENTERPRISE PLEDGES

Table O.1.3 · The Enterprise Pledges

Pledge of Investment (aspiration)

Grow annual investment from about 1 trillion naira toward 5 trillion naira by 2031 through the Invest in Lagos platform and its Deal Book.

Pledge of the Million (aspiration)

Scale formal MSMEs from about 120,000 toward 1 million by 2031, backed by the LASMECO 10-billionnaira finance programme and a formalisation pipeline.

Pledge of the Parks (commitment)

Deliver the 4 industrial parks at Epe, Badagry, Ikorodu and Ojo under the Industrial Policy 2025 to 2030.

Pledge of the Women-Led Floor (commitment)

Guarantee a 50 per cent women-led floor across every commerce programme.

The women-led reservation. At least 50 per cent of the beneficiaries of every state enterprise programme are reserved for women-led businesses, including the LASMECO finance window. The reservation is published and audited rather than asserted, and it is reported jointly with Obirin Eko at I.1.

0.2

FEEDING LAGOS

Growing, moving, storing and securing the food of the megacity

A megacity that cannot feed itself cannot endure. Lagos must grow, store, move and market its food with discipline. We will keep the Lagos plate full, safe and affordable.

- Dr Kadri Obafemi Hamzat, on the food security Promise



LAGOS... FORWARD TOGETHER / OPPORTUNITY

> We will run Ounje Eko as a serious affordability programme, supporting vulnerable households, improving market efficiency and dampening price volatility

WHERE WE ARE

Every day, millions of Lagosians depend on farmers, fishermen, processors, transporters, traders and retailers to put food on the table.

We have begun the work. The Lagos Food Systems Infrastructure Company (LAFSINCO) market-modernisation programme. The Produce-for-Lagos offtake guarantee. The Lagos Bulk Food Company. The Ekolog logistics system. The Lagos Rice Mill, Imota, Ounje Eko interventions and farmer support.

But the arithmetic is against us and we should say so.

Lagos has the smallest land area of any Nigerian state and the largest population. We consume enormous quantities of food and grow very little of it. Food inflation, transport costs, post-harvest losses, climate pressure and supply-chain disruption all land on the household.

What we do have is a vast consumer market, a fast-growing aquaculture sector, real entrepreneurial energy, expanding

processing capacity and a strategic logistics position.

The challenge is not simply to grow more food; is to build a food system.

WHY IT MATTERS

Food security is economic security. Food affordability is household security. Good nutrition is human capital.

No city can achieve sustainable prosperity if families struggle to feed themselves or businesses face persistent food supply disruptions. A resilient food system reduces poverty, creates jobs, supports public health, attracts investment and strengthens social stability.

Feeding Lagos is, therefore, much more than agriculture. It is about creating a complete food ecosystem that connects producers to markets, reduces waste, supports businesses, protects vulnerable households and ensures that every resident has access to safe, nutritious and affordable food.

WHAT WE WILL DO

We will grow what Lagos is actually good at growing, aquaculture, poultry, horticulture and other high-value activity where we hold a genuine advantage. Stronger farmer support, better inputs, mechanisation, and urban agriculture through rooftop farming, hydroponics and community gardens.

We will build the Lagos Food Logistics Network: aggregation centres, storage, cold chain and transport links that cut post-harvest losses and move food from producer to consumer faster and cheaper.

We will process more of it here. Agro-processing clusters, enterprise support and investment promotion, so food businesses scale, employ people and put more locally processed food on the shelf. Epe anchors this, under the

divisional engines above.

We will run Ounje Eko as a serious affordability programme, supporting vulnerable households, improving market efficiency and dampening price volatility, alongside a Lagos Nutrition Initiative for healthy diets, maternal and child nutrition, and nutrition education in schools and communities. This works directly with P.1 and E.3.

We will increase output in the Imota Rice ecosystem and significantly expand food storage capacity.

We will see the shocks coming. A Lagos Food Intelligence System giving real-time monitoring of prices, supply trends and risks, published as a public Food Security Dashboard, so government can act before a shortage becomes a crisis.

WORKING WITH OTHERS

Food crosses half this country before it reaches a Lagos plate.

We will work with the Federal Ministry of Agriculture and Food Security on the wider Nigerian production base, because Lagos will never grow all of what Lagos eats.

We will work with National Agency for Food and Drug Administration and Control (NAFDAC), Standards Organization of Nigeria (SON) and Federal Ministry of Health on food safety and standards.

We will draw federal co-financing from the Bank of Agriculture (BOA) and Nigerian Agricultural Insurance Corporation (NAIC).

OUR COMMITMENT

Food security is financed from the consolidated Lagos Treasury



LAGOS... FORWARD TOGETHER / OPPORTUNITY

through four windows: Logistics Hub and Cold Chain, Markets, Production and Offtake, and Food Safety. The Hamzat Compact for Food will ensure that every Lagosian has access to food that is available, safe and affordable in good times and in crisis.

THE FEEDING LAGOS PLEDGES

Table O.2.3 · The Feeding Lagos Pledges

Pledge of the Plate *(aspiration)*

Raise food self-sufficiency from about 5 per cent through local production, aquaculture and backward integration with the Nigerian agricultural base.

Pledge of the Cold Chain *(commitment)*

Operationalise the 420-hectare Lagos Food Logistics Hub and the cold-chain network to cut post-harvest loss.

Pledge of Supply *(commitment)*

Sustain the Produce-for-Lagos offtake guarantee and the Bulk Food Company, so the Lagos plate stays full and affordable. Increase the number of mid-level fresh food hubs to all the main 20 Local Governments.



LAGOS... FORWARD TOGETHER / OPPORTUNITY

0.3

MARITIME AND THE BLUE ECONOMY

The coast, the lagoon and the ports as a working Blue Economy

Lagos sits at the front of the Nigerian maritime economy, with 180 kilometres of Atlantic frontage, a deep lagoon and inland-waterway system, and the deepest port in West Africa. We will turn the coast and the lagoon into a working Blue Economy.

- Dr Kadri Obafemi Hamzat, on the maritime and Blue Economy Promise



WHERE WE ARE

Lagos has always drawn its strength from water. About 180 kilometres of Atlantic frontage, a deep lagoon, creeks and an extensive inland-waterway system. The Lekki Deep Sea Port, operational since 2023, is the deepest in West Africa. The Badagry port moving through federal, technical and investment processes. LASWA strengthened, ferry infrastructure expanded and the OMI EKO project underway.

Our ports handle a substantial share of all Nigerian trade.

The ferry network reports only about 280,000 passenger journeys - in a city of more than 25 million people, where most of the population lives near water, and where the Development Plan puts the average journey at over an hour.

Our beaches and waterfronts run from Badagry through Lagos Island and Lekki to Epe. They are significant public and economic assets, and they are unevenly developed because access, sanitation, safety and environmental management are not consistent across them.

We are a water state and we will create a network that expands our ferry routes, just as we spent decades building roads because our state has the highest vehicular density of 220 per kilometre as against the national average of 11 to 16 per kilometre.

Our commerce is strong: ports, LASWA, the OMI EKO partnership, marine logistics. Our climate work is substantial. Our waterfront assets are significant. But we have no state maritime manpower pipeline at all, in a city that sits on the busiest sea lane in West Africa. Our fisheries are an established livelihood and an underdeveloped value chain. Our financial sector is the deepest in Nigeria and has almost no blue-specific architecture.

We have the pieces. The task now is to assemble them.

OMI EKO will put

15 Ferry Routes

75 Electric Vessels

140 KM of Water Corridor

75 Terminals



WHY IT MATTERS

Reliable ferries shorten journeys and take pressure off the roads. Efficient ports lower the cost of moving goods, which lowers the cost of everything.

Better fish landing, processing, storage and aquaculture mean

higher incomes, less spoilage and more affordable food.

Clean, safe, accessible beaches mean jobs in tourism, hospitality, recreation, water sports and retail, and for young people, women processors and coastal communities, safer work and better markets.

Coastal planning, sanitation, waste management, water-quality monitoring and erosion protection are the foundation of the Blue Economy.

Roads have networks. Rail has networks. Our waters must also have networks.

OMI EKO will put 15 ferry routes and 75 electric vessels across 140 kilometres of water corridor, serving 25 terminals.

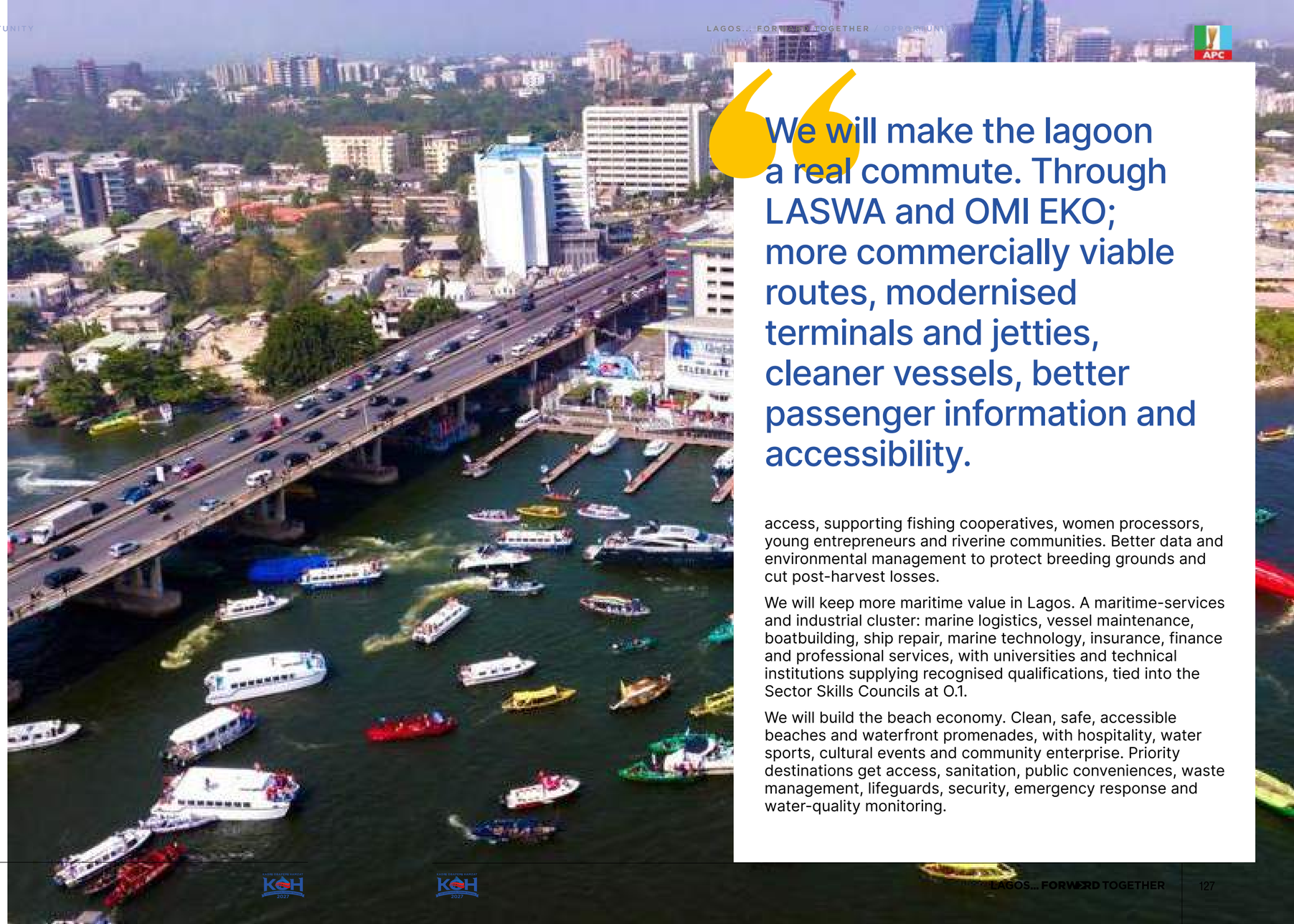
A ferry terminal is not only a place to catch a boat. It is a location where retail, markets, housing, hospitality and enterprise can cluster, in the same way a rail station does. Terminals planned as economic nodes will move passengers and build local economies around them.

WHAT WE WILL DO

We will deepen the port and logistics gateway. Better road, rail, barge and digital connections to Lekki Deep Sea Port. Faster cargo movement. Stronger links to industrial corridors. And credible, dated milestones for Badagry Deep Sea Port, approvals, investment, access infrastructure, construction readiness.

We will make the lagoon a real commute. Through LASWA and OMI EKO; more commercially viable routes, modernised terminals and jetties, cleaner vessels, better passenger information and accessibility. Safety stays central, vessel standards, navigation support, operator training, life-saving equipment, enforcement and coordinated emergency response. This is one system with R.1 and E.2.

We will grow fisheries and aquaculture into a food industry. Better landing sites, processing, storage, cold chain and market



LAGOS... FORWARD TOGETHER / OPPORTUNITY

We will make the lagoon a real commute. Through LASWA and OMI EKO; more commercially viable routes, modernised terminals and jetties, cleaner vessels, better passenger information and accessibility.

access, supporting fishing cooperatives, women processors, young entrepreneurs and riverine communities. Better data and environmental management to protect breeding grounds and cut post-harvest losses.

We will keep more maritime value in Lagos. A maritime-services and industrial cluster: marine logistics, vessel maintenance, boatbuilding, ship repair, marine technology, insurance, finance and professional services, with universities and technical institutions supplying recognised qualifications, tied into the Sector Skills Councils at O.1.

We will build the beach economy. Clean, safe, accessible beaches and waterfront promenades, with hospitality, water sports, cultural events and community enterprise. Priority destinations get access, sanitation, public conveniences, waste management, lifeguards, security, emergency response and water-quality monitoring.

We will treat the water itself as an asset to be managed. Recycling, waste-to-energy and treated water services are revenue as well as sanitation, working with R.4 and O.6.

We will publish a Lagos Blue Economy Framework, and a map to go with it. Not a ferry map. An economic map of Lagos seen through water: the ports, jetties and shipping clusters, the fishing communities and aquaculture, the tourism and waterfront land, the marine industries and logistics corridors, the coastal ecosystems and the vulnerable shorelines.

We will train Lagosians to work at sea, and place them internationally. A Lagos seafarer development pathway, run with the Maritime Academy and the federal regulators: cadet preparation and ratings development, certification, sea-time berths, and international placement. A seafarer trained in Lagos and employed on a foreign vessel sends foreign exchange home every month. This turns maritime training from a cost into an export.

We will plan every OMI EKO terminal as an economic site, not only a transport stop, with waterfront frameworks developed alongside the councils and the communities already trading there.

We will complete the feasibility work on five strategic mini-ports within our first year. Badagry, Ikorodu, Epe, Lekki and Lagos Central. Feasibility means what it says: depth, demand, environmental effect, connectivity and the federal jurisdictional position, settled before a site is confirmed.

And we will measure it. A Lagos Blue Economy Observatory publishing what the water economy is worth: maritime employment, vessel movements, passenger water transport, fisheries output, waterfront land economics and coastal investment.

> “We will build the beach economy. Clean, safe, accessible beaches and waterfront promenades, with hospitality, water sports, cultural events and community enterprise”

OUR COMMITMENT

The maritime economy is paid for out of the consolidated Lagos Treasury at O.6 through four windows: Port and Maritime Infrastructure, Inland Waterway and Ferry, Aquaculture and Fisheries, and Maritime Services. The Hamzat Compact ensures data is published so that every Lagosian benefits from a coast and a lagoon that work as a productive economy.

THE BLUE ECONOMY PLEDGES

Table O.3.3 · The Blue Economy Pledges

Pledge of the Waterways *(commitment)*

Expand the LASWA ferry network and the OMI EKO partnership across the inland waterways.

Pledge of the Seafarer Development Pathway *(commitment)*

Build a Lagos seafarer development pathway with the Maritime Academy and the federal regulators, so that Lagosians are trained, certified, given sea time and placed on international vessels.

Pledge of Value *(aspiration)*

Retain maritime, shipping and marine-services value in the Lagos economy. Deepen the aquaculture and fisheries base along the frontage and lagoon, feeding the state.

0.4

THE LAGOS STAGE AND CULTURE

Heritage, the creative economy and tourism: culture as an engine

Lagos is the cultural capital of Africa. We will protect her heritage, open her artistic ambition to the world, and turn culture into jobs and pride.

- Dr Kadri Obafemi Hamzat, on the cultural, creative and tourism Promise



LAGOS... FORWARD TOGETHER / OPPORTUNITY

WHERE WE ARE

Lagos is the home of Nollywood, the second-largest film industry on earth by volume, roughly 2,500 films a year, behind India. Lagos carries the overwhelming majority of Nigeria's film, music and fashion output. Nationally, film and music alone contributed an estimated ₦1.97 trillion to GDP in 2023.

Our heritage is just as substantial. The Eyo Festival of Isale Eko, first recorded in procession in 1854, returned in December 2025 after 8 years with President Bola Ahmed Tinubu GCFR joining it. The Egungun festivals of Ikeja division. Sangbeto, Igunnuko and the other masquerades. The Gelede tradition, inscribed by UNESCO in 2008 as a Masterpiece of the Oral and Intangible Heritage of Humanity.

Our cultural infrastructure now includes the J. Randle Centre, the Lagos State Cultural Centre, the National Museum at Onikan, and, since October 2025, a fully restored National Theatre at Iganmu, reopened as the Wole Soyinka Centre for Culture and Creative Arts after extensive renovation.

These are rare assets. We will convert them into what they are worth.

Our creative industries remain largely informal, with little access to structured finance. Our festival calendar exists, but not as one coordinated, marketed experience. Our heritage sites, from Lagos Island to Badagry, are under-visited relative to their significance.

WHY IT MATTERS

Culture is not a luxury sector. It is a jobs sector.

For a family, it is a relative earning a living from craft rather than keeping it as a hobby. For young Lagosians, it is often the most accessible route into entrepreneurship. For a small production house or a fashion atelier, it is the difference between an informal side venture and a company that can raise finance and export.



LAGOS... FORWARD TOGETHER / OPPORTUNITY

> We will build one Lagos Cultural Calendar around Eyo, the Badagry Heritage Festival, the Egungun masquerades, the Gelede tradition and the city's wider events,

For communities in Badagry and on Lagos Island, protected heritage is a direct link to their own history.

For women, already leading in fashion, textiles and craft, it is a sector where they need tools, not permission.

Nollywood, Afrobeats and Nigerian fashion carry the name of this city into rooms no government delegation will ever enter.

WHAT WE WILL DO

We will finance culture like the industry it is. A Lagos Creative Economy Window and the supporting financing infrastructure for film, music, fashion and art, so that creative strength converts into formal jobs and export earnings. This connects to the sector lending windows at O.1.

We will build one Lagos Cultural Calendar around Eyo, the Badagry Heritage Festival, the Egungun masquerades, the

LAGOS... FORWARD TOGETHER / OPPORTUNITY



Gelede tradition and the city's wider events, coordinated and marketed as a single annual experience rather than a scatter of dates.

We will protect and renew the heritage itself, across Lagos Island, Badagry and our historic quarters, to the standard now demonstrated at the Wole Soyinka Centre.

We will develop the Lagos Cultural City precinct, connecting Lagos Island, Onikan, Lagos Mainland, Badagry and Lekki into one route a visitor can follow for a week.

We will strengthen the Lagos State Tourism Board to run structured destination marketing and build the visitor experience in every division, with Badagry as the heritage and coastal anchor.

We will pursue formal recognition of Lagos as a Creative City under UNESCO's Creative Cities Network.

WORKING WITH OTHERS

Nigerian culture is already this country's most successful export.

We will work with the Federal Ministry of Arts, Culture and the Creative Economy on the creative economy, under the federal Destination 2030: Nigeria Everywhere plan.

We will work with the Federal Ministry of Tourism and the Nigerian Tourism Development Authority on tourism.

And we will draw federal co-financing through the Creative Industry Financing Initiative and the multilateral envelope.

OUR COMMITMENT

Culture is financed out of the consolidated Lagos Treasury at O.6 across four windows: Creative Economy, Heritage, Tourism,

and Festivals. Through the Hamzat Compact, delivery is tested to ensure every Lagosian enjoys a protected heritage and a creative economy that pays.

THE LAGOS STAGE PLEDGES

Table O.4.3 · The Lagos Stage Pledges

Pledge of the Stage *(commitment)*
Build the Lagos Creative Economy Window and the infrastructure that grows Nollywood, music and fashion into a paying creative economy.
Pledge of Heritage *(commitment)*
Protect the heritage inventory and run a structured Lagos Cultural Calendar around the Eyo and Gelede festivals.
Pledge of Tourism *(commitment)*
Strengthened the Lagos Tourism Board and turn the cultural inheritance into a visitor economy.

0.5

IMO: FUTURE READY LAGOS

The fastest-growing tech ecosystem, digital government, and a producer of technology

The 21st century is the digital century, and Lagos must build the digital infrastructure of the megacity and open the door for the next generation. We will make Lagos the producer, not only the consumer, of technology in Africa.

- Dr Kadri Obafemi Hamzat, on the digital economy and innovation Promise



LAGOS... FORWARD TOGETHER / OPPORTUNITY

WHERE WE ARE

Lagos was ranked first in Dealroom's 2025 "Rising Stars" category for fast-growing technology ecosystems. The start-up ecosystem is valued at around $15.3 billion, an 11.6-fold increase in enterprise value since 2017. More than 2,000 start-ups. 5 unicorns: Interswitch, Flutterwave, Jumia, OPay and Moniepoint.

Our integrated transport payment card is used by more than 6.5 million residents across rail, waterways, buses and taxis. Yaba remains one of Africa's most recognised technology clusters, strengthened by KITE@Yaba and LASRRA and our geographic-information systems give us the foundation of a digital government. Government itself is further along than it looks from outside. Etax, e-procurement, permits and planning all run on digital systems, and about 35 per cent of government activity is now technology-driven. More than 2,700 kilometres of fibre is in the ground and over 450 cameras are live.

An ecosystem is the connections that turn an idea into a company, and a company into an employer.

Startups, research institutions, investors and government initiatives all exist here.

WHY IT MATTERS

For a family, digital government means a permit, a tax or a license handled in minutes rather than days, and services that work the same way in Epe as in Ikoyi.

For young people, it means a real route into one of the world's fastest-growing technology ecosystems, through training, funding and jobs, not encouragement.

For traders and small businesses, it means affordable broadband, digital payments and a government that is simply easier to deal with.

For the unbanked, it means a door into formal financial services.

WHAT WE WILL DO

We will build One Digital Government with every public service integrated into a single architecture, with one citizen identity and one front door across every ministry, department and agency. The citizen-facing half of this is P.4; the institutional half is M.3.

We will move from funding projects to orchestrating an economy. Connecting infrastructure, data, universities and investors to get an industry.

We will make LASRIC a full innovation legal entity. An institution with delivery capacity: matching grants that bring private capital in alongside public money, support for research commercialisation so that work done at LASU and UNILAG reaches a market, structured partnerships between universities, business, investors and government, and published innovation performance outcomes so the agency is measured like everything else in this Promise.

We will make government the first customer. The Lagos First-Buyer Policy will direct 10 per cent of government procurement toward Lagos-developed innovations. A young company that has sold to the Lagos State Government has a reference customer, a revenue line and a reason for an investor to take a second meeting. This creates demand, not just supply.

We will open a regulatory sandbox. A controlled environment in which innovators can test new technology under supervision before full authorisation, so that the time between a working idea and a lawful product is measured in months rather than years. Paired with innovation-friendly tax treatment for private investment in research, development and local technology creation.

Expanding Lagos' Fibre Network

We will take fibre from 2,700 kilometres to 6,800 kilometres, connecting schools, hospitals, innovation hubs and research institutions, with 1 Gbps.



We will pass a Lagos State Innovation Bill, so that the innovation architecture rests on law rather than on the enthusiasm of whoever holds the office.

We will take fibre from 2,700 kilometres to 6,800, connecting schools, hospitals, innovation hubs and research institutions, with 1 Gbps or better for every research and development cluster, and the cost of broadband falling as coverage rises.

We will build university FabLabs, so that a student with a design has somewhere to make it and embed systems and IoT training in our technical and vocational colleges alongside artificial intelligence, robotics, cloud engineering, cyber-security and advanced manufacturing. The future economy belongs to skilled societies, and we intend Lagos to be one.

We will establish a Lagos Patent Bank. Lagos generates a great deal of intellectual property and captures very little of it. A patent bank, working within World Intellectual Property Organization frameworks, will ensure that any work invented here is owned here and we will publish what it holds.

We will treat citizen data as sovereign. A Lagos State Cybersecurity Centre and a data-governance framework that protects citizen data and state systems as a matter of sovereignty, with the privacy and fail-safe protections set out at P.4.

We will train one million young Lagosians over 4 years, through the AI Workforce Transformation Programme and a privately funded youth digital-inclusion programme, working with employers, training providers and the innovation ecosystem. This is the same pipeline as P.2 and the Sector Skills Councils at O.1.

WORKING WITH OTHERS

Lagos builds the technology. Abuja writes much of the law it runs under.

We will work with the World Intellectual Property Organization on the patent architecture, so that Lagos-generated intellectual property is registered and protected to an international standard.

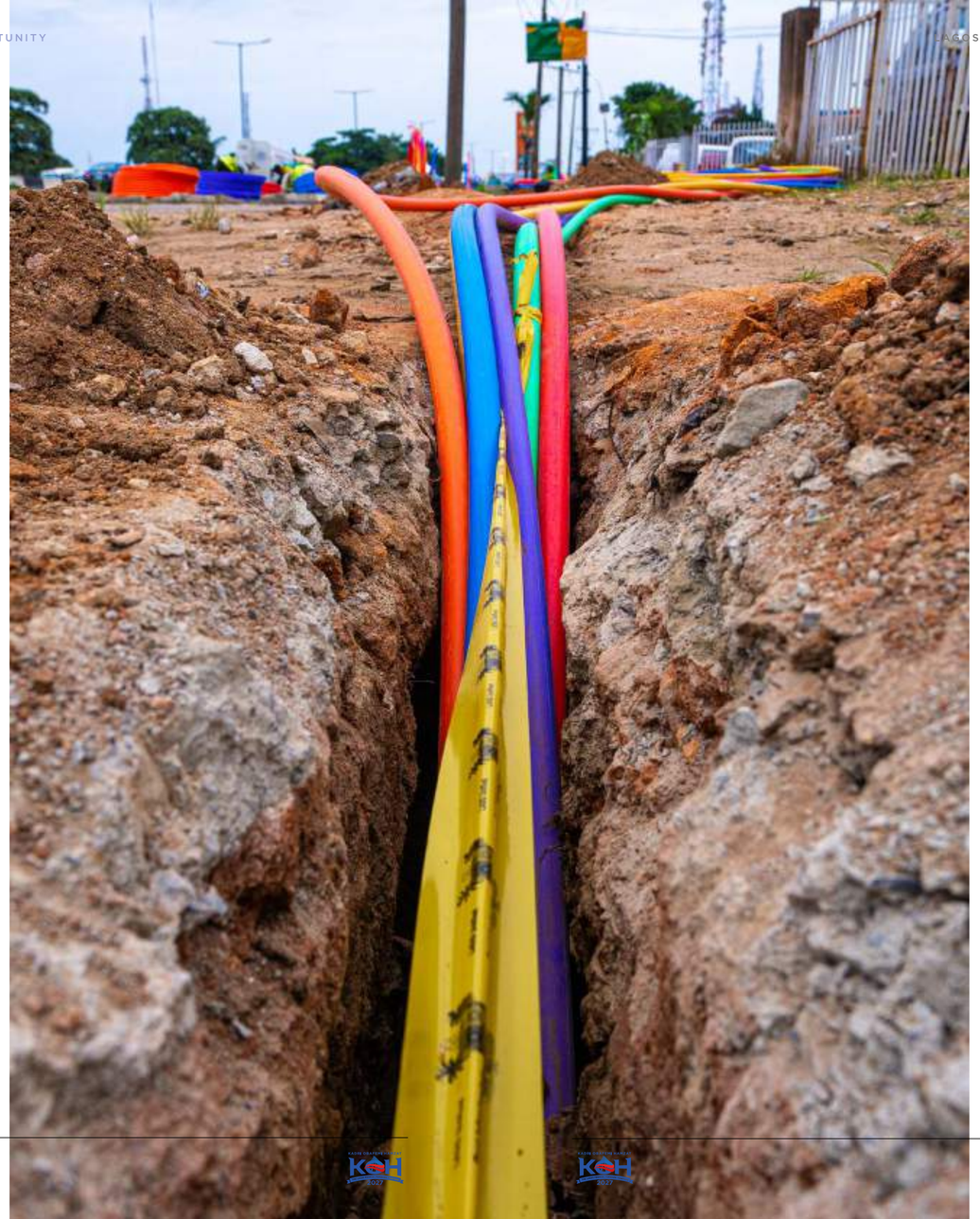
We will work with LASU, UNILAG and the wider university system on research commercialisation, the FabLab network and the industry laboratories that connect a research base to an employer.

We will work with the Nigeria Data Protection Commission and the federal cybercrime architecture on cyber-security and the protection of citizen data.

And we will draw federal co-financing through the federal digital envelope and the multilateral architecture.

OUR COMMITMENT

Digital infrastructure is paid for out of the consolidated Lagos Treasury through Digital Governance, Broadband and Infrastructure, Innovation and Startup, and Cyber-Security. The youth digital programme is built to pay for itself through commercial revenue subsidising educational access. Under the Hamzat Compact, performance is reviewed so that Lagos remains a producer of technology of the future.



FUTURE READY PLEDGES

Table O.5.3 · Future Ready Pledges

Pledge of Training *(commitment)*

Train one million youths in 4 years in different technology, skills, which will be matched with jobs.

Pledge of Connectivity *(commitment)*

Expand statewide fibre and open-access infrastructure and lower broadband costs, connecting schools, hospitals, hubs and underserved communities.

Pledge of the Builder *(aspiration)*

Make Lagos the best place in Africa to build a company, through LASRIC finance and a First-Buyer Government Innovation Policy.

Pledge of Sovereignty *(commitment)*

Stand up the cyber-security centre and the data governance framework, retain public value locally, and make Lagos a producer of technology.

Pledge of the First Buyer (commitment)

Direct 10 per cent of government procurement toward Lagos-developed innovations through the Lagos First-Buyer Policy, so that the state is the first customer of the companies.

Pledge of the Innovation Legal Entity (commitment)

Make Lagos State Science, Research and Innovation Council (LASRIC) a full innovation agency with matching grants, research commercialisation support and published performance outcomes, underpinned by a Lagos State Innovation Bill and a regulatory sandbox.

Pledge of What We Invent (commitment)

Establish a Lagos Patent Bank within the Promise period, working to World Intellectual Property Organization frameworks, so that intellectual property created in Lagos is owned in Lagos.

0.6

THE LAGOS TREASURY

The consolidated fiscal architecture under which every Promise is financed

Every commitment in this Promise is a Naira commitment. We will raise the revenue with discipline, plan the spending with rigour, and manage the debt with restraint.

- Dr Kadri Obafemi Hamzat, on the finance and economic planning Promise



WHERE WE ARE

Not long ago, Lagos could barely fund itself. Before the tax reforms of 2007, this entire state raised under ₦94 billion a year of its own money.

Today we raise about ₦1.87 trillion. Close to 20 times as much. More than sixty kobo in every naira we spend is money Lagos earns.

Our 2025 Budget of Sustainability stands at about ₦3.37 trillion, built on the THEMES+ Agenda and the Development Plan to 2052, most of it self-financed and much of it going to capital projects. We were the first sub-national government in Africa able to raise large sums in the capital markets, year after year, on our own name. In 2025 we issued the largest bond in the history of any Nigerian state, including the country's first sub-national green bond.

This is not a state in trouble. It is a state that has proved it can pay its own way.

But we are still leaving money on the table. They come from collecting what we are already owed, from opening revenue streams that fall on those who can pay, and from bringing partners in as funders.

WHY IT MATTERS

To most Lagosians, the Treasury sounds like something that happens far away in Alausa. It is not.

It is why the road in your area is finished on time or not, the health centre stocked or short, the classroom repaired or not.

For the trader in Balogun paying her levies, the graduate in Ikeja hunting a first job, the family in Ikorodu watching the price of *gari* climb, and the pensioner making ends meet, how government raises and spends money is felt at the end of every month.

When the Treasury is run well, families keep more of what they



> "We will spend with discipline. Every major project passes a cost-and-benefit test before money is released. Budgets planned over several years against the Development Plan to 2052"

earn and trust that their contribution built something they can see. When it is run badly, everyone pays twice.

WHAT WE WILL DO

We will stand on our own revenue, and widen the net rather than deepen the rate. Complete the property and business registry so that high-value, but untaxed wealth is captured, a fairer base than levies on petty traders, and building on the 800,000 plus properties already mapped. Digitise collection end to end through e-Tax, POS, USSD and WhatsApp, so that cash will not leak on the way in. A recent 37% jump in property-tax revenue collection shows what is possible. Paying what you owe should be quicker than avoiding it.

We will plug the leaks at the top. Transparent, competitive procurement, because even modest reductions in inflated contracts free real money for services.

We will build the identity spine that makes clean delivery possible. One verified identity linked to payments, that every

benefit, tax and service runs on, with biometric de-duplication so ghost beneficiaries become impossible. The delivery detail sits at P.4 and M.3; the fiscal case belongs here.

We will build a Project Sponsorship Marketplace. Corporates seeking visibility, development partners, foundations and the Lagos diaspora all want to fund visible projects here. Today, there is no organised, transparent place for them to do it, so willing money goes uncaptured. Every ministry will list the projects it seeks sponsors for, with costs, location, expected impact and sponsorship tiers, connected directly to the responsible agency under binding agreements and full disclosure of funds raised and spent. Recognition is built in. The state keeps control of what gets built and to what standard.

We will spend with discipline. Every major project passes a cost-and-benefit test before money is released. Budgets planned over several years against the Development Plan to 2052. Every budget line tied to a published commitment, so that what is promised is what is delivered.

We will continue the existing approach of borrowing with restraints, only within a safe limit, only against named projects.

We will keep one Treasury. No fund or instrument anywhere in this promise sits outside it. Where this Promise names a dedicated financing line, for water, for housing, for transportation, for the green programme, that is a window inside the Lagos Treasury, not a fund beside it. One board, one audit, one Auditor-General, one public record. Nothing hidden in a side account, and no new institution created to hold money the Treasury can hold itself.

WORKING WITH OTHERS

Lagos raises more of its own money than any state in the federation. It still sits inside a federal fiscal system, and we will continue to work with that system.

We will work with the federal finance institutions - Federal Ministry of Finance, Federal Ministry of Budget and Economic Planning, Central Bank of Nigerian (CBN) and the Revenue Mobilisation Allocation and Fiscal Commission (RMFAC).

We will cooperate on tax reform through the Joint Revenue Board and the National Tax Policy architecture under the Renewed Hope Agenda.

We will use established intergovernmental channels on the Federation Account and the Federal Allocation framework, drawing federal co-financing from the infrastructure and sovereign instrument envelope alongside the multilateral architecture.

Cooperation on the Federation Account and the Federal Allocation framework runs through the established intergovernmental fiscal channels while federal co-financing draws on the federal infrastructure and sovereign-instrument envelope alongside the multilateral architecture.



OUR COMMITMENT

The Lagos Treasury is the consolidated architecture under which every chapter of this Promise is financed. The Hamzat Compact means the data is published, performance is reviewed, and the division Town Halls test delivery. Every Lagosian deserves a treasury that raises revenue fairly, spends it with discipline, borrows with restraint and publishes every naira.

THE TREASURY PLEDGES

Table O.6.3 · The Treasury Pledges

Pledge of Revenue *(commitment)*
Deepen the Internal Revenue Service and grow Internally Generated Revenue by expanding the tax net without increasing taxes to keep Lagos fiscally independent.
Pledge of Restraint *(commitment)*

Issue sovereign instruments only within a sustainable debt-service threshold, with published use of proceeds.

Pledge of One Treasury *(commitment)*

Keep every named instrument inside the consolidated Lagos Treasury, with one audit and one Citizens' Observatory.

Capital discipline; Capital expenditure is tied to the long-term objectives of the Lagos State Development Plan 2022 to 2052, so that each budget cycle is tested against a horizon longer than the administration that writes it.

.





The institutional architecture of delivery.

MACHINERY OF GOVERNMENT

LAGOS... FORWARD TOGETHER / MACHINERY OF GOVERNMENT

M.1 ADEHUN: THE LAGOS COMPACT
M.2 LAGOS JUSTICE
M.3 DIGITAL GOVERNMENT AND THE CITIZEN INTERFACE
M.4 THE HAMZAT COMPACT

M.1

ADEHUN: THE LAGOS COMPACT

The social contract between the state, the local government, the traditional and religious institutions, and the citizens.

Government must be felt at the gate of the citizen, in the local council and the traditional institution as much as in Alausa. We will build a Lagos Compact between the state and the citizen, delivered through the council, the chief and the community.

- Dr Kadri Obafemi Hamzat, on the local government and public service reform Promise



LAGOS... FORWARD TOGETHER / MACHINERY OF GOVERNMENT

WHERE WE ARE

Lagos has the largest grassroots governance network in the federation: 20 constitutional local governments, 37 council development areas, the most extensive sub-national public service in Nigeria, and the Lagos State Council of Obas and Chiefs. The Local Government Administration Law 2025 gives the local tier its legal framework.

It is substantial.

And there is a deeper problem, which I want to state carefully because it is about design rather than about people.

A citizen with a problem that spans 2 ministries has no single door, and no officer whose performance depends on it being solved.

That is what we intend to fix.

WHY IT MATTERS

For a family, this means a local council that answers, and a government presence reachable without crossing the city.

For traders and artisans, it means applications handled on merit and on time.

For communities, it means the traditional institutions, the Oba of Lagos, Akran of Badagry, Oloja of Epe, Ayangburen of Ikorodu, Onigando of Igando and many others working as genuine partners in keeping the peace and settling disputes.

For a young person entering the workforce, it means a public service that hires and promotes on ability.

WHAT WE WILL DO

We will give it real authority.

Every Commissioner, Permanent Secretary and agency head will know their annual performance card with the Governor, carrying outcome targets, as proposed by the PROMISE, which will lead to outcomes citizens can feel.

We will sort every agency into one of 2 roles, so that nobody is measured against the wrong thing. Frontline delivery agencies, transportation, LAMATA, LASTMA, basic and secondary education, environment, LAWMA and others, carry outcome targets directly. Enabling agencies, economic planning and budget, transformation and innovation, science and technology, the Public Service Office, establishments, are measured on whether they made delivery possible.

We will tie every budget line to a published commitment. No line item proceeds without showing which commitment it serves. And we will tighten procurement to cut both delay and pricing fluctuations.

We will reform the public service to reward diligent officers. Recruitment, appraisal and promotion overhauled to recognise performance. The Young Professionals and Leadership Academy programmes will be expanded. A minimum of 40 hours of training a year for every officer because we cannot demand delivery from people we have not equipped for it.

We will bring the traditional and religious institutions in as partners. Deepen cooperative engagement with them across every division, on community safety, dispute resolution, culture and grassroots engagements. Their reach into communities is real.

WORKING WITH OTHERS

Lagos State already operates within the framework of local government financial autonomy, even before the Supreme Court's ruling of 11 July 2024.

We will press the case for our 37 council development areas with the National Assembly Constitution Review Committee. They serve millions of Lagosians every day and still lack federal constitutional recognition.

OUR COMMITMENT

The Compact is financed as a sub-allocation of the consolidated Lagos Treasury at O.6 across multiple windows, including Local Government, Public Service Reform, Traditional Institutions, and Citizen Interface. Every Lagosian deserves a local government and council that works, a public service that performs, and a state that publishes every commitment, audits every naira, and hears every division.

THE LAGOS COMPACT PLEDGES

Table M.1.3 · The Lagos Compact Pledges

Pledge of the Public Service (commitment)
Deliver a merit-based, performance-driven, technology-enabled public-service reform.
Pledge of the Compact (commitment)
Operationalise the 6-node Hamzat Compact across every chapter of this PROMISE.
Pledge of the Council (commitment)
Deepen cooperative engagement with the Lagos State Council of Obas and Chiefs across every division.
Pledge of the Council (commitment)
We will set up the LAGOS STATE ECONOMIC COUNCIL meeting, whereby the Governor and some members of the State Executive Council (EXCO) will regularly meet with Chairmen of the Local Governments and Local Council Development Areas - for synergy and peer review to advance our performance.



M.2

LAGOS JUSTICE

Fair, fast and accessible justice: courts, legal aid, mediation and forensics

The dignity of every Lagosian rests on the dignity of the courtroom, the legal-aid clinic, the mediation table and the police interview suite. We will make Lagos justice fair, fast and within reach of every citizen.

- Dr Kadri Obafemi Hamzat, on the justice and rule of law Promise



WHERE WE ARE

Lagos has built the most ambitious justice reform platform in Nigeria. It did not wait for permission to do it.

The Citizens' Mediation Bureau in 1999. The Office of the Public Defender in 2000, bringing free representation to Lagosians who could never have afforded a lawyer. The Lagos Multi-Door Courthouse in 2002, one of the first alternative dispute resolution centres on the continent. The Justice Reform Summit. The DNA Forensic Centre and a forensic-justice infrastructure that is now a reference point across West Africa.

Most Lagosians meet the law in a Magistrates' Court, and many meet it first at a registry counter, a bail desk or a police station.

Now the part we must not talk around.

The Magistrates' Courts carry the overwhelming share of everyday matters, and their civil jurisdiction still stands at ₦10 million, which has not moved with the value of ordinary disputes. A case that any magistrate is competent to hear is pushed upward into a High Court list that is already too long.

Roughly 70% of Nigeria's correctional population are people awaiting trial. Awaiting. Many of them for offences that should have been resolved months or years ago. Our court caseload continues to outpace our court capacity. And legal aid, pioneering as it is, does not yet reach every community in every division.

A long wait for trial is itself hardship, and reducing it is a matter of basic fairness.

WHY IT MATTERS

When justice works, the market woman in Balogun who loses her goods to fraud can get them back.

The tenant in Surulere who is illegally evicted can fight for her home. The entrepreneur in Alimosho whose contract is broken can enforce it. The widow in Epe whose inheritance is contested can be heard.

When justice fails, it is never the powerful who suffer; It is the person without connections, without resources and without a voice.

It matters to business too. No investor puts money where courts are slow, unpredictable or out of reach, and the World Bank consistently ranks the quality of legal institutions among the most decisive factors in attracting investment.

A Lagos that delivers justice delivers dignity, prosperity and hope in the same act.

WHAT WE WILL DO

We will drive down delay. Operationalize the proposed Administration of Civil Justice Law, modernise court infrastructure and case management, set clear timelines and enforce them. A commercial dispute currently lingers for years: this will stop.

We will raise the civil jurisdiction of the Magistrates' Courts from ₦10 million to ₦50 million. It is the fastest single relief available to the High Court list. It requires no new building and no new judge, and it puts the ordinary commercial dispute in front of a court that can hear it in months rather than years.

We will digitise the administration of justice, with electronic filing, digital case management and technology-enabled court processes, delivered with M. 3.

We will expand the Multi-Door Courthouse across all 5 IBILE divisions. Not every disagreement belongs in a courtroom. A landlord-tenant dispute in Badagry, a commercial disagreement in Ikorodu or a family matter in Epe should be resolvable without the cost and delay of a full trial.

We will widen legal aid until it reaches everyone. The Office of the Public Defender has been a lifeline since 2000, and it does not yet cover the state. We will extend it across every division and strengthen the Citizens' Mediation Bureau, so that

representation is available to every indigent Lagosian rather than every fortunate one.

We will work with the judiciary to attack the awaiting-trial backlog directly, with case audits, diversion for minor matters, and a correctional approach that rehabilitates rather than warehouses.

We will strengthen forensic justice, building on the DNA Forensic Centre, so that outcomes rest on evidence.

We will hold law enforcement to professional standards at every encounter with a citizen

WORKING WITH OTHERS

We will work with the National Judicial Council (NJC) and the federal judicial architecture on judicial reform.

We will work with the Nigerian Correctional Service and the Federal Ministry of Interior on correctional reform, where the awaiting-trial backlog actually sits.

we will draw federal co-financing through the judicial-infrastructure and access-to-justice envelope and the multilateral architecture.

We will prepare Lagos for accountable state policing, so that when the constitutional position changes, Lagos is ready with the oversight, training and accountability architecture already built rather than starting from a standing position.

We will work with the Nigerian Correctional Service on humane and secure custodial facilities, where custody becomes a period in which a person acquires a skill rather than just losing time.

> “We will digitise the administration of justice, with electronic filing, digital case management and technology-enabled court processes”

OUR COMMITMENT

Justice is paid for out of the consolidated Lagos Treasury at O.6 through four windows: Judicial Infrastructure, Access-to-Justice, Correctional, and Forensic Justice. Under the Hamzat Compact, delivery is tested to ensure every Lagosian deserves a court that decides fairly and quickly, legal aid within reach, and law enforcement that acts with integrity.

THE JUSTICE PLEDGES

Table M.2.3 · The Justice Pledges

Pledge of the Nearer Court *(commitment)*
Raise the civil jurisdiction of the Magistrates’ Courts from ₦10 million to ₦50 million, expand the Magistrates’ Court estate across the divisions, and invest in the welfare and resourcing of the magistracy.
Pledge of Legal Access *(commitment)*
Extend legal aid through the Office of the Public Defender and the Citizens’ Mediation Bureau across every division.
Pledge of Forensic Justice *(commitment)*
Deepen the DNA Forensic Centre, the Sexual Assault Referral Centre forensics and the cyber forensic architecture.
On the independence of the Bench. Everything in this chapter concerns the administration of justice, not the exercise of judicial power. The Lagos State Judiciary is a separate arm of government and I commit to the conditions that keep it so.

M.3

DIGITAL GOVERNMENT AND THE CITIZEN INTERFACE

One connected digital government: identity, service delivery, data and the citizen interface

The dignity of every Lagosian is met at the digital service counter, where every Ministry, Department and Agency operates at the digital standard. We will make the Lagos government one connected, digital service for every citizen.

= Dr Kadri Obafemi Hamzat, on the digital government Promise



LAGOS... FORWARD TOGETHER / MACHINERY OF GOVERNMENT

WHERE WE ARE

Every morning, long before sunrise, Lagos is already awake. The woman opening her stall in Tejuosho. The fisherman preparing to cast his net in Epe. The teacher setting out in Alimosho. The developer starting work in Yaba. The artisan unlocking his workshop in Mushin.

Millions of people. Millions of journeys. One city.

Government has moved with it. Digital reform has changed land administration, planning approvals, healthcare, payments and traffic management. LASRRA has registered over 7.2 million residents, one of the largest sub-national resident databases in Nigeria.

But from where the citizen stands, government still looks like a collection of separate processes rather than one service.

Starting a business means dealing with several institutions, each doing something necessary, none of them talking to the others. We ask Lagosians for information we already hold. We ask them twice, and sometimes three times.

That is not a failure of commitment by anyone working in those institutions. It is what happens when a government grows fast in a city growing faster. But it is the citizen who carries the cost of it, in hours and in trips. That should not be in a state that hosts one of the strongest technology ecosystems on the continent.

WHY IT MATTERS

Government is judged by the entrepreneur registering a business. The trader renewing a permit. The commuter on the road.

Lagos holds about 11% of Nigeria's population and generates an estimated 15 to 30% of its GDP. What happens at our service counters has national consequences.

A business owner should spend their time creating jobs, not navigating administration. An investor should meet a

government that is coordinated, predictable and responsive.

This agenda is not really about technology. Technology is the means. The objective is a government that works as one, spending less time asking citizens for what it already knows, and more time solving what it does not.

WHAT WE WILL DO

One Lagos. One identity. We will integrate LASRRA, LASGIS and the other identity platforms into a single secure digital identity pathway, with biometric de-duplication and payment linkage. The citizen-facing commitments, privacy protection, a fail-safe when authentication fails, and a route through for people without smartphones, are set out at P.4 and are not optional.

One government. One service experience.

Smarter government. Better decisions. Data, responsible artificial intelligence and real-time information applied to planning, traffic, environmental protection, emergency response and service delivery.

Justice without delay, through electronic filing and digital case management, delivered with M.2.

A secure digital state. Strengthened cybersecurity, protection of citizen data, and a data-governance framework that treats that data as a public asset held in trust. The Lagos State Cybersecurity Centre at O.5 anchors this.

Every reform here will be judged by one question: does it save citizens time, strengthen public trust and improve life in Lagos?

WORKING WITH OTHERS

One citizen should not need one identity for Lagos and another for Nigeria.

We will work with the National Identity Management



Commission so that the Lagos identity spine and the National Identity Number fit together rather than compete.

we will draw federal co-financing through the digital-government envelope and the multilateral architecture.

OUR COMMITMENT

Digital government is paid for out of the consolidated Lagos Treasury at O.6 through four windows: Integrated Digital Identity, Digital Service Delivery, Data and Analytics, and Cyber-Security. The Hamzat Compact ensures our data is published and performance is reviewed. Every Lagosian deserves a government that works as one connected digital service, an identity they own, and services they can reach.

Hold Lagos digital government to the standard of the leading digital governments, with published delivery dashboards.

THE DIGITAL GOVERNMENT PLEDGE

Table M.3.3 · The Digital Government Pledge

Pledge of the Benchmark (commitment)
Hold Lagos digital government to the standard of the leading digital governments, with published delivery dashboards.



M.4

THE HAMZAT COMPACT

The accountability architecture: published, audited, named, heard

A promise unmeasured is a promise unkept. We will publish every commitment, audit every naira, hear every division, and give every citizen the standing to hold the government to its word.

- Dr Kadri Obafemi Hamzat, on the governance and accountability Promise

WHERE WE ARE

Lagos has built one of the more substantial accountability systems of any state government in Nigeria.

An independent Auditor-General auditing to international standards under our own Audit Law. A House of Assembly with a Public Accounts Committee. A Bureau of Statistics. An Office of Civic Engagement. A resident registration system that knows the city it serves. A published Citizens Budget. And reforms sitting inside the national Open Government Partnership that Nigeria joined in 2016.

That is a strong foundation built over 2 decades, and we will build on it rather than replace it.

But machinery is not the same as trust. A resident who reports a blocked drain and gets no feedback does not care how many oversight bodies exist.

The next step is making promises into something a Lagosian can check.

WHY IT MATTERS

Think of the parent who wants to know whether the classroom block that was promised was ever built. The trader who pays a levy and wonders why. The resident whose complaint disappeared.

A promise is only worth what a citizen can verify.

When people can see and question the work of government, delivery improves, waste is exposed, and confidence grows.

WHAT WE WILL DO

The Compact is one cycle with 6 nodes: promise, publish, review, listen, verify, respond.



- A Service Charter. Every government office will continue the practice of publishing what it does every year.
- A Performance Council. Independent review of our delivery against published targets, every quarter, in the open.
- IBILE Town Halls. A published calendar rotating through Ikeja, Badagry, Ikorodu, Lagos Island and Epe, so that accountability reaches every community and not only the capital.
- Continue the practice of Annual and mid-term audit using Independent external auditors.
- The Citizens' Hamzat Compact Voice. One channel, open 7 days a week, across a portal, an app, messaging and a network of citizen desks. Any Lagosian can raise a complaint and get a response, acknowledged within 24 hours, initial response within 7 days, routine matters resolved within 30 days and complex matters within 90.

WORKING WITH OTHERS

We will continue to work with the public-financial experts to improve on our procurement and public financial management

OUR COMMITMENT

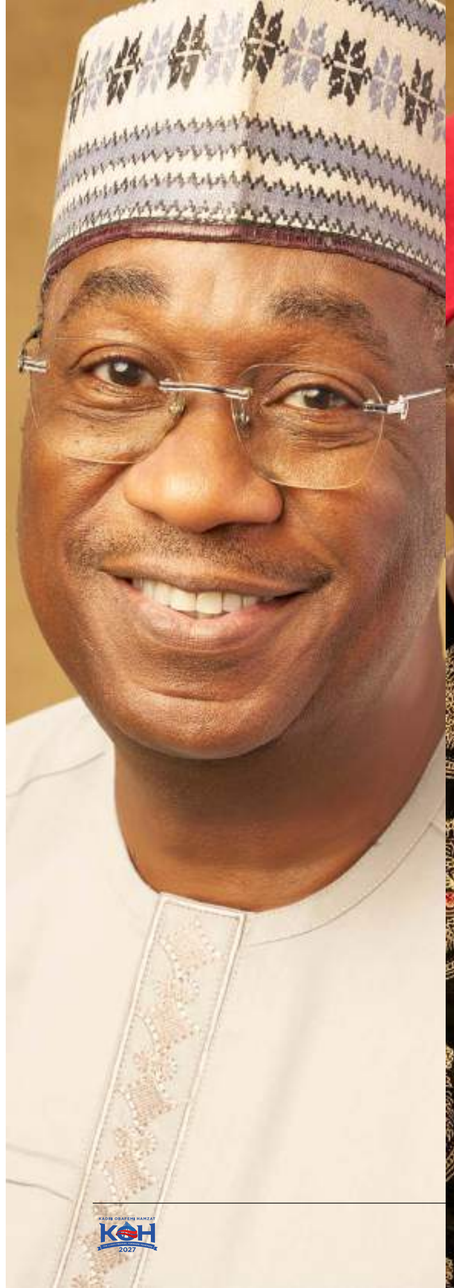
The Hamzat Compact is paid for out of the consolidated Lagos Treasury and the state's appropriation to accountability deepens across the Promise period.

A promise unmeasured is a promise unkept. The Hamzat Compact is the accountability architecture of this entire Promise. Every Lagosian deserves a government that can be measured, questioned and held to its word.



Equity across every
Lagosian and every
IBILE division

INCLUSION



LAGOS... FORWARD TOGETHER / INCLUSION





I.1

OBÌNRIN **ÈKÓ**: WOMEN AND GENDER

Unlocking opportunity and agency for the Lagos woman

"The mother of Lagos is the maker of Lagos. We will protect the dignity of every Lagos woman, keep the door open for the girl-child, and secure her safety, her health and her economic agency."

- Dr Kadri Obafemi Hamzat



WHERE WE ARE

In the informal commercial sector, which includes traders and retail shop owners, women have a highly dominant presence. Despite their high number, female entrepreneurs face a disproportionate funding gap.

WHY IT MATTERS

Inclusive growth is not a social add on; it is an economic strategy. When women have capital, young people have skills, persons with disabilities have access, and older citizens have security and purpose, Lagos gains a larger workforce, stronger families, more resilient communities, deeper innovation and a wider base for shared prosperity.

WHAT WE WILL DO

We will put capital and power in women's hands. Affordable finance through the ring-fenced Women and Youth Enterprise Window at 0.1, with a floor of 50% women-led beneficiaries across every MSME programme.

WORKING WITH OTHERS

We will work with different agencies - local and international - to sustain the dignity of women and others living with varied abilities. We will work with the justice architecture on gender-based violence.

OUR COMMITMENT

Obìnrin Èkó is paid for out of the consolidated Lagos Treasury at O.6.

Four windows carry it: A Domestic and Sexual Violence Response window, a Women's Economic Empowerment window, a Girl-Child window, and a Political Participation window. The Hamzat Compact for Women means the data is published, performance is reviewed, and the Town Halls test delivery. Every Lagos woman deserves safety, health, economic agency and a voice.

WOMEN AND GENDER PLEDGES

Table I.1.3 · Women and Gender Pledges

Pledge of Safety *(commitment)*
Deepen the Domestic and Sexual Violence Agency and the Family Support Units, so every Lagos woman is safe in the home, the workplace, the school and the street.
Pledge of Agency *(commitment)*
Scale women-led enterprise through the 10-billion-naira LASMECO window and the Employment Trust Fund, with a 50 per cent women-led floor at O.1.

I.2

OMO **ÈKÓ**: YOUTH AND SPORT

The youngest megacity: youth, the demographic dividend and sport as development

"A megacity is the stage on which her young people perform. We will keep the door open for the youth, build the field for the athlete, and turn the demographic dividend into jobs, skill and pride."

- Dr Kadri Obafemi Hamzat



WHERE WE ARE

Lagos is the youngest major megacity on the African continent. More than three quarters of Lagosians are under 35, and the median age is under 20. We have built tangible structures for them, including the Employment Trust Fund, the Graduate Internship Placement Programme, and KeepFit Lagos. But our stadia and sports infrastructure have not kept pace with the talent and, too many young people finish school with no path into employment.

WHY IT MATTERS

A demographic dividend is not automatic. It is what happens when a young population is educated, employed and healthy at the same time. Lagos has perhaps twenty years to convert the youngest population on the continent into the most productive one. This is where sport stops being recreation and becomes policy.

WHAT WE WILL DO

We will put a huge number of young Lagosians into work and training over four years, through the Graduate Internship Placement Programme, the Employment Trust Fund and the enterprise pipeline at O.1. We will rebuild the stadiums and put a field in reach of every neighbourhood, running grassroots competition from the ward upward. We will open real routes

LAGOS... FORWARD TOGETHER / INCLUSION



I.3

IYÌ **ÈKÓ** & **ÀGBÀ ÈKÓ**: DIGNITY, UNIVERSAL ACCESS, AND ELDERS

Disability rights, universal design and the dignity of ageing in Lagos

"Lagos belongs to every Lagosian. We will build a city where every door opens, every platform is reachable, every service is available, and every public asset is built to a universal-access standard."

Dr Kadri Obafemi Hamzat



LAGOS... FORWARD TOGETHER / INCLUSION

WHERE WE ARE

Lagos has the law, including the Lagos State Special Peoples Law of 2011, and the Lagos State Office for Disability Affairs (LASODA). What Lagos does not yet have is a city built to match. Most public buildings were designed before accessibility was a requirement and have not been retrofitted. Concurrently, Lagos is quietly a city with a growing number of older people who built it, and they must be allowed to age in dignity.

WHY IT MATTERS

A city that an aged person cannot move through is a city that has excluded him or her. Access is not a courtesy; it is the difference between a citizen who can work, study, worship, trade and vote, and one who cannot. Designing for the person with the greatest need produces a city that works better for everyone.

WHAT WE WILL DO

We will build universal design into every public asset and into the transport system, working with R.1 and E.2, so that new construction is accessible by default. We will deliver universal access across education, health and employment. For our elders (Àgbà Èkó), we will deliver healthy ageing programmes, preventive healthcare through P.1, and community centres. Pension and welfare administration will be held to the same published response clock as every other citizen service at P.4.

WORKING WITH OTHERS

We will work with the National Commission for Persons with Disabilities, hold to the international standard of the UN Convention on the Rights of Persons with Disabilities, and draw federal cofinancing.

> We will build universal design into every public asset and into the transport system, working with R.1 and E.2, so that new construction is accessible by default.



OUR COMMITMENT

Paid for out of the consolidated Lagos Treasury Four through an Institutional and Legislative window for LSODA, a Universal Design and Accessibility window, an Independent Living window, and a Para Sports window. The Hamzat Compact for Dignity means the data is published and performance is reviewed. Every Lagosian deserves an open door, a reachable platform, and an available service.

DIGNITY, UNIVERSAL ACCESS, AND ELDERS PLEDGES

Table I.3.3 · Dignity, Universal Access, and Elders Pledges

Pledge of Rights (commitment)

Strengthen the Lagos State Office for Disability Affairs and the disability-rights legislative pipeline.

Pledge of Universal Design (commitment)

Build universal design into every public asset and the transport system.

Pledge of the Elder (commitment)

Deliver healthy ageing programmes and ensure the delivery of pension and welfare services.

1.4

THE PROTECTION OF EVERY LAGOS CHILD

Child protection, safeguarding and the family welfare system

"We will give the protection of children a single owner, a single front door and a standard the state can be held to."

Dr Kadri Obafemi Hamzat



LAGOS... FORWARD TOGETHER / INCLUSION

WHO THIS CHAPTER PROTECTS

A child, in this chapter and in Lagos law, is any person under the age of 18. A 16-year-old trading in a market, a 17-year-old in an apprenticeship and a 15-year-old who has left school are children in law, and the protection in this chapter reach every one of them.

WHERE WE ARE

Lagos led Nigeria on this with the Child's Rights Law of 2007, turning child welfare from charity into a statutory obligation. However, child protection functions are currently split across the Ministry of Youth and Social Development, the Domestic and Sexual Violence Agency, the Ministry of Women Affairs and the Police. The result is a system that arrives after the crisis rather than before it, asking a frightened child to tell the same story to four different offices.

WHY IT MATTERS

When a responsibility belongs to everyone, it belongs to no one. Every handoff is a delay, and every retelling is the child injured again by the process meant to protect them.

WHAT WE WILL DO

We will establish a dedicated legal entity with a named executive accountable for the protection of every child in Lagos. A statutory body with a protected budget line, backed by law, and a person who answers when a child is failed. We will put that entity to work through a co-located hub with a single

24-hour child protection intake and one secure, role-based case record. We will deploy a standardised early help framework,

mandate annual compliance audits of children's care institutions and schools and hold family courts to a statutory time limit.

WORKING WITH OTHERS

We will work with the Nigeria Police Force on the Family and Gender Desk, and with the Federal Ministry of Women Affairs and National Agency for the Prohibition of Trafficking in Persons (NAPTIP) on children moved illegally across borders. Every data-sharing arrangement will comply with the Nigeria Data Protection Act 2023.

OUR COMMITMENT

Paid for out of the consolidated Lagos Treasury at O.6 across three windows: An Institutional and Statutory window, a Case Management and Digital window, and an Early Help and Family Support window. Every child in Lagos is somebody's named responsibility.

THE CHILD PROTECTION PLEDGES

Table I.4.3 · The Child Protection Pledges

Pledge of the Named Owner (commitment)
Establish a dedicated legal entity with a named executive accountable for the protection of every child in Lagos.
Pledge of the Single Front Door (commitment)
Stand up a co-located multi-agency safeguarding hub with one 24-hour intake and joint assessment within 48 hours.
Pledge of the Safe Institution (commitment)
Audit every child's care institution and school annually, and require criminal background checks.

1.5

THE INCLUSIVE INFORMAL ECONOMY

The traders, artisans and cooperatives who carry Lagos

"The trader who opens before dawn and closes after dark is not outside the Lagos economy. She is the Lagos economy. We will build a state that can see her, serve her and count her."

- Dr Kadri Obafemi Hamzat



WHERE WE ARE

Millions of Lagosians earn their living outside the formal economy. Micro and small enterprises are 84% of employment, and Lagos holds the country's largest concentration of them. What they lack is not enterprise. It is finance they can afford, markets that work, and a regulatory environment that does not punish them for being small.

WHY IT MATTERS

Most Lagosians do not work for an employer with a payroll. They trade, they make things, they drive, they repair, they cook. That economy carries the city. Formalising it is not about collecting more; it is about the trader being able to borrow, insure, sue, and be counted.

WHAT WE WILL DO

We will make formalising an advantage rather than a penalty, through the Business Formalisation Incentive and the One-Stop SME Compliance Hubs. We will confront the levies that fall hardest on petty traders and micro-enterprises through a local government audit. We will modernise the markets (infrastructure, sanitation, safety, storage) working with market associations. We will connect small enterprises to real demand through the SME Procurement Quota, and certify the skills people already have through the Lagos Skills Passport at P.2.

WORKING WITH OTHERS

Lagos will work with the Corporate Affairs Commission, the Federal Inland Revenue Service, and the Central Bank of Nigeria to make one registration route serve all three.

OUR COMMITMENT

Financed as a sub-allocation of the consolidated Lagos Treasury at O.6, drawing on the enterprise finance architecture at O.1. The levy audit is revenue-positive over the term. The Hamzat Compact ensures delivery is tested.

THE INFORMAL ECONOMY PLEDGES

Table I.5.3 · The Informal Economy Pledges

Pledge of Formalisation *(commitment)*

Make formalizing an advantage through the Business Formalization Incentive and a one-stop registration route.

Pledge of the Fair Levy *(commitment)*

Confront the levies that fall hardest on petty traders and micro-enterprises.

Pledge of the Modern Market *(commitment)*

Modernize market infrastructure, sanitation and safety.

I.6

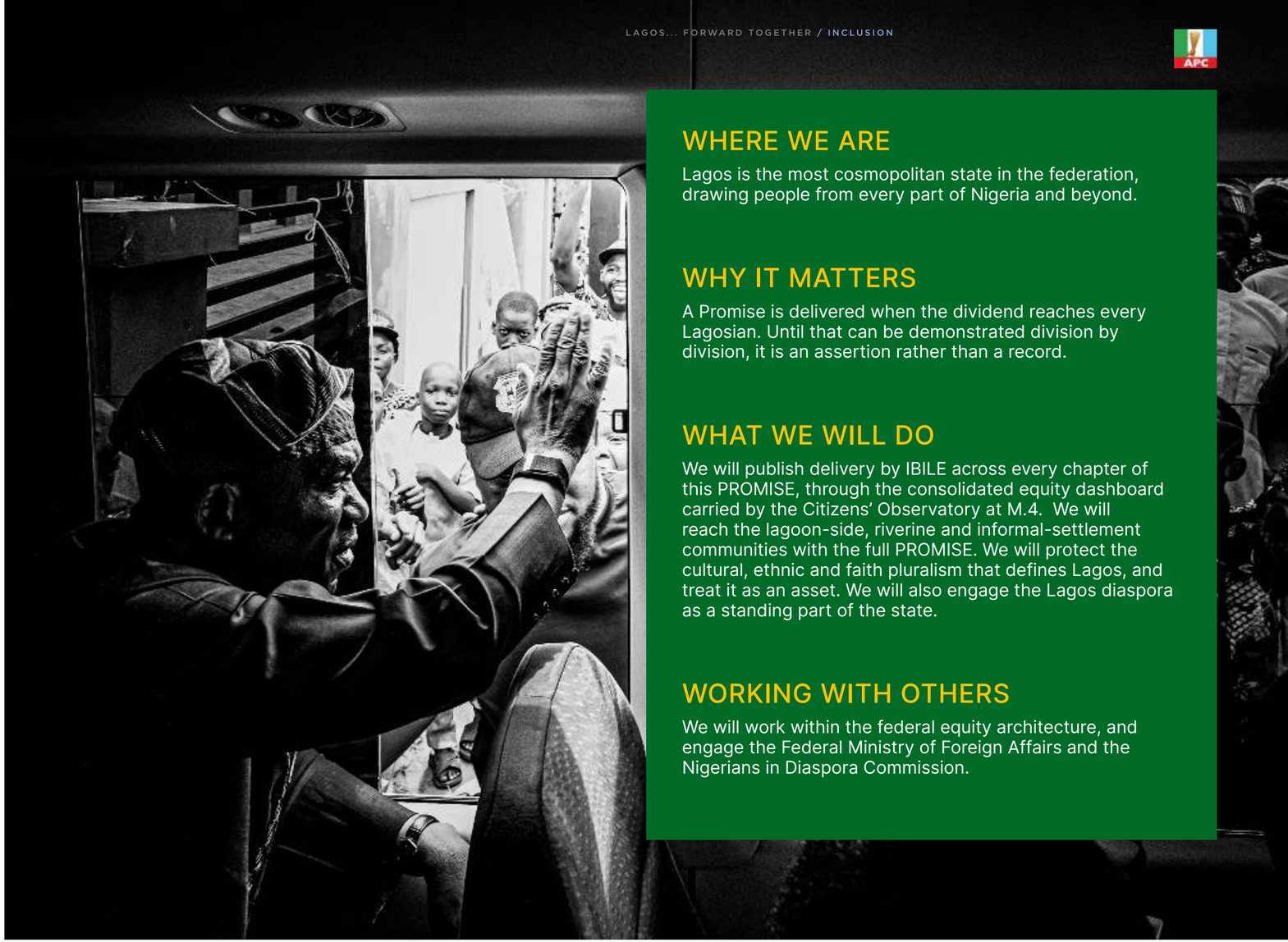
ONE LAGOS

The consolidated equity weave: no invisible Lagosian

"A Promise is delivered when the dividend reaches every Lagosian, in every IBILE division, of every gender, ability, language, faith and circumstance. We will build one Lagos in which no Lagosian is invisible."

Dr Kadri Obafemi Hamzat

LAGOS... FORWARD TOGETHER / INCLUSION



WHERE WE ARE

Lagos is the most cosmopolitan state in the federation, drawing people from every part of Nigeria and beyond.

WHY IT MATTERS

A Promise is delivered when the dividend reaches every Lagosian. Until that can be demonstrated division by division, it is an assertion rather than a record.

WHAT WE WILL DO

We will publish delivery by IBILE across every chapter of this PROMISE, through the consolidated equity dashboard carried by the Citizens' Observatory at M.4. We will reach the lagoon-side, riverine and informal-settlement communities with the full PROMISE. We will protect the cultural, ethnic and faith pluralism that defines Lagos, and treat it as an asset. We will also engage the Lagos diaspora as a standing part of the state.

WORKING WITH OTHERS

We will work within the federal equity architecture, and engage the Federal Ministry of Foreign Affairs and the Nigerians in Diaspora Commission.

THE ONE LAGOS PLEDGES

Table I.6.3 • The One Lagos Pledges

Pledge of Pluralism (aspiration)

Protect the cultural, ethnic and faith pluralism that defines Lagos.

Pledge of the Margin (commitment)

Reach the lagoon-side, riverine and informal-settlement communities with the full PROMISE.

Pledge of the Diaspora (commitment)

Engage the Lagos diaspora as a state asset.





SECURITY & RESILIENCE

The safe, resilient and smart megacity.

LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE

S.1 THE SAFETY OF LAGOS
S.2 RESILIENT LAGOS
S.3 DISASTER PREPAREDNESS
S.4 SMART LAGOS

S.1

THE SAFETY OF LAGOS

Freedom from fear: a Police-led, intelligence-driven, community-anchored safety architecture

The first responsibility of a government is to ensure that her citizens can go about their daily activities without any fear. We will make Lagos safe by deploying all means endorsed by the constitution.

- Dr Kadri Obafemi Hamzat, on the safety Promise



LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE

WHERE WE ARE

Lagos has the most sophisticated sub-national security architecture in Nigeria.

The Lagos State Security Trust Fund, founded in 2007, is the continent's leading model for public private partnership in policing support, raising about ₦1.85 billion and delivering 228 operational vehicles, drones, and other security gadgets to security agencies across 2024 and 2025, with an audited annual report presented publicly at the Annual Town Hall on Security. The Neighbourhood Safety Agency, established in 2016, has a grassroots presence in every local government and council development area. The Lagos State Security Policy holds it together as one framework.

I know this architecture from the inside. As Commissioner for Science and Technology, I built most of the digital infrastructure it runs on, the Geographic Information System, the Forensic Laboratory architecture and LASRRA.

Which is why I will be direct about the gaps.

Lagos has roughly one police officer for every 1,410 residents, about 17,000 personnel for close to 24 million people. CCTV coverage is strong along commercial corridors and thin in residential, riverine and peri-urban communities. Cybercrime is now the fastest-growing criminal economy globally, and transnational organised crime increasingly plans on using Lagos as an operational hub. Artificial intelligence has created crime-as-a-service models that did not exist 5 years ago. Hence, we will be ready to confront these threats frontally.

WHY IT MATTERS

When a woman in Isale Eko is afraid to walk to the market after dark, commerce suffers.

When a family in Ikorodu will not report a crime because they do not trust the complaint pathway, impunity grows.



When a young man is recruited into a cult because nothing else was offered to him, a life is lost and a community is damaged.

When an investor looks at our security environment and hesitates, jobs are never created.

A demoralised, underpaid, underequipped officer cannot deliver the safety a citizen deserves. The officer's welfare is not a staffing matter. It is a public safety matter.

WHAT WE WILL DO

We will extend coverage to where people actually live. CCTV and streetlighting into residential, riverine and peri-urban communities, not only commercial corridors, powered under R.2, because a camera without electricity is a decoration.

We will build the capability the new crime landscape demands, cybercrime, financial crime and organised crime, through the State Intelligence Fusion Centre as the operational nerve centre.

We will continue encourage cooperation among security agencies. The Joint Operations Command Structure, chaired by the Commissioner of Police, with mandatory quarterly joint training, coordinated command protocols and published after-action reports.

We will invest in the officer. Salary supplements reviewed against the cost of living and operational tempo. Better accommodation. Ilera Eko health insurance extended to every officer and their dependants. Mental health and trauma support. And a new generation recruited, trained and retained through the Lagos State Police Cadet Programme.

We will rebuild trust deliberately. A complaint pathway that citizens actually use because it works, with complaints against safety personnel reviewed independently of the agency concerned, as committed at P.3. A published Service Charter for every agency in the safety architecture. An annual public survey of citizen confidence. And the Lagos Safety Performance Council as independent oversight, reporting quarterly through

the Hamzat Compact Observatory.

On State Police, our position is principled and pragmatic. We will continue to support the planned constitutional change that will make it happen.

WORKING WITH OTHERS

Policing is a federal function. Safety in Lagos is our responsibility, all the same.

We will work with the Nigeria Police Force and the federal security architecture as the Security Trust Fund has done since 2007.

We will engage the constitutional debate on state policing through the National Assembly Constitution Review Committee, and we will be judged on the safety we deliver under the constitution as it stands.

And we will draw federal co-financing through the federal security envelope and the Security Trust Fund partnership.

OUR COMMITMENT

The first promise of a government is that her citizens can move around freely. The Hamzat Compact for Safety means the data is published, performance is reviewed and the division Town Halls test delivery. Every Lagosian, in every division, deserves to be safe and to feel safe, by day and by night.

THE SAFETY PLEDGES

Table S.1.3 · The Safety Pledges

Pledge of Community Safety *(commitment)*

Deepen the Neighbourhood Safety Agency and treat the citizen as a co-architect of safety.

Pledge of Smart Policing *(commitment)*

Deploy CCTV, drones, the central command and the predictive-policing architecture as a force multiplier.

Pledge of the Officer *(commitment)*

Deepen officer welfare, accommodation, training and the Future Officer of the Law across the security and emergency services.

There must be zero tolerance for intimidation, obstruction, vehicle damage, or verbal abuse by individuals who currently make certain parts of the state uncomfortable for residents.

S.2

RESILIENT LAGOS

The climate-resilient coastal megacity: adaptation, coastal defence and net zero

We will defend the coast, adapt the city to a changing climate, and protect the Lagosian whose home floods every rainy season.

- Dr Kadri Obafemi Hamzat, on the resilience Promise

WHERE WE ARE

Every Lagosian knows the feeling when the rains begin. Families living near the lagoon or coastline watch rising water with concern. Commuters worry about flooded roads, which they hope will remain passable. For many, resilience is not an abstract idea; it is part of everyday life.

Yet, resilience has always defined Lagos.



Ours is a city that refuses to stand and watch. Since the time of President Bola Ahmed Tinubu, GCFR as Governor of Lagos State, we have reclaimed land from the Atlantic, built one of Africa's largest economies (*World Bank – Lagos Diagnostic Study and Pathway for Transformation (2023)*) and continued to grow because every generation has chosen to prepare for tomorrow rather than settle for today.

That same spirit has guided government. Successive administrations have strengthened drainage infrastructure, emergency response, environmental management, building safety and coastal protection. Through institutions, such as Lagos State Emergency Management Agency (LASEMA), Lagos State Environmental Protection Agency (LASEPA), Lagos State Waste Management Agency (LAWMA), Lagos State Building Control (LASBCA) and the Ministry of the Environment and Water Resources, Lagos has steadily built the foundations of a more resilient city. The work has already begun. In 2024, Dr. Hamzat (on behalf of the Lagos State Governor) unveiled the Lagos Climate Adaptation and Resilience Plan (LCARP), complementing the Lagos Climate Action Plan and setting out a clear pathway for adapting to rising sea levels, heavier rainfall and extreme heat. Together, they recognise a simple truth: resilience is no longer an environmental ambition; it is essential to our economy, our communities and our future.

But every generation inherits new responsibilities.

As climate change accelerates and our population continues to grow, the risks to our homes, businesses and infrastructure become greater.

These are not challenges unique to Lagos. They are the realities of leading one of the world's fastest-growing cities.

Our task is therefore not simply to respond when disaster strikes. It is to prepare before it does. To build a Lagos that protects its people, defends its coastline and remains strong in the face of a changing climate.

> We will run environmental health as one system. The Lagos One Health Initiative will link LAWMA, Health, Environment, transport infrastructure units, LASPARK and local governments into a real-time Environmental Health Risk Mapping System

WHY IT MATTERS

Every flood prevented protects a business from disruption. Every kilometre of coast defended safeguards homes, jobs and infrastructure. Lagos has always planned ahead. That is why our State has continued to grow, adapt and lead, even as new challenges emerge.

Today, those challenges are changing. Climate change is bringing heavier rainfall, rising sea levels and more extreme weather. As our population continues to grow, so too does the need to protect our homes, businesses, infrastructure and environment. That is why resilience matters.

Our task is, therefore, clear; we must build on the strong

foundations already laid by investing in safer communities, stronger infrastructure, cleaner neighbourhoods and better environmental management.

Our approach to resilience is guided by a continuous cycle of action.

We will map our risks, forecast emerging threats, mitigate vulnerabilities, protect our people and critical infrastructure, respond rapidly when emergencies occur, recover stronger than before and continuously learn from every experience. This resilience cycle will guide planning, investment and decision-making across government, ensuring that resilience is not treated as a standalone environmental programme but as a whole-of-government commitment embedded in the way Lagos plans.

Prevention is simply cheaper than response. Waiting is the expensive option.

WHAT WE WILL DO

We will guarantee climate services, and publish the standard. The Lagos Climate Service Guarantee will set out, in public, what response residents should expect and when, flood emergency response times, drainage maintenance schedules, waste evacuation timelines, removal of illegal dumps blocking drainage, erosion response and urban greening. Lagos will be the first city in Africa to guarantee climate-related service delivery that residents can measure.

We will target by risk, not by complaint. Under the Red Zone Community Programme, every community will be graded Green, Yellow or Red on flood history, drainage condition, waste accumulation, population pressure, coastal exposure and heat vulnerability. Red Zones receive priority intervention, accelerated funding and monthly inspection automatically. Every local government receives an annual Climate Service Delivery Score, verified by an Independent Climate Service Audit that asks the only questions that matter: did flooding

reduce, does the drainage work, are residents satisfied?

We will run environmental health as one system. The Lagos One Health Initiative will link LAWMA, Health, Environment, transport infrastructure units, LASPARK and local governments into a real-time Environmental Health Risk Mapping System, identifying sanitation hotspots, predicting outbreak risk, and strengthening early warning for cholera, malaria spikes and flood-linked disease clusters. Waste accumulation and blocked drainage become public-health surveillance indicators, not merely environmental infractions. This is one programme with P.1 and R.4.

We will defend the coast. Continued shoreline protection, including the Great Wall of Lagos at Eko Atlantic, with accelerated erosion control and flood resilience at Alpha Beach, Okun Ajah, Ibeshe and other high-risk locations.

We will make communities accountable partners and rank them publicly. A monthly environmental cleanliness ranking for Community Development Associations and local governments, published across media, with structured environmental education in schools, religious centres, markets and transport hubs. There will be digital reporting of illegal dumping, and targeted support for communities that need help improving rather than only sanctions for those that fail.

We will keep Lagos on the path to net zero, through the Climate Action Plan, expanded access to climate finance, cleaner transport and energy, more green space and the circular economy at R. 4.

WORKING WITH OTHERS

The sea does not recognise a state boundary.

We will work with the Federal Ministry of Environment and the National Council on Climate Change on climate policy.

We will work with the Federal Ministry of Marine and Blue Economy on the coast, the marine environment and the water

architecture.

And we will draw federal and climate finance through the Nigeria Sovereign Green Bond programme, the Nigeria Energy Transition Plan and the multilateral envelope.

OUR COMMITMENT

Resilience is paid for out of the consolidated Lagos Treasury through a dedicated Lagos Green Window, supported by the sub-national Lagos Green Bond. The Hamzat Compact ensures delivery is tested at Town Halls. Every Lagosian deserves a coast that is defended, a home that stays dry, and a city that adapts to the climate of the century.

THE RESILIENCE PLEDGES

Table S.2.3 · The Resilience Pledges

Pledge of the Coast *(commitment)*

Deliver coastal defense and flood resilience along the 180 km frontage, protecting the lagoon-side and low-lying communities.

Pledge of Clean Air *(aspiration)*

Improve air quality, expand green space, and plant trees aggressively across every division.



LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE

S.3

DISASTER PREPAREDNESS AND EMERGENCY RESPONSE

Multi-hazard preparedness, response and recovery: ready for the moment

We will build a Lagos that is ready for the storm surge, the building collapse, the chemical incident and the public-health emergency, before they arrive.

- Dr Kadri Obafemi Hamzat, on the preparedness Promise



LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE

WHERE WE ARE

Lagos does not wait for permission to lead. In the face of flood, fire, building collapse, pandemic and industrial accident, Lagos State has built something remarkable: the most advanced sub-national emergency-management architecture on the African continent. That is not rhetoric. That is fact. And it is a foundation we honour, protect and build upon.

Today, the Lagos State Emergency Response Agency (LASEMA) operates round the clock as a multi hazard response force. The Fire and Rescue Service moves when there are emergencies in our markets and homes. The Ambulance Service carries our injured.

During the COVID-19 pandemic, when Lagos became the epicentre of the national outbreak, it was our emergency architecture - our people, our protocols, our resolve - that led Nigeria's response.

We have also faced real losses, and we should name them.

We inherited a city that has faced real loss. The 2021 Gerald Road building collapse in Ikoyi took 45 lives *(source: Coroner's Inquest Report on the Collapse of 21-Storey Building at Gerrard Road, Ikoyi, Lagos, 2022; NEMA Annual Report 2021)*. Time and time again, fire incidents have occurred in

Balogun Market, Idumota, Tejuosho, Mile 12, Oyingbo and Mushin, wiping out livelihoods in hours. The Lagos Climate Adaptation and Resilience Plan (launched in 2024) projects coastal flooding of up to four metres along our approximately 180 kilometres of Atlantic frontage *(source: Lagos State Government, Lagos Climate Adaptation and Resilience Plan, 2024, Chapter 3: Coastal Flood Risk Assessment)*. According to the World Bank, Lagos loses two to three per cent of GDP annually to flood-related damage *(source: World Bank, Lagos State Development Policy Report: Investing in Resilient Infrastructure, 2023)*.

These are not distant statistics. They are our neighbor's shop; our children's school route; our parents' market stalls.



WHY IT MATTERS

In a city of about 25 million people *(source: Lagos Bureau of Statistics)* - growing every single day - disaster preparedness is not a luxury. It is the difference between life and death; between a market rebuilt in weeks and one abandoned for years; between a child who makes it home from school and a family shattered by tragedy.

Consider this; the United Nations Office for Disaster Risk Reduction tells us that for every one dollar invested in disaster preparedness, seven dollars are saved in response and recovery (*source: UNDRR, Global Assessment Report on Disaster Risk Reduction, 2022; see also UNDRR Cost-Benefit Analysis of Disaster Risk Reduction, 2015)*. That is not charity. That is wisdom. That is good governance. That is money that stays in the pockets of ordinary Lagosians, their businesses and communities.

When the rains fall heavy in Ikorodu and the water rises, it is the pregnant woman trapped in her home who pays the price of unpreparedness. When fire breaks out in Balogun market at dawn, it is the trader who staked everything on his or her next consignment who bears the cost. When a building crumbles in Lagos Island, it is the young apprentice, the office worker, the family visiting for a celebration who never come home.

This matters because Lagos cannot become a world-class city, if it remains at the mercy of preventable disasters. It matters because every life lost to a hazard we could have anticipated is a life we failed. And failure is not the Lagos way.

WHAT WE WILL DO

We will strengthen the first responders, LASEMA, Fire and Rescue, and the Ambulance Service, with equipment, training and more stations.

We will build early warning that reaches the household, working with the Nigeria Hydrological Services Agency and the Nigerian

Meteorological Agency, and delivered through the channels people actually use.

We will root readiness in the community. Trained community responders in every division, drill programmes in schools, markets and transport hubs, and clear evacuation and shelter arrangements in flood-prone and coastal areas.

We will make buildings safer before they fall. Strengthened LASBCA enforcement, structural audits of high-risk buildings, and consequences for developers who ignore them. The Ikoyi inquest told us what went wrong. We will act on it.

We will protect the markets, with fire suppression infrastructure, access routes, electrical safety audits and rebuilding support, because a market fire in Lagos destroys thousands of livelihoods.

We will plan recovery before a disaster, not after it, with pre-agreed protocols so that support reaches affected households and traders in days rather than months.

OUR COMMITMENT

Preparedness is paid for out of the consolidated Lagos Treasury through LASEMA/Multi-Hazard,

Fire and Rescue, Ambulance and Emergency Medical, and Community Resilience. The Hamzat Compact will ensure that our performance is reviewed. Every Lagosian deserves a state ready for any disaster, with a first responder who can reach them in time.



LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE

THE PREPAREDNESS PLEDGES

Table S.3.3 • The Preparedness Pledges

Pledge of Readinesscommitment)

Enhance LASEMA and the Emergency Operations Centre as the 24/7 coordinating spine across all 9 hazard categories.

Namely;

- Road Accident
- Truck and tanker incident
- Fire
- Medical emergencies
- Building Collapse
- Explosion
- Flood
- Electric poles
- Public complaints

Pledge of the First Responder/commitment)

Strengthen the Fire and Rescue Service and the Ambulance Service, with pre-hospital emergency medicine from P.1.

Pledge of Early Warning (commitment)

Build the multi-hazard early-warning, risk-mapping and hazard-register architecture.

Pledge of the Community(commitment)

Deliver community preparedness and drills through the Lagos Emergency Preparedness Window.

S.4

SMART LAGOS

The intelligent megacity: one command centre, sensors at scale, and a city that runs in real time

The intelligent megacity is more than sensors and screens. It is the city in which the data of safety, mobility, energy, health and citizenship is consolidated under one command, and turned into faster, fairer decisions.

- Dr Kadri Obafemi Hamzat, on the smart city Promise.



WHERE WE ARE

Lagos is Africa's economic capital and one of the world's fastest-growing megacities. Home to more than twenty million people and serving as Nigeria's commercial, financial and innovation hub, the State generates a significant share of the nation's economic activity while attracting talent, investment and enterprise from across Africa and beyond. This rapid growth brings enormous opportunities, but it also places unprecedented pressure on transport, housing, healthcare, education, public safety, environmental management and urban infrastructure.

Over the past two decades, Lagos has laid a strong foundation for becoming a smart city.

Investments in the Lagos State Residents Registration Agency (LASRRA), the Lagos State Geographic Information System (LASGIS), intelligent transport initiatives, digital land administration, integrated payment systems, emergency response infrastructure, fibre connectivity and digital government have modernised public administration and improved service delivery. Lagos has also emerged as one of Africa's leading technology ecosystems, providing the innovation capacity needed to drive smarter urban management.

Yet the demands of a rapidly expanding megacity require a new generation of governance. Urbanisation, climate change, flooding, congestion, environmental pressures and rising demand for public services cannot be managed through traditional systems alone. The cities that will thrive in the future will be those that use data, technology, innovation and collaboration to anticipate challenges, allocate resources intelligently and deliver services efficiently.

Our task is therefore not simply to build a digital city, but to build a smart city, one where technology improves everyday life, public institutions work together seamlessly, and every decision is guided by reliable evidence, transparency and accountability.

WHY IT MATTERS

Smart cities are not defined by technology alone. They are defined by better outcomes for people. For residents, Smart Lagos means spending less time in traffic, accessing public services more easily, receiving faster emergency assistance and living in safer, cleaner and more resilient communities. For businesses, it means more efficient logistics, reliable infrastructure, transparent regulation and greater investor confidence. For government, it means better planning, more effective use of public resources and faster responses to emerging challenges.

According to the, well-managed urbanisation can become one of the greatest drivers of economic growth. UN-Habitat emphasises that data-driven urban planning is essential for building inclusive, resilient and sustainable cities. Advances in artificial intelligence, geospatial technologies, the Internet of Things, predictive analytics and digital connectivity are transforming how cities around the world manage transport, healthcare, public safety, environmental protection and infrastructure.

Smart Lagos is, therefore, not another technology programme. It is the operating system through which every pillar of this manifesto will be delivered. It will enable better healthcare, smarter schools, more efficient transport, stronger environmental protection, safer communities, faster justice, improved food systems and more responsive



LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE

public services. Technology will not replace good governance; it will make good governance possible at the scale required by one of the world's largest cities.

WHAT WE WILL DO

We will build one integrated city data platform, connecting transport, environment, health, safety, planning and utilities, so that a flood forecast, a traffic pattern and an outbreak signal can be read together.

We will optimize our non-emergency portal, which is Citizens Gate. 767 and 112 will continue to take emergency calls. The portal reports, assigns complaints to whoever is expected to resolve them, escalates when complaints take too long unattended, and closes the loop with the citizens who reported them. A blocked drain reported 40 times in one ward is not 40 complaints, it is one infrastructure failure, and the portal is where that becomes obvious in time to act on it before the rain.

We will use prediction, not just reporting. Geospatial analysis, Internet-of-Things sensing and predictive analytics applied to congestion, drainage, air quality, disease risk and infrastructure failure, feeding the Red Zone grading at S.2, the response standards at S.3 and the Governor's Dashboard at M.3.

We will govern the data properly. The cybersecurity, data-protection and governance framework at O.5 and M.3 applies. Citizen data is held in trust.

WORKING WITH OTHERS

A city that watches itself must also be answerable for what it does with what it sees.

We will work with the Nigeria Cybercrime architecture and the Nigeria Data Protection Commission on cyber-security and data protection.

LAGOS... FORWARD TOGETHER / SECURITY & RESILIENCE



And we will draw federal co-financing through the federal digital envelope and the multilateral architecture.

OUR COMMITMENT

Smart Lagos is paid for out of the consolidated Lagos Treasury at O.6 through four windows:

Integrated Lagos City Command Centre, Sensor and IoT, Cyber-Security, and Citizen Interface. Under the Hamzat Compact, delivery is tested to guarantee that every Lagosian benefits from a city that senses, decides and responds in real time

THE SMART LAGOS PLEDGES

Table S.4.3 · The Smart Lagos Pledges

Pledge of the command centre *(commitment)*

Strengthen the 767 and 112 emergency command centre and create citizen intervention command centre, distinct from the Emergency Operations Centre, that takes every nonemergency report as a tracked case with an owner and a timeline.

Pledge of the Sensor City *(commitment)*

Deepen the IoT and sensor inventory across safety, mobility, energy, environment and health.

Pledge of Cyber-Resilience *(commitment)*

Stand up the Lagos State Cyber Security Centre and the data sovereignty architecture.

Pledge of the Inclusive Smart City *(commitment)*

Deliver a citizen-facing interface reachable by every Lagosian, including those without a smartphone.





E

EVERYDAY DIGNITY

The household economic-dignity architecture of the megacity.



E.1 HOME FOR LAGOS
E.2 LAGOS IN MOTION
E.3 COST OF LIVING

LAGOS... FORWARD TOGETHER / EVERYDAY DIGNITY

E.1

HOME FOR LAGOS

Decent, affordable shelter and a planned, climate-resilient megacity

The dignity of a household begins with the dignity of a roof. We will make decent shelter affordable, with a mortgage benchmark of 10 per cent down and single-digit interest and protect the long-resident community.

- Dr Kadri Obafemi Hamzat, on the housing Promise



WHERE WE ARE

Successive administrations, beginning with the administration of President Bola Ahmed Tinubu, have invested in new housing estates, strengthened land administration, improved physical planning, and expanded opportunities for home ownership. As Lagos continues to attract hundreds of thousands of new residents each year, placing growing pressure on both home ownership and rental accommodation, our responsibility is clear: to build on this progress and expand access to decent housing for everyone who calls Lagos home.

WHY IT MATTERS

Housing is the foundation of family life, economic security and human dignity. A decent home improves health outcomes, enhances educational attainment, strengthens family stability, contributes to safer communities and creates opportunities for economic advancement. By reducing the housing deficit through expanded construction and innovative financing, we will protect vulnerable households from substandard living conditions, free up family income for education and savings, stimulate local industry and create thousands of jobs across the housing value chain.

WHAT WE WILL DO

We will make mortgage reachable. Our benchmark is 10% down and single-digit interest. We will widen access by working with banks, Pension Fund Administrators, development finance institutions and housing-finance providers. We will expand rent-to-own, cooperative housing and employer-assisted schemes so that families can move from paying rent every year to owning something.

LAGOS... FORWARD TOGETHER / EVERYDAY DIGNITY

We will complete what is already started, the Egan-Igando Mixed Housing Scheme Clusters II and III,

Lagos HOMS Sangotedo Phase II, Ibeshe Phase II, the Workers' Village Scheme at Ipaja and the Epe (Ita-Marun) Scheme, and open new schemes across the divisions.

We will build faster and cheaper. Standardised designs, local production of building materials, modern construction technologies and building systems that cut time and cost while holding quality.

We will plan for the climate we are going to have. Housing and planning approvals aligned with the resilience standards at S.2, and with the drainage commitments at R.4, so that we stop building new homes into flood paths.

WORKING WITH OTHERS

We will work with the Federal Mortgage Bank of Nigeria and the Nigerian Mortgage Refinance Company on the mortgage architecture, because that is where the 10 per cent deposit and the single digit rate are won or lost.

And we will draw federal co-financing through the federal housing envelope and the multilateral architecture.

OUR COMMITMENT

Housing is paid for out of the consolidated Lagos Treasury at O.6 through a dedicated Lagos Housing Window, supported by a sub-national Lagos Housing Bond. Under the Hamzat Compact, data is published, performance is reviewed, and the division Town Halls test delivery. Every Lagos household deserves decent shelter within reach, a fair mortgage, and protection from displacement.

THE HOUSING PLEDGES

Table E.1.3 · The Housing Pledges

Pledge of the Roof *(commitment)*

Deliver affordable housing through the Ministry of Housing, Lagos State Development and Property Corporation (L.S.D.P.C) and the Lagos Building Investment Company (L.B.I.C) pipeline etc, so decent shelter is within reach of the ordinary household. Build more Lagos Homs Housing estates in Badagry, Epe and Ikorodu Divisions where we will still have sizable land and work with existing land space to build more in Ikeja and Lagos Island Divisions.

Pledge of the Mortgage *(commitment)*

Deliver a home-ownership pathway at 10 per cent down and single-digit interest.

Pledge of the Plan *(commitment)*

Deliver planned, climate-resilient growth under the Lagos State Master Plan to 2050.

Pledge of the Long-Resident *(commitment)*

Protect the long-resident community in urban renewal through dignified consultation.

Pledge of the Fair Rent *(commitment)*

Collaborate with private developers and LSDPC to increase housing stock at affordable prices.



E.2

LAGOS IN MOTION

One connected, multimodal transport system: rail, bus, ferry and road

The megacity that moves is the megacity that lives. We will ensure that rail, ferry, road and Bus Rapid Transit operate as one connected system, so millions of Lagosians can move with dignity, safety and speed.

- Dr Kadri Obafemi Hamzat, on the mobility Promise.



WHERE WE ARE

Lagos runs the most advanced public transport of any state in Nigeria. LAMATA, created in 2002 under President Bola Ahmed Tinubu GCFR, plans and coordinates every mode under the Lagos State Transport Policy of 2024.

The progress is real. In 2008 Lagos launched the first Bus Rapid Transit system in Africa, and it has since carried well over 600 million passengers. The Blue Line opened in September 2023 from Marina to Mile 2 and has now passed seven million riders. The Red Line opened in October 2024 from Agbado to Oyingbo. OMI EKO began in 2025, the largest ferry upgrade in our history.

The roads, rail lines, terminals and junctions themselves are built at R.1. This chapter is about making them work as one service for the commuter.

Lagos loses money and productivity to traffic. The State's Development Plan measures the time a Lagosian spends travelling between home, work and everywhere else at well over an hour, and sets a thirty-year target of twenty minutes.

WHY IT MATTERS

Transport is the first decision you make every morning and the last hurdle you face at night. Whether you are a trader leaving Ikorodu before dawn, a nurse finishing a night shift in Surulere, a student travelling from Agbado, or an artisan heading from Badagry to work in Lekki, your journey decides how much of the day is left for work, study and family.

The cost is heavy. Many spend up to four hours a day on the road. For low-income families, a large share of monthly income disappears into fares for transportation and we deal with affordability at E.3.

When transport works, everything works better. You arrive calmer and earn more. A trader keeps more profit. A young person reaches a job that once felt out of reach. And an elder or a person living with a disability can travel without fear, and we make our services accessible in step with I.3.



WHAT WE WILL DO

We will keep enhancing the existing system, one ticket, one timetable through the Cowry Card. Rail, bus, ferry and road brought together in location, scheduling, ticketing and information, building on the integrated fare card already used by more than 6.5 million residents.

We will publish the timetable. Frequency, punctuality and passenger information published and reported.

We will make every part of it accessible, in step with Iyì Èkó at I. 1, so that an elder or a person living with a disability can travel without fear or assistance.

We will reduce congestion, through junction safety, lane discipline, pedestrian infrastructure, freight regulation and enforcement, working with R. 1.

We will move freight off the passenger network, with barge, using the port connections at O. 3, because heavy goods traffic destroys roads and endangers commuters and motorists.

WORKING WITH OTHERS

The commute we are trying to shorten runs across roads and rails we do not own.

we will encourage public-private partnerships architecture and the multilateral envelope.

OUR COMMITMENT

Mobility is paid for out of the consolidated Lagos Treasury at O.6 through a dedicated Lagos Transport Window, supported by a sub-national Lagos Transport Bond. Through the Hamzat Compact, timetables and performance metrics will be publicly reviewed. Every Lagosian deserves to move with dignity, safety and speed on a single connected system.

THE MOBILITY PLEDGES

Table E.2.3 · The Mobility Pledges

Pledge of Rail *(aspiration)*

We are committed to completing the Blue Line to Okokomaiko and connecting the Red Line to the Blue Line at the National Theatre. while actively pursuing the funding required to deliver the Green Line – in partnership with Ministry of Finance Incorporated (MOFI).

Pledge of the Bus *(commitment)*

Expand and reform Bus Rapid Transit and the bus network across every division.

Pledge of the Ferry *(commitment)*

Scale the OMI EKO ferry architecture across the lagoon by bringing 11 new electric ferries thereby reducing pollution and cost of transportation on water.

Pledge of One Ticket *(commitment)*

Integrate rail, bus and ferry under one transport card, with accessible, road-safe mobility for all.

Pledge of Terminals *(commitment)*

We commit to building bus terminals across IBILE.



> We will keep enhancing the existing system, one ticket, one timetable through the Cowry Card. Rail, bus, ferry and road brought together

LAGOS... FORWARD TOGETHER / EVERYDAY DIGNITY

LAGOS... FORWARD TOGETHER / EVERYDAY DIGNITY



E.3

COST OF LIVING

Household affordability: lifting incomes, holding down costs, protecting the vulnerable

The dignity of a household is measured at the household budget. We will lift the income capacity of every working household, hold down the cost across housing, food, transport, energy and health, and protect the most vulnerable.

- Dr Kadri Obafemi Hamzat, on the cost-of-living Promise



WHERE WE ARE

Lagos is a city of enterprise and opportunity. Lagos State GDP has risen from 54.77 trillion Naira in 2024 to 66.47 trillion Naira in 2025, confirming the scale and resilience of the Lagos economy. Yet economic growth at the State level does not automatically translate into household income. Rising cost of food, housing, transport, energy and healthcare is felt in family budgets.

Successive administrations have responded by investing in public transport, housing, food systems, healthcare, education, employment and social protection. Lagos has also established important delivery platforms through LASRRA, the Lagos State Employment Trust Fund, cooperative institutions, targeted support programmes and digital public services.

Our task is to build on these foundations by connecting them through a coherent household affordability programme. We will help Lagosians earn more, reduce avoidable pressure across essential household costs and strengthen protection for those most vulnerable during periods of economic difficulty.

WHY IT MATTERS

Cost of living is reflected in the choices families make every day: what food to buy, how to travel, where to live, whether to seek medical care, how to pay utility bills and how much remains for education, savings or emergencies. When essential costs rise faster than household incomes, purchasing power declines, businesses face weaker demand and vulnerable residents become increasingly exposed.

No single intervention can resolve rising cost of living. Transport, food, housing, energy, healthcare, education, employment and taxation all affect the household budget. We will coordinate our programmes so that gains in one area are not offset by avoidable costs in another.

A comprehensive cost-of-living strategy must achieve three

objectives simultaneously: help people earn more, make essential services more affordable and provide targeted support when households cannot absorb economic shocks.

WHAT WE WILL DO

We will coordinate action to improve affordability across essential household costs. The commitments on housing, food, transport, healthcare, education, water, energy and public services will be integrated into one household affordability framework. This will include affordable housing and rent-to-own pathways, reliable mass transit, stronger food distribution, accessible healthcare and education, affordable water services and initiatives that reduce dependence on expensive generators.

We will help Lagosians earn more. We will expand employment, skills development, entrepreneurship and MSME support through the Lagos State Employment Trust Fund and other enterprise platforms. Particular attention will be given to young people, women, informal businesses, creative professionals, technology entrepreneurs and residents seeking to grow sustainable enterprises.

We will strengthen targeted social protection. We will deepen existing cash transfer and social support programmes while establishing a Lagos Social Protection Trust Fund, subject to the necessary legal and financial framework. Support will be targeted through reliable resident data, with priority given to persons with disabilities, senior citizens without adequate support, vulnerable young people, women-headed households and underserved communities.

We will align taxation and public charges with household affordability. We will pursue a progressive approach that protects lower-income households while maintaining sustainable public revenues. We will simplify taxpayer services, improve communication, reduce unnecessary administrative costs and ensure that property and public-service charges better reflect the ability to pay.

Every IBILE division will benefit from this affordability, income and social protection framework, with additional attention focused on the communities and households carrying the greatest economic burden.

WORKING WITH OTHERS

The prices a Lagos household pays are set well above the level of this state.

We will work with the federal macroeconomic and social-protection architecture, including the federal tax-reform and the national social-investment programmes.

OUR COMMITMENT

Cost of living is financed as a sub-allocation of the consolidated Lagos Treasury.

The Cost of Living Pledges

Pledge of Income *(aspiration)*

Lift the income-side capacity of every working household through the MSME, entrepreneurship and cooperative pipelines.

Pledge of the Fair Tax *(commitment)*

Harmonise levies, taxes and fees paid by small businesses.

OUR COMMITMENT

This manifesto, The LAGOS PROMISE, begins with a simple belief; government exists to improve the everyday lives of the people it serves.

That belief runs through every page of this document. It is why

we have committed to stronger local governments, a public service built on merit, a justice system that is fair and timely, a government that is simpler and more responsive, institutions that are transparent and accountable and opportunities that allow every Lagosian to fulfil their potential. Different pillars. One purpose. To build a Lagos where government continues to improve, where opportunity grows and every Lagosian can face tomorrow with confidence.

That purpose builds upon the strong foundations established through successive administrations and the progress accelerated under the THEMES+ Agenda while recognising that the true measure of continuity is not just preserving the past, but delivering even better outcomes for the future.

But we also understand something deeper.

Commitments do not build roads, nor do they educate children, certainly will not create jobs and will not deliver justice.

Only the promises kept will deliver all the above And more! That is the intent of the Lagos PROMISE.

That is why this manifesto is more than a statement of intention. It is a covenant with the people of Lagos. Through the Hamzat Compact, every major commitment will be published, measured, independently reviewed and openly reported. We will not ask Lagosians to trust our words. We will ask them to measure our work, not by what we say today, but by what we deliver tomorrow.

After you have given us your mandate, and we are reporting back to our citizens in 2031, we do not want to be remembered for the speeches we gave, the ceremonies we attended or the documents we published. We want to be remembered because a parent found a better school for a child, a young person found an opportunity worth believing in, justice came sooner, government became easier to reach, businesses grew, communities became safer, and life became better for the people of Lagos.

In the end, governments are not defined by the commitments they make.



LAGOS... FORWARD TOGETHER / EVERYDAY DIGNITY

They are defined by the promises they keep.

That is the standard we set for ourselves.

That is the “Lagos PROMISE”.

And, by the grace of Almighty God, it will be a promise kept.

Eko o ní bàjẹ̀.

This is our Lagos. Èkó ò ní bàjé

Ìlérí Èkó · The Lagos PROMISE

The work begins on 29 May 2027.



THE LAGOS PROMISE

ÌLÉRÍ ÈKÓ

The LAGOS PROMISE, begins with a simple belief; government exists to improve the everyday lives of the people it serves”

LAGOS... FORWARD TOGETHER / EVERYDAY DIGNITY

KADRI OBAFEMI HAMZAT

KOH

THE LAGOS PROMISE, FORWARD TOGETHER

2027

"Knowledge is a function of experience, you cannot remember what you do not know" - KOH

