



LAGOS STATE HOPE GOV, HOPE PHC & HOPE EDU 2025 WORKPLAN

State	Lagos State
Period	2025
State Focal Person	Hon. Abayomi Oluyomi, Commissioner of Finance.
State Coordinator	Onimole Mobolaji A., Director of Planning Ministry of Budget and Planning.
List of Contributing Entities	Ministry of Finance, Ministry of Budget & Planning, Ministry of Health, Ministry of Education, Ministry of Local Government and Chieftaincy Affairs, SUBEB, PHC Board, Lagos Public Procurement Agency
URL Link to Published Documents	lagosmepb.org
Is this Plan Approved by the State Steering Committee	Yes
Date of Publishing on website	31/3/2025



LAGOS STATE HOPE GOV, HOPE PHC & HOPE EDU 2025 WORKPLAN

Result Areas	Objectives	Key Activities	Description and Key Targets	Responsible MDAs	Contributing MDAs	Planned Start Date	Planned End Date	Projected Budget (₦)	Funding Sources
Eligibility Criteria	Ensure compliance with budget transparency and accounting standards	Prepare the 2025 budget under NCoA and publish the approved budget online	State budget under NCoA approved and published online by Jan 31, 2025	Ministry of Economic Planning and Budget	Lagos State House of Assembly, Office of Accountant General	2024-11-01	1/7/25	N100m	HOPE GOV
	To strengthen public financial accountability and transparency by ensuring timely preparation, legislative oversight, and public disclosure of the state's audited financial statements in line with international standards (IPSAS).	Prepare Audited Account under IPSAS Submitted to the House of Assembly Publish 2024 Audited Account online	State Audited Account passed by the House of Assembly and published online by July 31, 2025	Office of the Accountant General	Lagos House of Assembly	1/7/25	31/07/25	N25m	



Results Area 1:									
Increased Availability and Effectiveness of Financing for Basic Education and Primary Healthcare Service Delivery.									
Result Areas	Objectives	Key Activities	Description and Key Targets	Responsible MDAs	Contributing MDAs	Planned Start Date	Planned End Date	Projected Budget (₦)	Funding Sources
<p>HOPE EDU DLI 1.1 UBEC guidelines revised to: (i) enhances states' access approval and reporting process, including publication of releases. (ii) set rules, including the cut-off period for unaccessed funds</p>	<p>Improve efficiency, transparency, and accountability in accessing and reporting UBEC funding</p>	<p>1. Review and revise UBEC access and reporting guidelines 2. Conduct stakeholder engagement and sensitization on new guidelines 3. Publish revised guidelines and disbursement releases online</p>	<p>Revise existing UBEC guidelines to streamline processes for state access and reporting. Engage stakeholders (MoE, SUBEB, MoF) to ensure alignment and compliance. 🎯 Targets: Revised guidelines finalized and published by UBEC; dissemination to all states; released data</p>	<p>SUBEB, Finance, MoE</p>	<p>Lagos SUBEB, Ministry of Education, Ministry of Finance, SWAp Coordination Office</p>	<p>1/4/25</p>	<p>31/12/25</p>	<p>N25M</p>	<p>SUBEB Counterpart Funding</p>



			published quarterly						
DLI1-HOPE EDU Improve foundational literacy and numeracy outcomes.	Ensure adequate supply and equitable distribution of quality learning materials for early grade learners and teachers	<ol style="list-style-type: none"> 1. Assess textbook and teacher guide needs across public primary schools 2. Procure curriculum-aligned literacy and numeracy textbooks and guides 3. Distribute materials to schools with tracking system 4. Train teachers on the effective use of learning materials 	<p>This intervention aims to improve teaching and learning at the foundational level by equipping pupils and teachers with essential instructional materials.</p> <p>Key Targets:</p> <ul style="list-style-type: none"> - Needs assessment completed in all LGAs - 100% of P1-P3 learners receive literacy and numeracy textbooks - 100% of early grade teachers receive teacher guides - At least 	Ministry of Education, UBEC, Ministry of Finance, State Universal Education Quality Assurance Department, HOPE Program Secretariat	1/4/25	30/11/25	N5bn	HOPE-EDU, UBEC Counterpart Fund	



			10,000 teachers trained on instructional use						
HOPE PHC DLI1 Strengthened PHC Financing and Planning	Ensure coordinated and equitable PHC financing across all LGAs	1. Adopt and implement unified PHC financing and service delivery plan	Plan approved by Executive Council and implemented across LGAs by June 2025	Ministry of Health, Lagos State Primary Health Care Board, HOPE Secretariat	Ministry of Health, Lagos State Primary Health Care Board, Hope Secretariat	Jan – J2025	Jun 2025	₦50,000,000	HOPE-PHC
DLI 2: HOPE-GOV Strengthened state budget planning and execution for basic education and primary healthcare.	Strengthening planning and execution systems for sector budgets by improving coordination, consolidation, and performance monitoring across funding sources	1. Review and adopt consolidated workplan guidelines for basic education 2. Review and adopt consolidated workplan guidelines for primary healthcare execution	Guidelines for consolidated sector workplans adopted by SUBEB, PHCB, and MoEPB Quarterly budget performance reporting system established and used in both sectors	Ministry of Economic Planning and Budget	MoE, LSUBEB, PHC Board	2024-12-01	2025-02-28	₦1.2bn	HOPE-GOV
DLI 2: HOPE GOV Strengthened state and LGAs	Strengthening planning and execution systems for sector budgets	1. Local governments adopt harmonized budget by	Local Government Prepared 2025 Budget and Audited Financial	Min of Budget, Reigns Management	Auditor General Office Min of Local Government LGAs	April2025	Dec 2025	₦4.5bn	HOPE GOV



budget planning	at Local Government	<p>March 31, 2025.</p> <p>2. Build capacity of MDAs and LGAs on the new planning and budgeting processes</p> <p>3. Establish a routine performance monitoring system for quarterly budget.</p> <p>4. Provide hands on technical Support to LGAs.</p> <p>5. Hold 2 joint sector review meetings involving Education, Health, Budget, and Planning sectors.</p>	Statement based on IPSAS and NCoA						
DLI 2 HOPE PHC	Institutionalize comprehensive and harmonized	Develop and adopt PHC budget and	Guidelines developed and adopted by all LGAs	MoH, PHC Board, Budget Office	MoLG, Finance, Planning Commission	Mar 2025	Jun 2025	N50,000,000	HOPE-PHC



State develops and adopts comprehensive PHC budget and workplan guidelines	budgeting practices in PHC	workplan guidelines							
DLI 2 HOPE EDU Improve foundational literacy and numeracy outcomes	Strengthen teacher support and system-level monitoring to ensure effective delivery of the foundational learning package in early primary grades	<ol style="list-style-type: none"> 1. Develop and implement a teacher mentoring and classroom support framework. 2. Assign and train school mentors or LGEA staff to observe and coach teachers. 3. Conduct classroom observations using a structured tool for Grades 1 and 2. 4. Share individualized feedback 	<p>Improve early grade instruction through regular observation, feedback, and system accountability mechanisms.</p> <p>Key Targets:</p> <ul style="list-style-type: none"> - At least 70% of Grade 1–2 teachers receive written feedback at least once per term - Monitoring visits conducted in 80% of public primary schools by October 2025 - Foundational 	Lagos SUBEB	Ministry of Education, Teacher Professional Development Agency (if established), Quality Assurance Dept., LGEAs, School Support Officers HOPE Secretariat	Mar 1, 2025	Dec 15, 2025	N500m	HOPE-EDU, UBEC Teacher Development Fund



		reports with teachers and school leadership. 5. Aggregate and publish termly performance summaries to inform system improvement	learning performance summaries published termly						
DLI 3 HOPE PHC establishes and operationalizes a PHC Performance Monitoring System	Strengthen accountability through data-driven monitoring of PHC performance	1. Establish and operationalize PHC Performance Monitoring System.	System operational and quarterly reviews conducted	PHC Board, SA ICT	Ministry of Health, Budget Office	Feb -25	Dec 152025	₹100m	HOPE-PHC



Results Area 2:

Enhanced Transparency and Accountability for Basic Education and Primary Healthcare

<p>DLI 3: HOPE GOV</p> <p>Strengthen accountability and transparency of federal funding for basic education and primary health care.</p>	<p>Ensure timely, complete, and public disclosure of federal education and health funding to support transparency and citizen oversight</p>	<ol style="list-style-type: none"> 1. Prepare and publish FY2024 audited financial statements for education and health sectors. 2. Publish quarterly transfer data from UBEC and BHCPF. 3. Develop and launch an online portal/dashboard for public access to releases and expenditures. 	<p>Guidelines adopted and quarterly budget performance reports initiated by March 2025</p>	<p>Min of Budg Office of the Auditor General, Ministry of Finance, Ministry of Health, Ministry of Education</p>	<p>Lagos SUBEB, Lagos PHC Board, SA ICT, SWAp Coordination Office</p>	<p>Jan 125-De 31, 2025 -</p>	<p>Dec 31, 2025</p>	<p>NIL</p>	<p>HOPE-GOV</p>
<p>DLI4 HOPE PHC</p> <p>Improved Service Delivery at PHC Facilities</p>	<p>Increased number of PHC facilities meeting minimum delivery standards</p>	<ol style="list-style-type: none"> 1. Upgrade PHC infrastructure to meet national service delivery standards. 	<p>Upgrade PHC facilities to meet national service delivery standards</p>	<p>50% of PHCs upgraded to meet standards</p>	<p>PHC Board, Ministry of Works, HOPE Secretariat</p>	<p>Mar – 2025</p>	<p>Dec 2025</p>	<p>N2bn</p>	<p>HOPE PHC</p>



<p>DLI 4</p> <p>HOPE GOV;</p> <p>Enhanced Transparency and Accountability</p>	<p>Improve public access to budget information</p>	<p>2. Develop and publish a citizen-friendly budget</p>	<p>2025 Citizen's Budget published by February 2025</p>	<p>Ministry of Economic Planning and Budget</p>	<p>Ministry of Information, Civil Society Groups, HOPE Sec</p>	<p>Feb. 2025</p>	<p>Dec 2025</p>	<p>N200m</p>	<p>HOPE-GOV</p>
<p>DLI 4:</p> <p>HOPE GOV</p> <p>Strengthened accountability and transparency for basic education and primary health care funding at state level</p>	<p>Improve public access to information on state-level spending in education and health to build trust, foster oversight, and promote value-for-money in service delivery</p>	<p>1. Develop and publish a citizen's budget for the health and education sectors by Feb 28, 2025.</p> <p>2. Conduct financial and performance audits for education and health sectors Publish all contracts awarded in education and health in OCDS format quarter</p>	<p>Increase the visibility and scrutiny of state-level resource use in basic education and primary health.</p> <p>🎯 Key Targets:</p> <ul style="list-style-type: none"> - 2025 citizen's budget published by February 2025 - Financial and performance audits conducted and submitted to State Assembly by May 2025 - Contract award data published quarterly in OCDS format within 30 days of each quarter 	<p>Ministry of Economic Planning and Budget, Office of the Auditor General, Lagos Public Procurement Agency</p>	<p>Ministry of Health, Ministry of Education, Lagos SUBEB, Lagos PHC Board, SA ICT</p>	<p>1/1/25</p>	<p>31/12/25</p>	<p>N50m</p>	<p>HOPE GOV</p>



<p>DLI 4</p> <p>HOPE EDU</p> <p>Increase access to Early Childhood Education (ECE)</p>	<p>Improve access to quality ECE by constructing, upgrading, and equipping classrooms to accommodate more children in foundational learning environments</p>	<ol style="list-style-type: none"> 1. Conduct a needs assessment of ECE classroom availability by LGA. 2. Design and approve ECE infrastructure expansion plan. 3. Construct and/or upgrade ECE classrooms in underserved areas. 4. Procure age-appropriate furniture and learning materials. 5. Monitor construction and ensure classrooms meet national ECE standards 	<p>Expand access to early learning opportunities by scaling up ECE infrastructure.</p> <p>Key Targets:</p> <ul style="list-style-type: none"> - Needs assessment conducted and prioritized LGAs identified - At least 300 new or upgraded ECE classrooms delivered by December 2025 - 100% of classrooms equipped with ECE-compliant furniture and learning materials 	<p>Lagos SUBEB</p>	<p>Ministry of Education, Ministry of Works and Infrastructure, Ministry of Economic Planning and Budget, LGEAs, HOPE Secretariat</p>	<p>May 1, 2025</p>	<p>Dec 20, 2025</p>	<p>N19.5bn</p>	<p>HOPE-EDU, UBEC Infrastructure Grant, State Capital Budget</p>
<p>DLI 5:</p> <p>HOPE PHC</p> <p>Increased availability of essential</p>	<p>Ensure consistent availability of essential medicines at the PHC level</p>	<ol style="list-style-type: none"> 1. Ensure essential drug availability in PHC facilities 	<p>80% of PHCs stocked with tracer drugs quarterly</p>	<p>PHC Board, Central Medical Stores, HOPE</p>	<p>MoH, LGA Health Departments</p>	<p>Jan – 2025</p>	<p>Dec 2025</p>	<p>N15bn</p>	<p>HOPE-PHC + Drug Revolving Fund</p>



medicines and commodities at PHC level				Secretariat					
<p>DLI 5</p> <p>HOPE EDU</p> <p>Expand access to equitable and inclusive basic education- Creating Community-Based Classrooms (CBCs), aligned with the HOPE-EDU Program and the Sector-Wide Approach (SWAp):</p>	Provide access to basic education for underserved and hard-to-reach communities through low-cost, locally managed classroom structures	<ol style="list-style-type: none"> 1. Identify underserved communities through school mapping and community consultations. 2. Design and approve a CBC operational framework. 3. Construct low-cost classrooms using community labor and local materials. 4. Recruit and train facilitators or volunteer teachers. 5. Provide learning materials and monitor enrollment and learning outcomes 	<p>Extend educational access in areas with no nearby schools by establishing community-based learning spaces.</p> <p>🎯 Key Targets:</p> <ul style="list-style-type: none"> - 200 community-based classrooms established in rural/underserved LGAs - 100% of CBCs equipped with basic furniture and materials - Enroll at least 10,000 out-of-school children by Dec 2025 	Lagos SUBEB	Ministry of Education, Ministry of Local Government, Ministry of Women Affairs and Poverty Alleviation, Community-Based Organizations (CBOs), LGEAs	May 1, 25	Dec15, 2025	N4.8bn	HOPE-EDU, UBEC Special Grant, State and Local Government Co-funding



<p>DLI 6: HOPE PHC- Improved supervision and quality assurance visits to PHC facilities</p>	<p>Improve quality assurance and supervision at the facility level</p>	<p>1. Conduct regular supervision and quality assurance visits</p>	<p>Quarterly visits to all PHCs completed</p>	<p>PHC Board, Quality Assurance Unit, HOPE Sec</p>	<p>MoH, LGA Monitoring Teams, HOPE Sec</p>	<p>Feb 2025</p>	<p>Nov 2025</p>	<p>N2.5bn</p>	<p>HOPE PHC</p>
<p>DLI 4 HOPE GOV Enhanced Transparency and Accountability</p>	<p>Promote transparency in public procurement</p>	<p>2. Publish contract award information quarterly in OCDS format</p>	<p>Quarterly procurement reports published online within 30 days</p>	<p>Ministry of Budget Public Procurement Agency</p>	<p>Ministry of Budget MoH, MoE, SA ICT</p>	<p>Jan 25</p>	<p>Dec 25</p>	<p>N180m</p>	<p>HOPE GOV</p>



Results Area 3:

Improved Recruitment, Deployment, and Performance Management of Basic Education Teachers and Primary Healthcare Workers by Federal, State, and Local Governments.

<p>DLI 5:</p> <p>Increased number of basic education teachers and primary healthcare workers deployed.</p>	<p>Address critical workforce shortages in education and primary healthcare by increasing equitable deployment of trained personnel across the state.</p>	<p>DLR 5.1</p> <p>Conducted baseline exercise mapping the number and duty stations of basic education teachers across the state and a multi-year costed teacher recruitment</p> <p>and</p> <p>deployment plan to address the staffing gap completed and published by March 31, 2025</p> <p>DLR5.2:</p> <p>Conduct Baseline exercise mapping number and duty stations of PHC workers in the state and multi-year costed PHC worker</p>	<p>This DLI aims to improve service delivery in classrooms and PHC facilities by recruiting and deploying staff to underserved locations.</p> <p>🎯 Key Targets:</p> <ul style="list-style-type: none"> - Costed recruitment and deployment plan finalized and published - 15% of identified staffing gap filled (Basic Target) - 20% of identified staffing gap filled (Stretch Target) by Dec 2025 	<p>Office of the Head of Service, Lagos SUBEB, Lagos State Primary Health Care Board</p>	<p>Ministry of Education, Ministry of Health, Ministry of Finance, MoLG, Ministry of Economic Planning and Budget, SA ICT</p>	<p>April 1, 2025</p>	<p>Dec 31, 2025</p>	<p>N4.25bn</p>	<p>SUBEB Counterpart Funding and HOPE PHC</p>
---	---	---	---	--	---	----------------------	---------------------	----------------	---



		<p>recruitment plan to address staffing gap completed & published by Mar. 31, 2025.</p> <ol style="list-style-type: none"> 2. Finalize and approve a multi-year-cost recruitment and deployment plan. 3. Conduct competitive recruitment exercises for teachers and PHC workers. 4. Deploy newly recruited personnel based on mapped staffing gaps. 5. Monitor deployment and retention through a digital dashboard. 							
DLI 6:	Strengthen payroll	<ol style="list-style-type: none"> 1. Conduct biometric 	This DLI improves the accountability	Ministry Of Budget	Lagos SUBEB, Lagos PHC	1/5 /25	31/5/25	N500m	



<p>HOPE GOV</p> <p>Improved payroll and performance management for basic education teachers and primary health care workers.</p>	<p>integrity and introduce performance management systems to ensure efficient use of human resources in education and health sectors</p>	<p>registration and BVN verification of all public basic education and PHC workers.</p> <ol style="list-style-type: none"> Link verified personnel to payroll system. Identify and remove ghost workers from the payroll. Develop and pilot performance appraisal system in education and health sectors 	<p>of the public sector workforce through identity verification and basic performance tracking.</p> <p>Key Targets:</p> <ul style="list-style-type: none"> - Biometric and BVN verification for 80% of workers completed and linked to payroll - Ghost workers identified and removed - Performance management tools piloted in at least 5 LGAs by Dec 2025 	<p>Office of the Head of Service, Ministry of Finance</p>	<p>Board, SA ICT, Ministry of Education, Ministry of Health, MoLG</p>				
<p>DLI6- HOPE EDU</p> <p>Improve school-level resourcing and accountability</p>	<p>Expand and institutionalize the timely and transparent disbursement of school grants to support operational needs and improve learning environments</p>	<ol style="list-style-type: none"> Review and update school grant guidelines and eligibility criteria. Sensitize school heads and communities on use and reporting. 	<p>Ensure basic schools receive operational funding to address local needs (e.g. minor repairs, teaching aids, hygiene).</p> <p>Key Targets:</p> <ul style="list-style-type: none"> - 100% of eligible public basic schools receive annual grants 	<p>Lagos SUBEB</p>	<p>Ministry of Education, Ministry of Finance, Local Government Education Authorities (LGEAs), Community-Based School Management</p>	<p>1/5/25</p>	<p>5/12/25</p>	<p>N2bn</p>	<p>HOPE-EDU, UBEC Grant, State Counterpart Contribution</p>



	in basic schools	<ol style="list-style-type: none"> Disburse grants to eligible schools. Monitor utilization and accountability through periodic reports 	<ul style="list-style-type: none"> - 90% of beneficiary schools submit utilization reports - Annual school grant guidelines revised and approved 		Committees (SBMCs)				
DLI7 HOPE EDU Improve school-level resourcing, transparency, and planning	Ensure all eligible public basic education schools are identified and published annually to support accurate funding allocation and sector planning	<ol style="list-style-type: none"> Verify and validate existing public basic schools through collaboration with LGEAs and SBMCs. Update and compile ASL using standard format. Publish Approved Schools List on SUBEB website and official state portal 	Ensure an accurate, up-to-date list of all approved public basic education schools is published annually to guide planning, funding, and monitoring. Key Targets: <ul style="list-style-type: none"> - FY2025 ASL published by March 31, 2025, - List updated annually with geographic, enrolment, and status data - Published online and shared with UBEC, MoE, and LGEAs 	Lagos SUBEB	Ministry of Education, Ministry of Economic Planning and Budget, SA ICT, Local Government Education Authorities (LGEAs), HOPE Secretariat	January 15, 2025	March 31, 2025	₦250m	HOPE-EDU, UBEC Counterpart Fund
DLI7 HOPE EDU	Institutionalize needs- and performance-	<ol style="list-style-type: none"> Develop and adopt an equity-based 	Improve targeting of UBEC investments	Lagos SUBEB	Ministry of Education, Ministry of	April 1, 2025	Sept.30, 2025	₦350m	HOPE-EDU, UBEC



<p>Increase the availability and effectiveness of financing for basic education</p>	<p>based criteria in the allocation of UBEC funds to enhance equity and incentivize state-level improvements</p>	<p>formula for internal fund allocation (including enrolment, out-of-school children, and school infrastructure needs).</p> <ol style="list-style-type: none"> 2. Integrate performance indicators (e.g., grant utilization rates, school reporting compliance). 3. Align state-level budget with UBEC guidelines and formula. 4. Monitor implementation and report disbursement outcomes. 	<p>through an allocation framework that reflects the real needs of LGAs and rewards strong financial and operational performance.</p> <p>🎯 Key Targets:</p> <ul style="list-style-type: none"> - Allocation formula developed and approved by Lagos SUBEB and MoE - 100% of UBEC funds allocated using needs and performance criteria - Annual review and adjustment of formula based on updated data 		<p>Economic Planning and Budget, UBEC, MoLG, HOPE Secretariat</p>				<p>Matching Fund</p>
<p>DLI 7 HOPE GOV</p>	<p>Biometric capture and BVN data of 80% of education and</p>	<ol style="list-style-type: none"> 1. Conduct biometric capture and BVN linkage for 	<p>80% of workers verified and linked to payroll by Oct 2025</p>	<p>Min of Budget Head of Service</p>	<p>PHC Board, Office MoH, MoE, PHCB, SUBEB</p>	<p>Jan25</p>	<p>Dec25</p>	<p>N750m</p>	<p>HOPE-GOV</p>



Enhanced Transparency and Accountability	health workers completed and linked to payroll.	education and health workers							
DLI8 HOPE GOV Ghost workers identified and removed from the payroll; staff redeployed based on staffing needs.	Improve staffing efficiency	1. Ghost workers identified and removed from the payroll; staff redeployed based on staffing needs	All identified ghost workers removed, and staff redeployed by Dec 2025	Min of Budget Head of Service	PHC Board, Office MoH, MoE, PHCB, SUBEB	Jan25	Dec 25	N500m	HOPE-GOV