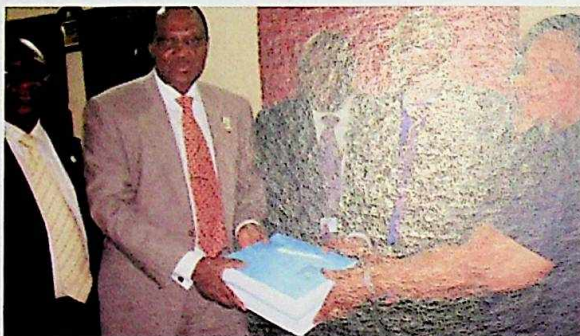


Mapping ministerial mandates

Lagos State Government is committed to improving its performance and accountability. It seeks to enhance its capability to deliver improved services to the people of Lagos State in a cost-effective and efficient manner. The State Government employs 54,039 mainstream civil servants across 24 sector Ministries and 52,407 in State Universal Basic Education Board and Local Governments.

A major first step to improving performance and accountability is to create a clearer picture of mandates and responsibilities of each Ministry, Department or Agency (MDA). The UK Department for International Development (DFID) has been supporting work that began in late 2009 and has now been completed, with the report presented to the Head of Service in February 2011. This is a summary of the work to date on mapping ministerial mandates within Lagos State Government.



Background

The report of the MDAs mandate mapping exercise that began in November 2009 was formerly submitted to the Lagos State Government (LASG) at a presentation ceremony attended by representatives of the State Government, led by the Head of Service (HoS), the Director General of the Office of Transformation (OoT), the Permanent Secretary Public Service Office, Permanent Secretary Office of Establishment and Training, the State Partnership for Accountability, Responsiveness and Capability (SPARC) Lagos team and members of the press. The presentation took place on 9th February 2011.

The MDAs mandate mapping exercise was carried out as a first step in improving government performance and accountability. This was to create a clearer picture of LASG MDAs' mandates as the foundation for introduction of corporate plans and objectives linked to high-level State Development Plans and Medium Term Sector Strategies (MTSS). This is why LASG mandate mapping was undertaken as the first priority in SPARC's support towards strengthening LASG's Public Service Management in order to enhance its

capability to deliver improved services to the people of the state in cost-effective and efficient manner.

This is also in line with international best practices that show that a clear structure, in which MDAs' mandates and responsibilities are clear, is an essential prerequisite for public service management and reform.

What were the objectives of the exercise?

Specifically, the objectives of the MDAs mandate mapping exercise were to:

- Assist the LASG to have a clearer picture of the mandates that are assigned to its MDAs

- Identify any duplication of functions or areas where MDAs mandates are conflicting and overlapping

- Provide the baseline information that would help LASG to streamline MDAs mandates in order to eliminate or reduce wastage of state resources

- Gather baseline information on MDAs structures, systems and processes that would facilitate the implementation of assigned mandates and the capacity to deliver on them linked to MDA medium term objectives.

Presenting the report

While presenting the report on behalf of DFID and SPARC, the State Team Leader (STL) for SPARC Lagos, Mr. Ben Arikpo, explained that the MDAs' mandate mapping process started in 2008 when the LASG,

after a self assessment, indicated its willingness to review the mandates of the MDAs for an efficient and effective service delivery to its citizens, and requested technical assistance from SPARC in this area among others. SPARC responded by providing technical assistance to support the mapping of the ministerial mandates of MDAs across Lagos State. This process commenced in November 2009 during a pilot phase with six MDAs. Phase one started in mid-May 2010, and the second phase started in the last week of September 2010. A total of 33 ministries with their various agencies and parastatals were mapped during the exercise.

Mr. Arikpo further explained that in carrying out the mapping exercise, the review teams, made up of staff from Management Services Reforms Directorate (MSRD) of the Office of Transformation and SPARC consultants, relied on information from interactive sessions, other information gathered from documents submitted and MDA websites. The review team recorded duplication and overlap in functions among MDAs in the state, and improper interpretation of assigned functions. There were also issues with MDAs not having clear structures, and some agencies not implementing structures as stated by establishing Laws.

Based on the findings of the assignment, recommendations were made in a report to each MDA. These recommendations include clarifying mandates and building strong collaborations. Recommendations were also made for the urgent implementation on reported cases of mandate duplications as part of the assignment of the Executive Council (ExCo) on the restructuring of MDA mandates and responsibilities and to review issues of compliance with establishing Laws. Other recommendations targeted the structures of MDAs, capacity and capabilities of MDAs to implement their mandates (training and provision of office equipment), and to strengthen performance evaluation.

It was noted that, despite the perceptible strong interest of LASG to partner with SPARC in ensuring that the assignment was successfully carried out, there were some challenges. Among these were that the state was unable to provide agreed human and material resources for a smooth and timely implementation. Other challenges included lack of infrastructure and budget to cover even basic working tools; inconsistent availability, commitment and motivation of staff; and the limited capacity of some members of the review teams despite the training provided.

The STL concluded by soliciting the support of the HoS to ensure that the recommendations contained in the report are implemented by LASG in line with the overall vision of the administration.

Acting on the report findings

While receiving the report on behalf of LASG, the Head of Service Prince Adesegun Ogunlewe thanked DFID, the SPARC Lagos team, the consultants, the personnel of MSRD who worked with them, and SPARC to ensure that the mandate mapping exercise was conducted successfully.

The HoS explained that LASG is very much committed to reform and transformation of Lagos State public service. The government understands that the first thing to do in the transformation process is to ensure that MDAs have clear responsibilities and mandates that are clear both to them and to the people of Lagos State. This is why the State Government inaugurated an ExCo Committee on Mandates.

The HoS maintained that the only reward for hard work is more work. He explained that now that the mandate mapping exercise has been concluded, it has opened the door for more work. This was, he said, because all the reforms the state government needs to carry out to make the public service more effective depend on the recommendation of the mandate mapping report. So, as we are about to go into the implementation phase of the recommendations, we need to put in more effort to achieve greater results that would eventually transform Lagos State public service to improve the lives of citizens in the state.

Next steps

The HoS will ensure that the report is presented to ExCo for approval.

It was agreed that each MDA report should be produced with an executive summary and summary tables, to enable each Permanent Secretary to review his/her own MDA report and make necessary inputs before the entire report is presented to the next Body of Permanent Secretaries meeting for their approval. Thereafter, it should be packaged for presentation to the ExCo for approval.

For more information on mapping of LASG Ministerial Mandates and Responsibilities:

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