

## Reducing the cost of governance through Mandate Mapping

Lagos State Government (LASG) has improved performance and accountability of its public service through having a clearer picture of the ministerial responsibilities/functions assigned to various Ministries, Departments and Agencies (MDAs) in the state and this has led to reduction in the cost of governance through streamlined MDA mandates. The state government employed 54,039 mainstream civil servants across 24 sector ministries and 52,407 in State Universal Basic Education Board and local governments.

The UK Department for International Development (DFID) through the State Partnership for Accountability, Responsiveness and Capability (SPARC) programme has been supporting the mapping of the ministerial mandates of MDAs across Lagos State since November 2009. The mandates mapping exercise has been completed, the revised mandates were approved on June 17th, 2015 and issued to MDAs via an Executive Order.



### Background

After a Public Service Management (PSM) self-assessment conducted in 2008, LASG 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 1 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.

Specifically, the objectives of the mandate mapping exercise were to assist the LASG to have a clearer picture of the mandates that are assigned to its MDAs; identify duplications of functions or areas where MDA mandates are conflicting and overlapping and also provide baseline information that would help LASG streamline MDA mandates in order to eliminate or reduce wastage of state resources.

In carrying out the mapping exercise, the review teams, made up of staff from Management Services Reforms Directorates (MSRD) of the Office of Trans-

formation 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 in the MDA Ministerial Mandate Review, recommendations were made in the mandate to each MDA. These recommendations include clarifying mandates and building strong collaborations. Recommendations were also made for the urgent implementation of reported cases of mandate duplications and also to review issues raised and ensure compliance with established 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.

The SPARC Lagos State Team Leader then solicited the support of the Head of Service to ensure that the recommendations contained in the report are implemented by LASG in line with the overall vision of the administration.

## Presenting the report

The State Government mapped the mandates of 88 MDAs between 2010 and 2013 and presented by the Head of Service at an Executive Council (EXCO) meeting in 2013 where it was reviewed and further overlaps and contradictions to some laws were identified. Based on the overlaps, the then Governor (Babatunde Raji Fashola) set up a Committee chaired by the deputy Governor and mandated them to work with the Commissioners and the MDAs to clarify the overlaps and agree the mandates. Further work was done by the Committee to realign the mandates in 2014 following the EXCO presentation.

## Implementing the report findings

As the new administration places emphasis on reducing the cost of governance, all MDA mandates have been streamlined and parastatals are to report through their parent MDAs. This exercise saw to the creation, abolition and realignment of MDAs of Government in Lagos State. New Agencies created are Ministry of Wealth Creation and Office of Investment Global. Two agencies abolished are Ministry of Rural Development and Parastatal Monitoring Office. MDAs merged are Debt Management Office and Office of Special Adviser on Taxation moved to Ministry of Finance, Intergovernmental Affairs moved to Special Duties, Arts and Culture moved to Ministry of Tourism, Office of Works and Infrastructure merged with Ministry of Works and Infrastructure and lastly, Offices of Drainage and Environmental Services were merged.

All parastatals are now aligned to their specific parent ministry. The revised mandates were approved on June 17th, 2015 and issued to MDAs via an Executive Order.

It is worthy to note that all subsequent activities carried out on the mandates revision was fully funded and resourced by LASG as SPARC did not provided any further support to mandate mapping after 2011.



## Next Steps

The mandate mapping has shown evidence of sustainability because the state government took the initiative of reviewing the mandate.

The next step should include:

- Office of Transformation Creativity and Innovation (OTCI) through the Office of Head of Service (OHoS) should prompt the Governor to commence the mandate review exercise which has been scheduled for every four years to coincide with a life span of any administration.

- The new mandates when published and gazetted should have a clear statement that mandates will be reviewed every four years.
- Regular briefing to EXCO at all stages of the mandates review before finalization and presentation to EXCO for approval.
- Newly appointed Permanent Secretaries and commissioners should be inducted and Job Descriptions, mandates of their ministries or offices should be given to them to ensure that they are able to deliver on the mandates.

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

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