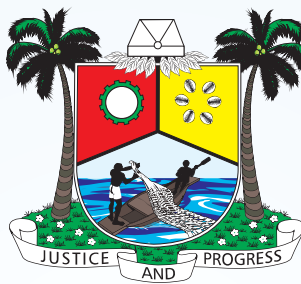


LAGOS STATE GOVERNMENT



# MDA MANDATE MAPPING GUIDE

MARCH 2013



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# **MDA MANDATE MAPPING GUIDE**

MARCH 2013

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## MDA MANDATE MAPPING

### Introduction

International best practice shows that a clear structure appropriate to government business in which MDA, mandates and responsibilities are clear, are an essential prerequisite for public service management and reform. A fundamental first step in improving government performance and accountability is to create a clearer picture of LSG mandates and coherence with sector Medium Term Sector Strategies (MTSS) as the foundation for the introduction of corporate plans and objectives.

This was agreed as a first priority by the LSG Public Service Management (PSM) Working Group when, in mid 2009, they drew up the Change Plan for public service management reform in LSG. The mandate mapping was seen as essential to underpin all other work on PSM.

This guidance is based on the tested methodology and experience of mapping all MDA mandates in 2009-10. Lagos State has agreed that a mechanism should be put in place to conduct a regular cycle of mandate reviews. Responsibility for this will fall to Office of Transformation (OOT), whose staff carried out the initial reviews. OOT envisages that the next cycle of reviews will start in 2015.

MDA mandate mapping aims to achieve the following:

- To maintain an up to date map of LSG public service organisations and their inter-relationships
- To capture and update MDA mandates, Ministerial portfolios, senior staff responsibilities and key services and ensure that they are documented and published to LSG citizens and staff, including on LSG websites, in Service Charters and in print
- To review MDA organisational structure, function and staffing profiles to ensure they are fit for purpose
- To build LSG and OOT capability to review MDA operations .

The base line Mandate Mapping exercise completed by OOT in 2010<sup>1</sup> was fundamental to implementing LSG plans for Public Service Management reform and change.

OOT has been charged by LSG to review and update MDA mandates on a regular cycle over 4-5 years. They anticipate that the first scheduled review will start in 2015.

These guidance notes capture the process and methodology used by LSG to record MDA mandate and related information. It includes a number of templates to aid the process.

Please refer to the LSG MDA Mandate report (February 2011), the List of Ministerial responsibilities (July 2011) and the 12 MDA Service Charters (published July 2012) for further information.

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<sup>1</sup>See the full report published February 2011





## MDA MAPPING PROCESS

The overall process<sup>2</sup> comprises 8 steps as follows:

1. A timetable for scheduled reviews
2. Preparing for the interview: research and collecting background information on the MDA
3. Notifying the MDA Permanent Secretary of the review and making an appointment to meet
4. Conducting a structured interview<sup>3</sup>
5. Collating the information and drafting a mandate report<sup>4</sup>
6. MDA validating the report
7. Finalising the report and sending it to the MDA
8. Follow up action by the MDA and by OOT

### MDA Mandate Mapping Reviewers: Briefing and preparation

Before you meet with representatives in an MDA you should brief yourself with the following:

- MDA role as set out in the Law, Official Gazette and published on the MDA website
- Any publications and other documents that the MDA has provided in advance
- Familiarisation with any organisations that relate closely to the MDA (including parastatals) that you are to meet
- A list of documents that you will need to get during the meeting or within 48 hours after the meeting, including:
  - Official publications, legal mandates (laws, gazette, decrees, circulars), brochures describing what the organization does
  - Organisation charts for the MDA; for Departments in the MDA, for organisations associated with the MDA, with staff numbers if possible
  - A copy of the staff nominal roll or print out from the Oracle HR data base
  - A list of associated organisations with named contacts that you will need to follow up eg Agency Chief Executive(s), Special Adviser, Hon Commissioner
- The names and locations of those who you are to see and the appointment times
- A notebook and pens – there will be a lot of note taking;
- The timetable within which you are to complete your work and submit your report
- A copy of the right questionnaire – one for each Ministry, others for each Department and Agency. Most of the questions are the same but not all.
- You will also need access to a laptop or computer to write up your reports.

<sup>2</sup>See Appendix 1 for the process control template

<sup>3</sup>See Appendix 2 for the interview format and guide

<sup>4</sup>See appendix 3 for templates for collating information on the MDA and Appendix 4 for the model report format

<sup>5</sup>See Appendix 2

<sup>6</sup>The quality of the information you will get from face to face interviews will far exceed anything you will get from a paper based exercise



## Preparing for the interview(s)

An initial 'official' letter should have been sent by OOT to the MDA; it will be useful to have a copy.

The questionnaire is a good indication of the information you are seeking. Use it to plan not only the questions presented, but any supplementary questions about related organisations that you might need to ask. The idea is that you will be informed as well as enquiring. You will be professional.

It is unlikely that one person will be able to provide you with all the answers you are looking for and contacts may refer you to others; the better you are able to let the interviewee know what you are aiming to achieve the easier it will be for you and them. Experience in the baseline Mandate mapping exercise showed that your meeting should be with senior representatives from the MDA: for example the Permanent Secretary and Directors, Directors of Agencies and their senior staff. Please do not send the questionnaire in advance but you may leave a blank copy in case the Permanent Secretary or Head of Agency wants to provide any additional information after the interview.

## The interview – a purposeful conversation

- Explain the purpose of the conversation and the MDA mapping survey
- Introduce the survey and how long the questions will take – allow 2 hours if possible
- Ask the questions one at a time but remember it isn't an interrogation
- Give people time to answer – some will be very responsive some will prefer to think first
- Record the responses you get and your observations
- Be neutral – try not to react over emotionally to any answers you get
- Facts and opinions are important and relevant – note which is which if you are able
- Always end with a question to the interviewee – is there anything they would like to add to what they have already said or any impressions they would like to offer about the conversation?

## Follow up

The interview should be processed and the report finalised as soon as possible so as not to lose important and valuable information. Please record all of the answers to the questions electronically on a new questionnaire (Word template)

- Remember to collect any outstanding information from the MDA
- Note the name and contact details of the person supplying this information and the name and telephone number of the OOT nominated person who is to collect the documents
- Complete all of the interviews for example for the Ministry and each Agency and Parastatal for which it is responsible. (For further help and examples please consult the OOT Secretariat)

## Reporting format

Once you have completed the interview reports and gathered all of the documents needed, produce a summary of what you found, add your observations and make recommendations on the templates provided.

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<sup>7</sup>MEPB 2009



### **MDA mapping model reporting format summary – one for each organisation**

A model report format is attached<sup>7</sup>. Please add your comments, conclusions and recommendations as appropriate. Please complete your report electronically within 24 hours of finishing the interview.

Please pass your report with any documents to the OOT MDA mapping Secretariat who will quality assure the process.

### **OOT Quality Assurance (QA)**

OOT should ensure that the information gathered meets the mandate review process specification and that there are no gaps. The QA should ensure that the MDA Mandate report is accurate and comprehensive; that the process control templates have been completed and any follow up action noted and taken.

OOT should produce an annual report on the MDA mandates scheduled for review and completed to plan.

### **MDA mapping – MDA actions**

Each MDA should receive recommendations on the actions they should take as a result of the mandate review. This should be followed up by OOT.

### **MDA mapping – OOT actions**

OOT should look for examples of mandate overlap duplication and any gaps in LSG service delivery and recommend further action to be taken by LSG. This too should be followed up to ensure it has been implemented. The results or reasons why not should be recorded and communicated to EXCO in the OOT Annual report.



## APPENDIX I

### Template I: MDA Mandate report schedule and checklist

MDA - Please check that the list is accurate as MDAs may	Mandate Map review Date scheduled for review	Mandate map - date completed	Mandate map -date submitted for validation	Mandate map - date validated and corrections made	Final Mandate map - date to MDA	Follow up actions  Date and by whom
<b>Ministry of Economic Planning and Budget</b>						
<b>Ministry of Establishment, Training and Pension (METP)</b>						
<ul style="list-style-type: none"> <li>Public Service Staff Development Centre (PSSDC)</li> </ul>						
<b>Ministry of Transportation (MoT)</b>						
<ul style="list-style-type: none"> <li>Lagos State Waterways Authority (LSWA)</li> </ul>						
<ul style="list-style-type: none"> <li>Motor Vehicles Administration Agency (MVAA)</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Number Plate Production Agency (LSNPPA)</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Traffic Management Agency (LASTMA)</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos Metropolitan Area Transport</li> </ul>						
<ul style="list-style-type: none"> <li>LAGBUS Asset Management Ltd</li> </ul>						
<b>Ministry of Environment</b>						
<ul style="list-style-type: none"> <li>Lagos State Structures for Signage and Advertisement Agency (LASSAA)</li> </ul>						

<ul style="list-style-type: none"> <li>Lagos State Environmental Protection Agency (LASEPA)</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos Waste Management Agency (LAWMA)</li> </ul>						
<b>Ministry of Special Duties</b>						
<ul style="list-style-type: none"> <li>Lagos State Emergency Management Agency (LASEMA)</li> </ul>						
<b>Ministry of Women Affairs and Poverty Alleviation</b>						
<ul style="list-style-type: none"> <li>Women's Development Centre</li> </ul>						
<b>Ministry of Finance</b>						
<ul style="list-style-type: none"> <li>Public Private Partnership</li> </ul>						
<b>Ministry of Local Government and Chieftaincy Affairs (MoLGCA)</b>						
<ul style="list-style-type: none"> <li>The Office of the Special Adviser on Local Government and Chieftaincy Affairs</li> </ul>						
<ul style="list-style-type: none"> <li>Market Development Board</li> </ul>						
<ul style="list-style-type: none"> <li>Standing Tribunal of Inquiry on Chieftaincy Matters</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Valuation Office (LSVO)</li> </ul>						
<ul style="list-style-type: none"> <li>The Office of the Special Adviser on Health</li> </ul>						
<ul style="list-style-type: none"> <li>Primary Health Care Agency</li> </ul>						

<ul style="list-style-type: none"> <li>Health Facility Monitoring and Accreditation Agency</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Blood Transfusion Services</li> </ul>						
<b>Ministry of Education</b>						
<ul style="list-style-type: none"> <li>State Universal Basic Education Board (SUBEB)</li> </ul>						
<ul style="list-style-type: none"> <li>Education Districts I-VI</li> </ul>						
<ul style="list-style-type: none"> <li>Teachers Establishment and Pensions Office (TEPO)</li> </ul>						
<ul style="list-style-type: none"> <li>Office of the Special Adviser on Education</li> </ul>						
<b>Ministry of Agriculture</b>						
<ul style="list-style-type: none"> <li>Lagos State Agricultural Development Authority</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Agricultural Input Supply Authority</li> </ul>						
<ul style="list-style-type: none"> <li>Agricultural Lands Holding Authority</li> </ul>						
<ul style="list-style-type: none"> <li>[LS] Coconut Development Authority</li> </ul>						
<b>Ministry of Justice</b>						
<ul style="list-style-type: none"> <li>Office of the Public Defender (OPD)</li> </ul>						
<ul style="list-style-type: none"> <li>Citizens Mediation Centre (CMC)</li> </ul>						
<ul style="list-style-type: none"> <li>Office of the Administrator-General and Public</li> </ul>						

<b>Ministry of Information and Strategy</b>						
<ul style="list-style-type: none"> <li>Lagos Television</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Radio Service (Radio EKO FM)</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Records and Archives Bureau</li> </ul>						
<ul style="list-style-type: none"> <li>Printing Corporation</li> </ul>						
<b>Ministry of Works and Infrastructure</b>						
<ul style="list-style-type: none"> <li>Public Works Corporation</li> </ul>						
<ul style="list-style-type: none"> <li>Lagos State Electricity Board</li> </ul>						
<b>Ministry of Commerce and Industry</b>						
<b>Ministry of Tourism and Inter-governmental Relations</b>						
<ul style="list-style-type: none"> <li>Lagos State Film and Video Censors Board</li> </ul>						
<b>The Office of the Governor (represented by the Office of the Chief of Staff)</b>						
<ul style="list-style-type: none"> <li>Lagos State Independent Electoral Commission</li> <li>Public Private Partnership</li> <li>Lagos State AIDS Control Agency</li> <li>Office of Transformation</li> </ul>						





<b>The Office of the Deputy Governor</b>						
<b>The Office of the Head of Service</b>						
<b>The Office of the Secretary to the State Government</b>						
<b>Civil Service Commission</b>						
<b>Local Government Service Commission</b>						
<ul style="list-style-type: none"> <li>Local Government Establishment Pensions and Training</li> </ul>						
<b>The Political and Legislative Powers Bureau</b>						
<b>The Office of the Accountant-General / State Treasury Office</b>						
<b>Lands Bureau</b>						
<b>Justice Service Commission</b>						



## APPENDIX 2

### STRUCTURED INTERVIEW QUESTIONNAIRE

The purpose of the questionnaire and survey of MDAs is to provide an accurate, comprehensive and updated picture of Lagos State Government covering:

- what each component of government is mandated to do
- how it is staffed and organised to do this

how this might be improved in future for the benefit of staff, citizens and tax payers

#### MDA questionnaire and information template – control sheet

Ministry Agency title.....

Date of the interview.....

OOT Group leader and reviewers.....

.....

Date the letter of invitation was set to the Permanent Secretary.....

#### People seen

Name	Job title or role	Contact details – telephone and email

#### Follow up action needed – please note

Further meetings with .....

Documents to be provided

#### Checklist:

- MDA Law or other underpinning authority
- Gazette information on the mandate
- Website information on the mandate
- Edicts, decrees and circulars that underpin the mandate
- Vision and mission
- Strategic Plan
- Service Charter
- Service improvement plan
- Current Budget and organisation chart for the Ministry
- Organisation charts for the divisions with staff numbers
- Nominal roll figures



- Brochures eg Annual report
- Workforce Plan
- Other – please list

MDA Permanent Secretary name:.....,,

Head of Admin/HR/DFA name:.....

Agency Chief Execs names:.....

Note Special Adviser and Commissioner names and contact numbers

List the Agencies and related organisations and contact names and numbers

## MDA Interview process control

Date the interview was word processed	
List of documents supplied	
Follow up date and action taken *	
Date that the MDA mapping report was completed*	
Date that the draft was sent to the Perm Sec or Agency Chief for validation *	
Date returned *	
Date that the amendments were made and the final MDA Mapping report was completed *.	
Any follow up action needed and by whom *	
Other information Eg cross referencing with other MDAs on overlap, collaboration etc	

\* please enter this information on the summary control sheet for all MDAs



## The Interview Framework For The Mandate Review

1. Reviewer: names of the review team
2. Date completed
3. Full name of the Ministry.
4. Associated parastatal organisations – please list Departments, Agencies and Office of Special Advisers
5. Key data – please show the key figures and statistics for this year and the previous year where available. If estimated please say

	[year]	[year]
5.1 Staff numbers - approved establishment posts		
By grades GL 1-7		
8-12		
13 and above		
5.2 Staff in post (actual numbers)		
By grades GL 1-7		
8-12		
13 and above		
5.3 How many staff left		
5.4 How many staff joined/were recruited		
5.6 Staff salary budget		
5.7 Actual staff salary expenditure		
5.8 Total revenue budget		
5.9 Total capital budget		
5.10 Actual expenditure		

## 6 Purpose and Functions - Information about what the Ministry/MDA is there to do and why?

- 6.1 What is the legislation that determines the Ministry's/ MDA's activities and functions; please note these, how current they are and their impact on the organisation; what new legislation is in preparation? From what other sources does the organisation derive its authority and mandate?
- 6.2 Does the Ministry/MDA have a vision and / or mission statement?  
Please provide a copy

*The vision:*

*The mission:*



- 6.3 Are these published to staff; to citizens? Where are they published?  
How well are they known and understood?
- 6.4 What are the MDA's principal functions and responsibilities? What is the rationale for these? Are they relevant/ appropriate?
- 6.5 Are there functions that the Ministry/MDA **should** be mandated to carry out? Are they mandated elsewhere or not at all?
- 6.6 What overlaps, gaps or duplication of functions and responsibilities with other bodies (MDAs, Special Advisers office etc) are apparent?
- 6.7 What functions does the Ministry/MDA **outsource** to other organisations including districts, local government, public agencies and parastatals? Why is this?
- 6.8 What are the strategic and working relationships with other MDAs? Include cooperative, collaborative and conflicting goals.
- 6.9 What are the 3 most important responsibilities of the MDA?  
  
As seen by staff  
  
As seen by citizens  
  
As seen by ExCO
- 6.10 What contribution does your MDA make to achieving LSG's long term goals eg the Lagos State Development Plan/ Lagos 20:2020 / Ten Point Agenda / the Governor's vision for Lagos State?

## 7 Organisation and structure – how the Ministry is organised to carry out its functions

- 7.1 Overall structure – Is there an organogram or organisation chart for your MDA that shows unit titles and posts by grade? Do parts of your MDA have their own organograms?  
  
Please provide relevant copies
- 7.2 How are the various units tasked or mandated to perform their functions: do they have clear aims, objectives and key tasks; to what extent are they clear about the contribution they are making to the organisation's strategic aims? Please provide examples
- 7.3 How is work planned and responsibility allocated?
- 7.4 Identify any overlaps or gaps between the different organisational units
- 7.5 Identify any strong operational links between the units

## 8 How the work is done? – processes and systems

- 8.1 Who sets the strategy, direction and policy for the MDA? (Eg a unit, group, individual)



- 8.2 Who takes the decisions about what the MDA will and will not do over the next 5 years?
- 8.3 How are decisions about strategy and priorities made?
- 8.4 How are direction, strategy and policy communicated to staff and citizens?
- 8.5 Does your Ministry have
  - A Medium Term Sector Strategy (MTSS) – how is this done?
  - An Annual Plan and Budget process – how is this done?
  - A strategic plan - how is this done?
  - A medium term staff /workforce plan - how is this done??
  - A published Service Charter?
  - A service improvement plan?
- 8.6 How is the MDA [institutional] performance and achievement measured; what monitoring and evaluation systems are in place?
- 8.7 To whom is the Ministry accountable? How is accountability exercised?
- 8.8 What technical expertise and systems does the MDA have to do its job?
- 8.9 What information does the MDA use to make decisions and ensure it is succeeding?
- 8.10 How might your MDA be more effective?

## **9 Capability and performance – information about how well the Ministry carries out its functions**

- 9.1 What evidence (and sources of evidence) does the MDA have about how well it is doing what it is there to do?
- 9.2 How does your MDA consult citizens about their views on the services it provides?
- 9.3 What changes have there been in the quality, speed and cost of delivering functions over the last 5 years?
- 9.4 How are staff made aware of what is expected of them and the standards they should reach?
- 9.5 What support is given to staff to ensure they maximise their potential – guidance, coaching, support, training, progression etc
- 9.6 What resources are available to help staff carry out their work – financial, tools and equipment, information systems, communication?
- 9.7 What external assistance is available eg through technical assistance, international donors?
- 9.8 How might your MDA attract better quality staff?

## **10 Other information – not captured above**



## APPENDIX 3:

### Template 2: MDA analysis: What the MDA is there for:

Indicator	Evidence	What are its strengths and weaknesses?	What more should be done to improve this?	Who should be involved in this to make it happen?	What obstacles or barriers are in the way?
There is a legislative framework governing the MDA mandate; including any legislative change in the pipeline or other decree or authority underpinning and legitimising the MDA					
MDA Mandate					
MTSS in place					
MDA vision and mission in place					
MDA longer term strategic objectives in place					
A Service Charter published					
The MDA mandate is related to the State Development Plan <sup>2</sup>					
Performance Agreement between the Governor and Hon Commissioner in place					
MDA long/medium term objectives					
The MDA mandate is related to State Statistical Master Plan					
The mandate is communicated to staff					
The mandate is communicated to the public					





### Template 3: How the MDA is organised to deliver its mandate

Indicator	Evidence <sup>11</sup>	What are its strengths and weaknesses?	What more should be done to improve this?	Who should be involved in this to make it happen?	What obstacles or barriers are in the way?
MDA has a clear and published structure					
There is a list of functions by Department that are derived from the mandate or relate to the Long/Medium Term Objectives					
The MDA's budget is derived from its purpose and function and relates to its medium term goals					
The functions are clear as is how each function is expected to perform					
Functions that are the responsibility of the MDA but done elsewhere, for example contracted out					
Functions and responsibilities that should be mandated to the organisation but which are not carried out, or are mandated elsewhere					
Duplications, overlaps and gaps in mandate and functions					
Strategic relationships with other organisations eg collaboration, partnerships or conflicting goals					
There is an organogram that sets out clearly the organisation's structure in which the links to objectives and functions can be clearly seen					



## Template 4: How is the work done and how services are delivered - MDA processes

Indicator	Evidence	What are its strengths and weaknesses?	What more should be done to improve this?	Who should be involved in this to make it happen?	What obstacles or barriers are in the way?
How does the MDA deliver to clients and customers					
What are the MDA's core processes?					
The budget process is clear					
There is a published Service Charter and Service Improvement plan in place					
There is a medium and longer term strategy guiding the budget planning					
Performance standards are set out					
Performance standards are monitored/measured					
Performance standards are communicated to staff					
Performance standards are communicated to the public					
The organisation has expert systems in place					



## Template 5: People plan and strategy

Indicator	Evidence	What are its strengths and weaknesses?	What more should be done to improve this?	Who should be involved in this to make it happen?	What obstacles or barriers are in the way?
HR Unit in place					
HR Unit staffed by trained HR staff with clear responsibilities					
HR Unit operates professionally and free from undue influence					
People strategy and plans are in place					
There is an Establishment plan setting out all posts listed by Department and grades and responsibilities relevant to the MDA's objectives					
There is a workforce plan in place forecasting the MDA's staffing requirements over the medium/long term (3-5 years)					
The organisation has a people plan to fulfil its future staffing needs					
There is an up to date workforce profile that includes a list of all staff employed in the MDA by age, qualifications, experience, grade and potential to progress					



There is information available on the workforce flows including: <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Promotion</li> <li>• Job change</li> <li>• Development</li> <li>• Retirement and exits</li> </ul>					
A comparison between posts and people shows the vacancies, skills gaps, and demographic profile of the workforce					
There are job descriptions for each post that set out: <ul style="list-style-type: none"> <li>• responsibilities</li> <li>• who the job holder reports to</li> <li>• job purpose</li> <li>• qualifications required for the job</li> <li>• experience required for the job</li> <li>• behaviours and standards required for the job</li> <li>• key performance or results</li> <li>• expected job grade salary</li> </ul>					
Staff have the resources and equipment to do their jobs					
Staff are trained and capable to deliver what is expected of them					
The right specialist staff are recruited as required					



## APPENDIX 4: MODEL REPORTING FORMAT

### MINISTRY OF ECONOMIC PLANNING AND BUDGET - MODEL MANDATE MAPPING SUMMARY

#### Ministry of Economic Planning and Budget (MEPB)

##### Clarity of Mandate and Vision

The purpose, role and functions of the MEPB are very clear. Mission and vision statements have been articulated and made public. There is overall consistency between the information presented on the website and in the Gazette, though the website suggests a more proactive role than that set out in the official (2001) Gazette. MEPB works closely with other ministries and there was no overlap of functions reported. Based on experience in other Administrations, MEPB's relationship to the Ministry of Finance and, internally, the role of the newly formed Economic Intelligence Unit to the rest of the organisation would merit further examination.

MEPB has a role in 'manpower'/ workforce planning. How this relates to METP and the Office of Transformation is unclear. However, MEPB states that it should have input in the recruitments and training of officers specifically in identification of requirements and job vacancies for Planning and Statistician Cadres. MEPB is of the view that Ministry of Establishment and Training should liaise with it in the identification of the training needs of the professionals. According to MEPB, some of the training programmes promoted by the Office of Establishment and Training are not tailored to meet its specific requirements. Similarly there is potential overlap in MEPB's programme and project monitoring role with that of the project inspection team and parastatals monitoring office in the Office of the Governor. However, MEPB states that the Ministry has got this responsibility clearly defined in its statutory role for the monitoring and evaluation department (MED) which was formerly known as the central projects co-ordinating department (CPCD). The different levels of monitoring and evaluation of projects implementations should be made clear

##### Organisation and structure

The Ministry has provided an organogram that shows that the Special Adviser, the PRO unit, and the Permanent Secretary report to the Honourable Commissioner. The other eight major departments of Finance and Administration; Accounts; Economic planning; Budget; Monitoring and Evaluation; Development Partnership, Lagos Bureau of Statistics; and Audit all report to the office of the Permanent Secretary. In addition there is the resource centre that reports to the Finance and Administration; and the new Economic Intelligence Unit that operates through the Economic Planning department.

MEPB also provided its nominal roll that gave a total strength of 252 members of staff. This appeared to be up to date and was presented by grade, function and office. A summary of the organogram indicates that Finance and Administration has got the most number of staffs with 44 members, followed by staff of the Lagos Bureau of Statistics with 41 members, and the least number of staff found in the Office of the Special Adviser. A comprehensive breakdown of the nominal roll is found in the annex.

##### Processes and systems

Strategy, direction and policy for the agency are set by the State Government and EXCO. When the decisions are taken, staffs are made aware through meetings which are held frequently at both unit and departmental levels. They use the print media to notify the public especially about budget decisions.



### Capacity and capability

MEPB reports satisfaction with the staffing profile as contained in the nominal roll. The Ministry reports being adequately staffed to deliver their mandates. MEPB depends on the CS Commission for recruitment. It employs a number of technical staff e.g. statisticians and embeds them in other MDAs. Staffs of MEPB are subject to the performance evaluation system of the Civil Service Commission (CSC).

Analysis of the nominal role shows that MEPB has ensured that most staff members are found within GLs8-12. This would normally denote an organisation structure that has a strong middle band of technical and professional specialists. This is different from what obtains in other MDAs that participated in the pilot.

### Recommendations for further action

- MEPB should share with other MDAs its methodology of translating mandates to functions
- MEPB should ensure that its role in manpower / workforce planning is complementary to the work of METP to avoid conflict or overlaps
- The Ministry should articulate its training and development requirements and work with METP to ensure they are met
- MEPB should clarify the levels of monitoring and evaluation used in LSG and the various MDAs and units involved

## Ministry of Economic Planning and Budget (MEPB)

Date visited: 13/1/2009

	Key findings	Commentaries / Narratives	Recommendations
Purpose and Functions – information about what the Ministry is there to do and why?	<p>The purpose and functions are very clear</p> <p>Agency's existence and relevance are linked to the State's goal of ensuring prudence, accountability and judicious use of Funds</p> <p>Mission and vision statements articulated and made public via website and electronic bill board</p> <p>List of mandates: Preparation of Annual Budget of the State Government and coordination and vetting of Annual Budget of Parastatal Organisations</p>	<p>Role of the Ministry is clear and well understood</p> <p>Close relationship with Ministry of Finance; advisory role across all MDAs</p> <p>Web site and Gazette information is generally consistent though the website information appears to be more up to date than the Gazette eg a shift from analysing financial papers to monitoring compliance; from analysis and evaluation of government projects to commissioning and commenting on feasibility studies, plan and programmes of ministries that suggests MEPB has developed a more</p>	<p>An exemplar on some aspects; Lessons here for others</p> <p>Organogram not provided, though past evidence of them in individual departments in MEPB</p> <p>MEPB has an Economic Intelligence Unit (formed in 2009) that does not feature separately on the 2009 nominal role. The nature of this Unit and its relationship with EP Dept and its role in MEPB may merit further analysis.</p>

<p>Advisory Services on Local Government Budget Preparation of Supplementary Estimates Budgetary Control Budgetary Instructions Liaison with the Ministry of Finance on Budgetary and Financial Matters Policy matters on Tenders Procedures Analysis of the financial papers including audited accounts of the State's Statutory Corporations, Parastatals and Companies. Periodical review of the financial status of these Corporations Monitoring and control of Economic Planning Matters including:</p> <ul style="list-style-type: none"> <li>• State Planning Commission,</li> <li>• Economic Planning Intelligence</li> <li>• Periodic Reports on Development Plans implementation</li> <li>• Monitoring of Development Plans, SEEDS, and LEEDS</li> </ul> <p>Manpower Planning in conjunction with the Management Services and Reforms Office Analysis and Evaluation of Government Projects Offering advice to Government on implementation of projects and programmes Arranging and following up Governor's Co-ordination meetings with Ministries, Offices, Bureaux and</p>	<p>developed a more proactive role since 2001.</p> <p>Copies of the mission and vision as well as nominal roll of 252 staff provided</p> <p>Grade breakdown</p> <table> <tr> <td>GL 1-7</td> <td>36</td> </tr> <tr> <td>GL 8-12</td> <td>174</td> </tr> <tr> <td>GL 13 and above</td> <td>42</td> </tr> </table> <p>Functional breakdown</p> <table> <tr> <td>Office</td> <td>No of staff</td> </tr> <tr> <td>Hon Commissioner</td> <td>9</td> </tr> <tr> <td>Special Adviser</td> <td>8</td> </tr> <tr> <td>Permanent Secretary</td> <td>10</td> </tr> <tr> <td>Finance and Admin</td> <td>44</td> </tr> <tr> <td>Accounts</td> <td>17</td> </tr> <tr> <td>Monitoring and Evaluation</td> <td>27</td> </tr> <tr> <td>Development Assistance</td> <td>22</td> </tr> <tr> <td>Budget</td> <td>39</td> </tr> <tr> <td>Economic Planning</td> <td>35</td> </tr> <tr> <td>Lagos Bureau of Statistics</td> <td>41</td> </tr> </table> <p>No identifiable mandate conflict with other agencies mapped for the pilot</p>	GL 1-7	36	GL 8-12	174	GL 13 and above	42	Office	No of staff	Hon Commissioner	9	Special Adviser	8	Permanent Secretary	10	Finance and Admin	44	Accounts	17	Monitoring and Evaluation	27	Development Assistance	22	Budget	39	Economic Planning	35	Lagos Bureau of Statistics	41	<p>MEPB's role in workforce/'manpower planning' should be looked at – possible overlap with METP and the office of Transformation (MSR&amp;D)</p> <p>Similarly to what extent does MEPB's role in project monitoring overlap with the project inspection office in the Governor's Office and the parastatals' monitoring office?</p>
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	<p>Parastatals on Project implementation in conjunction with Parastatals Monitoring Office</p> <p>Pre-payment inspection of government Projects</p> <p>Production of Statistical data on all the activities of the State Government</p> <p>Liaison with Federal Office of Statistics and other statistical agencies</p> <p>Research and Planning of State Industrial Master Plan in conjunction with the Ministry of Commerce and Industry</p> <p>Research, Planning, Project Analysis and Evaluation</p> <p>Technical aid matters</p> <p>Secretariat for Ministerial Briefing with the Governor in conjunction with the Governor's Office.</p> <p>Technical Aid Matters</p> <p>Advising the State on General Financial and Monetary Matters; Local and International.</p>		
<p>Organisation and Structure – how the Ministry is organised to carry out its functions</p>	<p>There is an organisational structure in place. It is well known and its being used effectively.</p> <p>The various Departments and units have full understanding of what they are suppose to do and how their work contributes to the overall aim of the Ministry.</p>	<p>Structure is as follows:</p> <p>Hon Commissioner Office</p> <p>Special Adviser Office</p> <p>Permanent Secretary Office</p> <p>Finance and Admin Dept</p> <p>Accounts Dept</p> <p>Monitoring and Evaluation Dept</p> <p>Development Assistance</p> <p>Budget Dept</p>	<p>To what extent does MEPB operate as a coherent organisation in pursuit of objectives and in its relationships with 'client' MDAs?</p>



		Economic Planning Dept Lagos Bureau of Statistics PR Unit IA Unit	
Processes and Systems – how the work is done?	Strategy, direction and policy for the agency set by the State Government, the EXCO specifically		
	When the decisions are taken, staffs are made aware through meetings which are held frequently at both the units and departmental levels. They use the print media to notify the public especially about budget decisions.		
Capability and Performance – information about how well the Ministry carries out its functions	Being a core Ministry their technical staff are largely domiciled within the Ministry (POOL STAFF) MEPB employs technical staff eg statisticians. They rely solely on CS Commission for staff recruitment.	Currently they have 36 staff on GL 1-7, 174 on GL 8-12 and 42 on GL 13 and above.	Is the staffing profile right for the organisation?

**People seen:**

Documents provided: Assignment of Ministerial responsibilities; nominal roll broken down by Department and office and grade 2009 Budget;

Note: MEPB has since carried out further reviews of its mandate and functions as part of the Corporate Planning phase of the LSG SPARC Public Service Management work (2010).



## APPENDIX 5: DRAFT OoT MDA Mandate Mapping Action Plan

S/NO	PLANNED ACTIVITY	RESPONSIBILITY	ACTION	TIMELINE	COMMENTS
1	Set up team for Mandate mapping exercise	OoT	Agree on nominated staff for the exercise. A 2-day briefing/training should be conducted to equip them with basic/necessary skills for field work.		Training materials on record
2	Prepare Timetable for scheduled interviews	OoT	Timetable and schedule of activities is confirmed as the team's action plan. Team members released and dedicated to meeting the schedule.		See MDA mapping guide for process and templates
3	Prepare for Interview	OoT	Research and collect background information on the MDA.		See MDA mapping guide. MDA websites and previous Mandate information on file in the OOT Secretariat.
4	Notify the Permanent Secretary of MDA of review		Request for a meeting to brief PS and key Directors of intended exercise.		
5	Meeting with PS and Key Directors	OoT/PS/Dirs	Brief PS and Directors on reason for the review, outcomes, benefits and expected actions from the MDA. Then, agree on convenient date for review.		
6	Conduct a structured Interview	OoT			See MDA mapping guide for templates
7	Collate and review information gathered from Interview	OoT	Ensure that all relevant information has been obtained. Further interviews may be conducted if need be.		

8	Draft the MDA mandate report	OoT	Pull together a report based on findings from structured interviews and make relevant recommendations.		
9	Quality assurance of first draft of the report	OoT	Draft is circulated to Mandate mapping team and reviewed		
10	Submission of first draft report to MDA	OoT	Submit draft report and agree on a date for validation of report		
11	Validate MDA draft report	OoT/MDA	Agree on findings and recommendations set out in the report, highlight any corrections/amendments and sign off the report.		
12	Review MDA report	OoT	Amend validated report and effect final corrections.		
13	Submit final report to MDA	OoT	Final report is submitted to MDA with covering note/letter to inform OoT of the intended date they wish to commence the implementation of the recommendations set out in the report.		
14	Follow-up actions commenced by MDA	MDA	MDA commences implementation of recommendations.		
15	Monitor level of implementation by MDA	OoT	OoT carries out monitoring exercise to ensure MDA has commenced/concluded implementation of recommendations.		Ensure any changes to the Mandate are gazetted
16	Identify implications for other MDAs	OOT with MDA	OOT and MDA identify any overlaps or duplication of functions with other MDAs and take action to resolve		Results reported to body of PS and EXCO as needed

