

Yobe State Government



Recommendations on the Functions of MDAs in Yobe State Volume 1.

THE OFFICE OF THE HEAD OF SERVICE

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Abbreviations and Acronyms

ADP	Agricultural Development Programme
CG	Core group
DFID	Department for International Development
ExCO	Executive Council
FAAC	Federation Account Allocation Committee
HE	His Excellency
IFAD	International Fund for Agricultural Development
LG	Local Government
LGAs	Local Government Areas
MDAs	Ministries Departments Agencies
MoBEP	Ministry of Budget and Economic Planning
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MoWR	Ministry of Women Affairs
NGO	Non Governmental Organization
NNDC	Northern Nigeria Development Company
OHoS	Office of the Head of Service
PSM	Public Service Management
SSG	Secretary to the State government
YBSG	Yobe State Government
YOSAMA	Yobe State Agricultural Development Programme

Executive Summary

His Excellency, the Executive Governor of Yobe State Alh. Ibrahim Geidam, (*FCNA, CPA*) has introduced various reform programmes aimed at bringing government closer to the people and making it a veritable instrument for effective and efficient service delivery. One of the key elements of his public service reform programme is the mandate mapping of all ministries in the State. This report on Mandate Recommendations focuses on the ministerial mandates of Yobe State Government (YBSG). The Public Service Management (PSM) Core Group (CG) embarked on this exercise to create a comprehensive listing of all ministries with their mandates and to provide recommendations on overlaps, duplications, redundancies, ambiguities and identified gaps.

This formed the basis for the formation of the mandate mapping committee. It is hoped that this report on Mandate Recommendations will (a) lead to an accurate documentation and publication of the official mandates of all Ministries in the State; and (b) provide the foundation for future structural reviews and revisions that may be required to improve performance and accountability in the public service of Yobe State.

Introduction

Background

The mission of the Public Service Management (PSM) work in Yobe is to improve the machinery of government towards enhancing its effectiveness and efficiency. In order to achieve this, a Core Group (CG) of senior civil servants was tasked by the Head of Service (HOS) with leading the PSM reform process with the assistance of the DFID SPARC Programme.

The mandate mapping process prepares the ground for the Corporate Planning process, which will provide the overall framework for all the PSM work. The Corporate Plan will guide the management and staff of each MDA in a cohesive effort to carry out the organisation's mandate. Corporate Planning is a process through which MDAs analyse their objectives, priorities, strategies and environment in light of their mandate; and determine how to organise and apply its resources (human, financial, etc.) to achieve its objectives and to meet service delivery standards/targets.

Purpose of this Document

This document reports the recommendations of the mandate mapping process that started in October 2012. This report describes the processes undertaken and then lists the recommended mandates of the MDAs together with explanations for all the proposed changes.

This document is written for the Executive Council (EXCO) to enable members consider and approve the new recommended mandates. There is a column for EXCO comments against every Mandate. After this review, the document will be revised to take account of the comments by EXCO. Thereafter, the revised document will be ready for implementation and every Ministry should draw up an Implementation Plan. This document is therefore just one stage in this process.

The definition of a mandate used in this document is that it is an official order or authorisation given to an MDA to act on behalf of Government. It provides the authority to implement certain policies, functions or programmes, or a law establishing an MDA to deliver a service. The Mandate of an MDA authorizes and instructs the actions of the MDA. It also sets the limits of the powers of the MDA. It provides the definition of the responsibilities and duties to be undertaken by an MDA for which it is held accountable. Mandates should be described in writing in a legal document – a law or legitimate government decree. It is a fundamental of good governance that the responsibilities (mandates) of MDAs be clearly defined. This is important for transparency and public accountability and effective planning.

International experience has shown that clear unambiguous mandates are the best starting point for strategic planning activities and that appropriate mandates and structure for State Government are a prerequisite for civil service reform. In Yobe State, reforms in governance are aimed at improving the efficacy of government operations. These are to be measured by effective service provision to the greatest number of people at an acceptable cost as well as by the promotion of good governance through commitment to the principles of accountability and transparency.

Each MDA in Yobe State therefore should have a clear, complete and overall picture of its mandates in order to plan realistically for future requirements. There must be a proper balance between outputs produced and inputs (especially human resources) needed to let the MDA function in an optimal way.

This mandate mapping exercise is a milestone for civil service reform in Yobe. It is the first coordinated attempt by the Yobe State Government (YBSG) to map the mandates of all its MDAs,

comprehensively revise them by removing duplications and resolving overlaps and then to document them. Following this process, the Government will determine the frequency of a regular mandates review in a transparent manner so that MDAs can amicably resolve overlaps or role duplications. This periodic review and listing of mandates will enhance the effectiveness of service delivery and empower the citizenry to demand good service delivery.

Processes Followed

The mandate mapping exercise was started as a pilot exercise with eight Ministries. As progress was rapid and political support was forthcoming, the pilot was extended to all the Ministries. The whole exercise only took eight months, which is significantly faster than the experience of DFID SPARC in all other States. This is a testament to the dedication of the members of the PSM Core Group and to the strong support they received from the HoS and His Excellency, the Governor.

The first step in the mandate mapping process was to assign responsibility for managing the mapping exercise. The HoS agreed a ToR (Annex 1) for a mandate mapping Committee with named members and detailed procedures. The Head of the Mandate mapping team, a member of the PSM Core Group was located in the Office of the Head of Service. He and his team all enjoyed high level support and direction from the HoS and Commissioners, which facilitated their work. Initial briefings from the DFID SPARC Programme provided all members of this Committee with a good understanding of the reasons for the exercise and the processes to be followed in all MDAs. The DFID SPARC team throughout the Mandate mapping process were Dr. Adam Rosevear and Prof. Isaac Obasi.

A decision was taken by the PSM Core Group advised by DFID SPARC on the scope of the information to be collected and the methods of data collection. With this in mind, a survey instrument was designed to gather the necessary information with the assistance of DFID SPARC. It was decided to back up this questionnaire with visits to all the Ministries by the mandate mapping team. This resulted in a swift collection of data from every Ministry. The information submitted was checked by the Permanent Secretary (PS) of the relevant Ministry and members of the Mandate mapping Committee then performed quality control checks and followed up on any missing information.

This data was then analysed. Problems and inconsistencies were highlighted and recommendations on changes to Mandates and Functions were made. This was performed in a several stage process. The Ministries themselves made the initial recommendations on changes to mandates and functions. These were considered and edited by the PSM Core Group. Technical Backstopping was then provided by DFID SPARC on how to reconcile the problem areas and then a full meeting of the PSM Core Group was convened to take decisions on the overlaps and duplications that had been identified. A line-by-line edit of the mandates and functions took place at this point and this was guided by a healthy and well brainstormed objective process of discussions. Finally, the Report was validated before the HOS and Permanent Secretaries driving the Mandate Mapping.

The Mandate Information and Recommendation Table for the Executive Council's (EXCO) consideration below, reports the recommended Mandates and provides a space for EXCO to make comments and changes for every Mandate. Once this document has been checked and approved by EXCO, it is planned that a Compendium of Mandates of the Ministries in Yobe State will be published so that the workforce of YBSG will be properly informed. In addition, the citizens of Yobe State will be able to know the Mandates of all the Ministries which in turn will enhance transparency and accountability and ultimately promote good governance.

Following approval by EXCO, all Ministries will be required to align their annual budgets with their official Mandates and Functions. The MoBEP should monitor strict compliance by all Ministries.

The final stage in the process will be to agree a process for regularly reviewing the mandates of YBSG. The aim is to have a lighter and quicker methodology for making the necessary adjustments to mandates in the future. These adjustments become necessary over time as circumstances change and as new strategic priorities emerge. When a change in the mandate of an MDA becomes necessary, this process will ensure that overlaps and duplications with the mandates of other MDAs are avoided.

The Mandate Information and Recommendation Table

The Mandate Information and Recommendation Table (Vol. 1) for the Executive Council (EXCO) below, presents both the Findings of the Mandate Mapping Committee and the Recommendations of the PSM Core Group.

The table presents the recommended Mandates in the left hand column. The second column is for explanations and clarifications on changes and the last column is for comments by EXCO.

Where further recommendations need to be made on overlapping issues, an additional Recommendation Table is also provided.

In Vol. 2, two further Tables per Ministry are presented. The first table presents the information that the Mandate Mapping Committee was able to discover on the Legislative or Circular Authorisation for the Ministry. The next Column recommends that the Executive Committee (EXCO) issues a new authorisation of the revised Mandate.

The second table presents the recommended functions in the left hand column with a second column for explanations and clarifications on changes. These Functions follow on from the recommended Mandates. However, it should be noted that Ministries that undergo the Corporate Planning Process will further refine their List of Functions as part of the Functional and Process Review stage.

The Mandate Information and Recommendation Table for the Executive Council

1. Ministry of Agriculture (MoA)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation and Implementation of Agricultural Policy in the State.	New recommended mandate (Previous Mandates have been redefined as Functions see Vol. 2)	

2. Ministry of Animal and Fisheries Development

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	<p>Policy formulation and regulation of:-</p> <ol style="list-style-type: none"> 1. Animal Health Programmes 2. Hides and Skin Development 3. Meat Hygiene and Veterinary Public health 4. Grazing Reserve and Stock Route Development 5. Animal Production and Husbandry Practice 6. Capture Fishing and Aquaculture Development 7. Animal Quarantine and Diseases Surveillance 8. Fodder Bank and Pasture Development 9. Water Development for Livestock 	Edited for language and Grammar	

Additional Recommendations for the Ministry of Animal and Fisheries Development

Recommendations on Overlapping Issues	EXCO Comments
1. This Ministry should collaborate with the Ministry of Environment on control of wild life disease and monitoring of migratory birds and wild animals. The Ministry of Environment should budget for wildlife diseases surveillance and monitoring of migratory birds and wild animals.	
2. The PSM Core Group recommends that the status quo whereby the Ministry of Women Affairs gives credit to Women and vulnerable groups for Poultry Production and small Ruminant fattening, should remain as it is operating within its mandate.	
3. The PSM Core Group recommends that the status quo whereby Local Governments procure drugs and vaccination through the Ministry of Local Government and Chieftaincy Affairs and provides funding for Immunization exercises should remain, as they are operating within their mandates.	
4. The PSM Core Group recommends that the status quo whereby the Ministry of Water Resources looks after Water Development for Livestock should remain as it is operating within its mandate.	

3. Ministry of Budget and Economic Planning (MoBEP)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Preparation of annual Budget and Plans and to advise Government on policies that will promote the economic and social development of the State.	No changes recommended	

Additional Recommendations for the MoBEP

Recommendations of Overlapping Issues	EXCO Comments
In spite of the e-payment system, the MoBEP retains the power to control the use of overheads. It is proper for it to issue circulars requiring MDAs to submit their operational statements.	
The MoF is to change its Budget Performance Unit to Expenditure Control to eliminate a perceived overlap with Vote Authorization in the MoBEP, as both MDAs perform complimentary rather than overlapping functions.	
For purposes of administrative harmonization and control, all contracts/services going to Executive Council (EXCO) meeting for approval should get advice from the MoBEP. This is to ensure that all such matters are in line with budget provisions. Consequently, this requires that the SSG's Office has the responsibility of making sure that the advice of the MoBEP has been secured before forwarding such to the EXCO.	
There is need to institutionalize monitoring and evaluation activities through the establishment of a department in the MoBEP. The MoBEP should therefore forward a request to the Head of Service (HoS) for the establishment of a Monitoring and Evaluation Department.	
There is a need to establish a Secretariat in the MoBEP to assist the Senior Special Adviser (SSA) on Donor coordination. This will promote both efficiency and effectiveness and is best practice at both the federal and state levels. Moreover, there is already an existing working relationship since the MoBEP provides the Secretary to the SSA.	

4. Ministry of Commerce, Industry and Tourism

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation, implementation and control of government policies on industries and production of industrial blue prints for the state;	New recommended mandate. This role was previously missing from the Mandate	
	Assisting in implementation of government policies on trade, insurance, banking, shipping, transport, advertising, and communications;	New recommended mandate. This role was previously missing from the Mandate	
	Promoting tourist attraction, conducting research on tourist sites and development of tourist projects.	New recommended mandate. This role was previously missing from the Mandate There is a need for collaboration/synergy with the Ministry Of Home Affairs, Information and Culture (MHAIC). This implies that identification of tourist potential should be	

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
		undertaken by the MHAIC while the marketing aspect be done by MCIT	
	Developing and implementing policies on Small and Medium Scale Enterprises	Clarified mandate with extra information	
	Charged with the responsibility of harnessing the industrial potentials of the State.	Edited for language and Grammar and Clarified.	

5. Ministry of Education (MoE)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Ensuring compliance with national policy on education in respect of basic and post basic education for the benefit of all citizens of Yobe State.	Edited for language and grammar	

6. Ministry of Environment

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation of policies aimed at balancing the ecosystem of the State.	No Changes Recommended	
	Formulation of policies on control of land degradation and reclamation of degraded lands.	Clarified mandate with extra information	
	Formulation of policies on Sanitary activities.	Clarified mandate with extra information	
	Formulation of policies on preservation of forests and game reserves.	Clarified mandate with extra information	
	Formulation of policies on protection of fauna and flora;	Clarified mandate with extra information	

	Setting standards and guidelines for the fumigation of gutters refuse collection points and premises and evacuation of same.	No Changes Recommended	
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Additional Information for the Ministry of Environment

Recommendations on Overlapping Issues	EXCO Comments
In the original List of Mandates and Functions, there were 13 mandates and 3 Functions. After analysis by the PSM Core Group, 7 mandates were reclassified as Functions	

7. Ministry of Finance (MoF)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation of policies for ensuring effective financial management and prudent resource allocation to attain the overall philosophy of the State Government on probity, accountability, transparency and good governance.	No changes recommended	
	Formulation of policies for enhancing effective Internal Revenue Generation	New Suggested Mandate	

8. Ministry of Health (MoH)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Develop appropriate policies and programmes that will strengthen the State Health System to be able to deliver effective, quality and affordable health care services to the people of Yobe State.	Clarified refocused mandate	

9. Ministry of Higher Education

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Ensuring compliance with national policy on education in respect of tertiary education for the citizens of Yobe State.	New Mandate for this New Ministry	
	Formulate Policies with respect to Research and Development and Entrepreneurship Education for Tertiary Institutions in the State.	New Mandate for this New Ministry	
	Formulating policies for regulating academic programmes relevant to the needs of the State	New Mandate for this New Ministry	
	Formulating policies on High-level manpower and Scholarships for the State.	New Mandate for this New Ministry	

10. Ministry Of Home Affairs, Information and Culture

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation of policies on Information dissemination; public enlightenment, mass mobilization, state ceremonies, printing and documentation;	Edited for language and grammar. Clarified and merged separately listed mandates. However, it was noted by the PSM Core Group that the Ministry needs more Printing capacity.	
	Development, protection, preservation as well as the promotion of the state's cultural heritage.	No Changes Recommended	

11. Ministry Of Housing

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Policy formulation on Public and Private Buildings across the State.	Clarified mandate with focus on policy making	
	Regulation of Public and private Buildings	Clarified mandate with change in focus from Provision of the Buildings to the Regulation of them	
	Technical support services to MDAs and Local Governments across the State.	Clarified Mandate with the removal of superfluous detail	
	Regulation of Fire Service activities	New Addition to List of Mandates	
	Develop the Plan of affordable housing in the State and commission the Work	New Addition to List of Mandates	
	Provision of credit support for housing	New addition to the List of mandates	

Additional Recommendations for the Ministry of Housing

Recommendations on Overlapping Issues	EXCO Comments
The management of the <i>construction of Public and Residential Buildings</i> which is the sole prerogative of the Ministry of Housing is also being carried out by another MDA – the Ministry of Home Affairs, Information and Culture. It is requested that the OSSG re-issue the circular on Quality Control and Harmonization of Building projects in the State as contained in 3 rd Dec. 2003 circular to deal with this.	
On the overlap with the Ministry of Education on <i>construction of public buildings</i> , the status quo should be maintained. However, the Ministry of Housing should carry out effective supervision of construction through their staff domiciled in the Ministry of Education.	
Concerning the overlap with the State Universal Basic Education Board on <i>construction of public buildings</i> , the status quo should be maintained. However, the Ministry of Housing should carry out effective supervision of construction through their staff domiciled in Ministry of Education.	
On the overlap with the Ministry of Education on the <i>vetting of costing and architectural designs</i> , only the Ministry of Housing should carry out effective vetting of costing and architectural designs.	
On the overlap with the State Universal Basic Education Board on the <i>vetting of costing and architectural designs</i> , the Ministry of Housing should carry out effective vetting of costing and architectural designs.	

12. Ministry of Integrated Rural Development

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulates policies for rural development in the State.	Edited for language and Grammar and content clarified.	

13. Ministry of Justice

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	All matters that require legal interpretation and implication(s)	No changes recommended	

14. Ministry of Land and Survey

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation of policies on Surveying and mapping of lands;	Edited for language and Grammar	
	Administration of all lands within the state;	No changes recommended	
	Town and Country planning;	No changes recommended	
	Geological Survey and minerals exploration.	No changes recommended	

Additional Recommendations for the Ministry of Land and Survey

Recommendations on Overlapping Issues	EXCO Comments
1. The PSM Core Group notes that the synergy required in the provision of infrastructure throughout the state can only be effective when the Infrastructural Development Committee is functional. The non-functioning of this committee in the state has resulted into poor allocation of infrastructural services across the state despite the huge resources being expended by government.	
2. The State Solid Minerals Committee should be resuscitated so as to effectively serve the interests of the state on the exploitation of mineral resources.	
3. The PSM Core Group advises that the Function of 'Issuance of letter of allocation of temporary structures', should not be performed by other Ministries like the Ministry of the Environment as Land allocation is a statutory function of the Ministry of Lands and Survey.	
4. It was noted by the PSM Core Group that the Function of 'Collection of ground rent' should not be performed by other Ministries like the Ministry of Environment or Local Governments as the collection of ground rent is a statutory function of the Ministry of Lands and Survey	

15. Ministry for Local Government and Chieftaincy Affairs

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Issuance of policy guidelines in respect of Local Government Administration.	No changes recommended	
	Supervision of all Local Government Administration.	No changes recommended	
	Monitoring and evaluation of Local Government Administration.	Edited for language and Grammar	
	Advising the State government on Local Government and chieftaincy matters.	Edited for language and Grammar	
	Liaising with other agencies to obtain data on Local Government.	Edited for language and Grammar	
	Acting as a bridge between State Government and Local Governments;	Edited for language and Grammar	
	Secretariat of the Local Government Joint Account.	New recommended mandate. This role was previously missing from the Mandate.	

16. Office of the Head of Service (OHoS)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Provide service-wide policy leadership and direction with respect to establishment and records, career management and welfare of staff, manpower development and management services in Yobe State.	Clarified Mandate with the removal of superfluous detail	

17. Ministry of Religious Affairs

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulate, Regulate, and promote policies relating to religious affairs in the State.	Edited for language and Grammar and content clarified.	

Additional Recommendations for the Ministry of Religious Affairs

Recommendations on Overlapping issues	EXCO Comments
<ol style="list-style-type: none"> 1. For the purpose of quality assurance and supervision, a representative of the Arabic and Islamic Education Board (AISEB) should be included when the Teaching Service Board (TSB), SUBEB, and Science and Technical Schools Board (STSB) are dealing with Recruitment, Training and Discipline of Teachers in Secondary Schools. 2. For the purpose of inspection, monitoring and supervision of Arabic and Islamic studies' teachers, the AISEB should be co-opted by the Ministry of Education, SUBEB, STSB and TSB. 3. For the purpose of regulating, promoting and supervision of Tsangaya education in the State, all Tsangaya education programmes should be harmonised and coordinated under a joint collaboration among the Ministry of Education, SUBEB and AISEB. 	

18. Ministry of Sports

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation of policies on sporting activities across the State	Edited for language and Grammar	

19. Secretary to the State Government's (SSG's) Office

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Coordination and Implementation of State-wide government policies and directives.	Clarified and Refocused Mandate	

Additional Recommendations for the SSG's Office

Recommendation on Overlapping Issues	EXCO Comments
The establishment of a Secretariat in the MoBEP to assist the Senior Special Adviser (SSA) on Donor coordination has been recommended earlier hence the SSG's Office will perform other complementary administrative functions but will no longer perform coordination.	

20. Ministry of Transport and Energy

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulate and regulate policies relating to transport matters.	Edited for language and Grammar	
	Review of policies and regulations on matters relating to provision of electricity in the State	No Changes Recommended	

Additional Recommendations for the Ministry of Transport and Energy

Recommendations on overlapping Issues	EXCO Comments
<ol style="list-style-type: none"> 1. It was noted by the Ministry and the PSM Core Group that in order to avoid duplications and overlaps in the provision of Road Sign Posts, speed limits (road furniture in general), there should be greater synergy between the Ministry of Works & the Ministry of Transport and Energy as both Ministries have roles in this. 2. It was also noted that The Ministry of Transport and Energy to work in collaboration with the State Water Corporation over the issue of the Connection of electrical installations to boreholes. 	

21. Ministry of Water Resources (MoWR)

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulate policies on provision of portable water for human and animal consumption, industrial and agricultural use.	Edited for language and Grammar	
	Planning for the development of water resources in the State	No changes recommended	

22. Ministry of Women Affairs

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Formulation of policies on Women and Child welfare matters, gender issues, widows, orphans and other vulnerable groups	Clarified mandate with extra information	
	Formulation of policies on promoting women's socio-economic and political empowerment	Clarified mandate with extra information	

23. State Ministry of Works

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Enforcement of policies on mechanical and civil engineering services within the State	Edited for language and Grammar and Mandate clarified	
	Regulation of alteration or otherwise of all state roads across the state	Edited for language and Grammar	

Additional Recommendations for the Ministry of Works

Recommendations on Overlapping Issues	EXCO Comments
<p>1. The Following Four Mandates were removed from this Ministry and allocated to the Ministry of Transport and Energy as functions:</p> <p>a) Provide assessment services for the repairs of vehicles from MDAs;</p> <p>b) Valuation of vehicles to be purchased by MDAs;</p> <p>c) Pooling of all electrical staff i.e. (Engineers, Technologist, Technicians, craftsmen etc...);</p> <p>d) Secretariat of Auction committee for all government vehicles/machineries.</p>	
<p>2. The PSM Core Group recommends removing responsibility for the State Fire Service from the Ministry of Work and allocating it to the Ministry of Housing.</p>	

24. Ministry of Youth and Social Development

S/N	Recommended mandate	Observations/ Reasons for Recommendations	Exco Comments
	Propose, plan and advise government on policies aimed at youth empowerment, poverty reduction, social welfare and job creation.	No changes recommended	

Additional Recommendations for the Ministry of Youth and Social Development

Recommendations on Overlapping Issues	EXCO Comments
The PSM Core Group recommends that the function 'welfare of the blind and other physically challenged persons' be removed from the list of Functions in this ministry since the usual practice in Nigeria is to allow the Ministry of Women's Affairs to perform the function.	

Procedures for a Regular Review of Mandates

This report outlines the recommendations for adjustments to the mandates of all the Ministries in the State of Yobe. As Yobe develops and the environment changes over time, it will become necessary to make further adjustments to the Mandates.

International best practice has demonstrated that the review of mandates is an essential element in the evaluation of public service performance. It works best when it is regular, consistent and structured in a manner that fits into a holistic assessment of the public service.

The aim is to have a lighter and quicker methodology for making the necessary adjustments to mandates in the future. These adjustments become necessary over time as circumstances change and as new strategic priorities emerge. When a change in the mandate of an MDA becomes necessary, this process will ensure that overlaps and duplications with the mandates of other MDAs are avoided. It will also serve as a resource for His Excellency the Governor if and when new MDAs are created so that duplications and overlaps can be resolved before the MDA becomes operational.

It is proposed that a regular review of mandates take place every four years or eight years as circumstances demand. When a new government takes over, a mandate review should be carried out after the government has completed appointing its political and bureaucratic personnel as well as establishing the institutional mechanisms of its operation.

A regular mandate review ensures that Ministries, Departments and Agencies operate with limited overlaps and role duplications. This will enhance better service delivery and productivity in all areas of Government. Recent experience in Yobe illustrates the effectiveness of an approach that cuts across all MDAs and is capable of taking into account the interplay between the higher-level vision of political leadership and the traditional compartmentalization of functions (schedule of duties) in the civil service. For example, some overlaps and role duplications that were noted in the Validation Process were considered workable and acceptable because they resonated with the vision of the

current administration as expressed in YOSERA III state development document). In addition, political realities also have to be taken into account. The adoption of this practical approach has strengthened the capacity of the OHOS to obtain the necessary co-operation from the political leadership and from other organs of government in supporting the adjustment recommendations to mandates.

The following guidelines are proposed for defining the process by which the existing mandates of MDAs are reviewed and new ones created. It should commit the government to:

Establish a Standing Committee to implement regular review of mandates.

An effective policy on review of mandates has to be adopted at the highest political level to ensure that it is effectively supported through the entire administration as well as disseminated to the public.

The current administration can continue to demonstrate its political commitment to the process of a regular Review of Mandates through the creation of a Standing Committee. This recommendation draws essentially from the lessons learnt and success recorded in the last Mandate Mapping exercise. The mandate review should continue to be implemented under the overall supervision of the OHOS with a day-to-day management responsibility with the Permanent Secretary - Establishment Office. The OHOS should set up a Standing Committee from the existing structure of the Mandate Mapping Committee. This Committee is to be responsible for conducting regular review of mandates of MDAs in Yobe. The Public Service Management (PSM) Core Group under the OHOS should continue to provide strategic direction, oversight and monitoring of the Committee. However, there is merit in assigning a specific role for Mandates Review Policy to a senior civil servant within the OHOS.

The mandate of the Standing Committee should include:

- compilation and publication of mandates (Mandates Compendium);
- dissemination of information to public service officers, the public, other tiers of government, and other interested stakeholders e.g. civil society organisations, international and local partners;
- to conduct a regular review of mandates across the entire Public Service;
- and whenever necessary, to mediate between MDAs in resolving overlaps and provide written reports / recommendations on how to resolve overlaps and role duplications.

A clear framework of accountability is essential for the success of a mandates review policy. For example, all Permanent Secretaries should be responsible for ensuring that the mandates of their MDAs are clear and do not overlap with those of other MDAs. In addition to this, some of them may be expected to undertake responsibilities for system-wide coordination of the review of mandates or membership of ad hoc committees (set up to resolve conflicts resulting from duplication or overlap of mandates).

There will also sometimes be a need for an immediate creation or adjustment in mandates such as when a new MDA is set up. When this happens, the HOS should issue memos / circulars to the relevant parties. The Standing Committee will then be able to ensure that the new or adjusted mandate does not have any overlap or duplication with the existing mandates of other MDAs.

There should be internal Monitoring and Evaluation of the Mandates Review Committee by the OHOS through the setting of standards / targets. For example, the following could be used as performance indicators:

- Regularity of meetings,
- Minutes of meetings with attendance register to measure levels of direct participation versus delegation to subordinates,
- Number of mandate reviews conducted,
- Confirmation that actions are taken on recommendations made on issues of overlaps and role duplication,
- Positive feedback from MDAs, OHOS and State EXCO.

The timing of this regular mandate review process should complement the process of new administrations setting new development priorities. This is why an interval of four years or eight years as circumstances demand between reviews is suggested.

With well laid-out guidelines and a firm commitment of political leadership, the regular review of mandates will become a vital element of an enduring public service reform in Yobe. The formalization and adoption of the proposed guidelines will ensure clarity, transparency and greater commitment to mandates review at all levels of Government

Annex 1

TERMS OF REFERENCE Of Mandate Mapping Committee

The Committee has the following terms of reference.

- a. Manage the mandate mapping exercise
- b. Distribute mandate questionnaire to selected MDAs
- c. Explain the objective of the mandate exercise to the permanent Secretary in each of the identified MDAs
- d. Explain to permanent Secretaries in respective MADs that this mandate mapping exercise is the first step in a reform process
- e. Assist MDAs to complete mandate Questionnaire
- f. Conduct quality assurance of questionnaire to check that they are correctly filled out
- g. Collect questionnaire and pass to DFID SPARC office
- h. Meet the deadlines for submission of questionnaire

1.1 **COMPOSITION OF THE COMMITTEE**

The appointment of the committee was conveyed through letter ref. No. GO/S/HOS/EST/73/Vol/1 of 29th October 2012. The Committee is Composed as follows:

1. Alhaji Sama'ila Babale _____ Chairman
Director Social Welfare
Head of Service Office
2. Alh. Baba Ali Muh'd _____ Member
Deputy Director, Political Affairs
SSG's Office
3. Mal. Suleiman Abba Nasidi _____ Member
Rep. Director Pers. Mgt.
Ministry of Health
4. Alh. Adamu Hussaini Bah _____ Member
Director, Personnel management
Ministry of Agriculture

5. Alh. Malum Jampe Jajere _____ Member
Secretary
Teaching Service Board

6. Alh. Shu'aibu Musa Yakubu _____ Member
Director, Science and Technology
Ministry of Education

7. Alh. Muh'd Abba Gana _____ Member
Director, Monitoring and Evaluation
Ministry of Budget

8. Alh. Abbas Isa Bizi _____ Member
Director Planning Research and Statistics
Ministry of Women Affairs

9. Alh. Hassan Mamman _____ Member
Ag. Director, Pers. Management
Civil Service Commission

10. Mal. Muhammad Ibrahim (Rabiu) _____ Member
Rep. Director pers. Mgt
Ministry of Finance

11. Alh. Alhassan Ibrahim _____ Secretary/Member
Director Establishments
Head of Service Office

1.2 **MODUS OPERANDI**

The committee members resolved to carry out the assignment through the followings methodology.

- a. Holding periodic meetings.
- b. Assign members with specific Ministries and charged with task of administering designed questionnaire for eliciting information on their mandate and related matters.
- c. Discuss the contents of the information provided in the questionnaire with the Management staff of the 16 Ministries extensively on the matter.
- d. Analyse the submissions and make recommendations.
- e. Discuss and agree Recommendations with PSM Core Group and the MDAs in question.