



Ogun State

Public Service Transformation Office (PSTO)



Emerging Interventions



Emerging results from Ministries, Departments and Agencies



Bureau of Lands and Survey

- Accelerated processing of land registration, from 6 - 3 months;
- 3,000 jobs for every 1,000 hectares allocated.



Ministry of Agriculture

- Functional overlaps reduced along agriculture value chain;
- Change facilitation and management teams established;
- Increased production of rice, fish, cassava.



Hospitals Management Board

- Development of hospital charter;
- Upgrade of 12 hospitals to semi-autonomous status;
- Hospital CEOs mandated to approve purchase of daily disposables and off-the-counter medications;
- Proactive public information on price lists: pharmacy, laboratory;
- Hygiene, punctuality improved, feedback boxes installed;
- Dedicated duty management teams;
- Quarterly congresses with all 500 staff.



Interagency Collaboration Committee

- Increased collaboration among Ministry of Agriculture, Bureau of Lands and Survey, Ministry of Urban and Physical Planning;
- Increased efficiency on service delivery;
- Reduced duplication of tasks.

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PERL

Service Delivery

Transforming Service Delivery in Ogun State, Southwest Nigeria, Through Implementation of Reforms



Setting the Pace for Transformation

Walking through the clean orderly corridors of Ogun State's Public Service Transformation Office (PSTO) there were clear indications that this reform agency is indeed reform-minded. There were banners that clearly articulate their core values (of integrity, technical competence, efficiency, professionalism and a focus on results), further encouraging the importance of a changed mindset to deliver on sustainable reforms. There was a clear sense of purpose of those who work there as well, with team work, briefing and brainstorming sessions and orderliness as the order of the day.

The Public Service Transformation Office is credited with fostering a coordinated front across the State Government agencies' reforms. Describing how it came to be, Mr. Jola Oyeneye, the Permanent Secretary of PSTO noted, "prior to the governance innovation conference in February 2017, we did not know that our State government agencies were performing. Probing further into the agencies, thanks to the Office of Head of Service, we understood better what was happening within Ministries, Departments and Agencies (MDAs). This was where the realization emerged, of the need for a reform coordinating agency."

He explained that understanding Lagos State's Office of Transformation, Creativity and Innovation model helped them for initial structuring of PSTO. "Working with DFID-PERL and DAWN Commission, we were able to achieve it. The PSTO coordinates the reform efforts in various government agencies and ensures efficiency and effectiveness in the service delivery to the people of Ogun State," he added.

The work carried out by the PSTO between March 2018 and August 2019 include:

1. Development of Service Charters for government agencies (starting with the Hospital Management Board), which articulate the deliverables the public expects from the respective government agencies;
2. PSTO Process Mapping, which examines enabling laws and establishment documents of the various agencies and delineates the mandates of the different agencies to identify overlaps and foster collaboration;
3. Development of the Performance Management Framework for the Ministry of Health;
4. Working with the Hospital Management Board to improve health services – including training for heads of hospitals, development of a service charter and instituting reform processes;
5. Working with the Ministry of Agriculture and its agencies to increase efficiency by determining mandate overlaps and delineate responsibilities;
6. Facilitating the efforts of the Interagency Collaboration Committee (comprised of Ministry of Agriculture, Bureau of Lands and the Ministry of Urban and Rural Planning), to ensure timely and efficient service delivery to citizens.

In a bid to effect changes across the Ogun State public service, the PSTO identified fifty-two change agents across all agencies of government and built their capacity on the need for reform with an understanding that they would continue

to champion reforms in their respective spaces. Working to identify support for reforms and suggest reform policies to government, the PSTO also facilitates relevant capacity building opportunities for public servants. As of August 2019, PSTO has facilitated trainings on business process reengineering, project management, digital transformation, public service digitization processes and e-governance. Prior to organizing these capacity building exercises, Mr. Oyeneye himself had benefitted from them and attested to their worth and contribution towards impacting reform.



Mr. Fashola Okanlawon Surajudeen, Director of Planning, Research and Statistics in the Ministry of Agriculture has benefitted from the capacity building exercises organised by the PSTO.

Mr. Fashola Okanlawon Surajudeen, Director of Planning, Research and Statistics in the Ministry of Agriculture, having benefited from the support of PSTO, also noted that the leadership training course was deeply informative. He had since stepped it down to other staff members in his department and continues to use the lessons to improve his work.

The training sessions helped to develop the capacity of the PSTO staff and the MDAs it supports. "With the capacity development of the staffers in the PSTO and learning and adaptation sessions with the Lagos State Office of Transformation, Creativity and Innovation, it has been easy for Ogun State to go on this journey," shared the Permanent Secretary of the PSTO, Mr Oyeneye. He also noted that the progress made by PSTO attracted peer learning visit from Ondo State, to examine and learn from PSTO.

With the continued work of the PSTO, "the way the public service sees itself has changed – we now know we are here to meet the needs of the people. Public service reform is necessary when you discover governance strategies need to change. Public service has to be different in a democratic administration," shared Mr. Oyeneye. Other notable changes reported include a more positive mindset and attitude towards work of public servants both within the PSTO and at the MDAs it supports.

¹ A first assessment was published in November 2018

Progress of PSTO-Supported MDAs

Ogun State Ministry of Agriculture

"Agriculture is complex with lots of facets. We picked on land issues as a major concern then and found that there were many 'wrong' departments. With the help of the PSTO we focused on and formed a collaboration committee to fix overlap functions," Alhaji Bosun Mosuro, a former Acting Permanent Secretary of the Ministry of Agriculture and current PS at Government House, noted. Speaking further on the interaction between the Ogun State Ministry of Agriculture and the PSTO, he explained how PSTO assisted the Ministry in implementing reforms. "In the past, the tradition in most government agencies was to continue doing things the way they used to do. When we had contact with the PSTO, improving on our operations and ultimately improving our service delivery, became the focus. We had impactful engagements that moved the Ministry of Agriculture to a higher recognition by the past administration. The PSTO mapped our activities and came up with mandate reviews to improve on service delivery," he explained.

Mr Fashola Okanlawon Surajudeen, Director of Planning, Research and Statistics in the Ministry of Agriculture, explained that "while so many Ministries, Departments and Agencies have a clash of functions, with the help of the PSTO we now align and agree on who should lead on what and also collaborate for increased efficiency." He further explained that PSTO has helped to clarify mixed-up goals and objectives and provide a better understanding of individual mandates. Mr Surajudeen has since been able to provide step down training to his other colleagues, enabling the reforms to permeate the Ministry.

Speaking on a notable change in behavior, Mr. Surajudeen noted that the Ministry of Agriculture, in agreement with a remark made by the Permanent Secretary of the Ministry of Budget and Planning during a training workshop, now sends its budget implementation plans at the beginning of every year to the Ministry. He noted that such compliance was made possible with support from the PSTO. The streamlining of processes by the PSTO-coordinated reform efforts made compliance easier. In 2018, 6.12% of the State budget was allocated to the Ministry of Agriculture, at N21.13 billion², though not fully utilized due to low budget release. However, in 2019, N20.131 billion was allocated for agricultural production and industrialization³. According to Mr. Surajudeen, the transition process affected budget release and implementation in 2019 even when some unimplemented items from the 2018 budget were moved to 2019. He noted that compliance with submission of implementation plans was already a step above the usual practice, attributable to their engagement with the PSTO.

Other notable changes across the Ministry of Agriculture include the reduction in delays between the submission of land registration forms and issue of land allocation letters from six months to three months. This has ultimately led to an increase in food production including for rice, fish, and cassava. It has also resulted in job creation, as at least 3,000 labourers are employed on every 1,000 hectares of land allocated. The Former Acting PS of Agriculture, Alhaji Mosuro, explained that the State peer learning visits, facilitated by PSTO, where members of the team visited Lagos State Town Planning Agency/Bureau of Lands, had as well been instrumental to their ongoing reform process.

The Interagency Collaboration Committee

In addition to supporting the Ministry of Agriculture directly, the PSTO also supports the Interagency Collaboration Committee, a forum for agencies with common functions and mandates to work together. By delineating responsibilities and ensuring alignment on assignments, the collaboration allows for a reduction in work time and increased efficiency to enhance service delivery. It also promotes non-harmonious work relationship among related MDAs. With enhanced collaboration, agencies are not duplicating tasks that had already been accomplished by other departments. For example, the Office for Cassava Revolution does not need to carry out surveys that were already done and results produced, by the State Agriculture Development Programme. They simply adapt the data for their use. This frees up time and funds for core project deliverables, although these freed-up resources are yet to be tracked.



Alhaji Bosun Mosuro, former Acting Permanent Secretary, Ministry of Agriculture and Permanent Secretary, Government House, has been part of the reform process with PSTO.

The Interagency Collaboration Committee includes the Ministry of Agriculture, the Bureau of Lands and Survey and the Ministry of Urban and Physical Planning. They ensure mandate mapping among the Ministry of Agriculture, other ministries and parastatals. They have identified overlaps among the Office for Cassava Revolution, the State Agriculture Development Programme, Agro Service and Tree Crop Department and resolved them. The PSTO drives the collaboration process, serving as a coordinating mechanism for activities of the committee around government functions.

The Hospital Management Board

Part of the reform process included the PSTO organizing a visit of the Ogun State medical team to the Lagos State Hospital in Isolo in January 2019. They incorporated key lessons and processes learnt during the visit to facilitate the reform of Ogun State Hospital Management Board and the hospitals it manages.

Dr. Mrs. Folasade Fasina, the Director of Health Services at Ogun State Hospital Management Board (HMB), noted that when the Board was introduced to the PSTO, the office commenced interactions with the Directors of HMB and with Heads of Hospitals and Departments under the HMB. In a

² <https://www.premiumtimesng.com/regional/ssouth-west/250176-2018-education-gets-23-ogun-governor-presents-n345-billion-budget.html>

³ <https://www.premiumtimesng.com/regional/ssouth-west/296840-amosun-presents-n402-6bn-budget-for-2019.html>

bid to introduce reform to the HMB, the PSTO helped the HMB to develop its hospital charter. It also organized a workshop for leaders in the health team, worked on restructuring leadership of the hospitals and upgraded twelve hospitals to a semi-autonomous status, to increase efficiency. In addition, the PSTO assisted the HMB by engaging Chief Executive Officers to run the hospitals. These practical steps, along with the work going on at the State Hospital, Abeokuta, have had a positive impact on the Ogun State health sector. Dr. Fasina notes that while the PSTO has come a long way in providing reform support to the health sector, there is more yet to be done.

She noted that the results of the PSTO support have included changed mindsets, through beneficial workshops and improved attitudes of the heads of facilities who, through the semi-autonomous status granted to the twelve hospitals, have taken responsibility for daily operations within the hospitals. Dr. Fasina explained, "With the semi-autonomous nature granted to them they now have the ability to make decisions and approve the purchases of daily disposables like syringes, needles, gloves, cotton wool and regular off-the-counter medications, which has encouraged them towards a better attitude and greater ownership of their mandates." She noted that the hospitals have become more proactive in informing the public on the services they provide. The Price list from the pharmacy, laboratory and the canteen are now published monthly on noticeboards, to provide appropriate

information to patients and curb extortion. Hand sanitisers and feedback boxes are now deployed at strategic locations within the hospitals. The hospitals have also reported higher patronage based on observation of patients' influx. She noted as well, that through the PSTO reform processes such as staff sign-in, it has been observed by senior staff and noted by patients that staff are more punctual to work and more dedicated. She concluded by noting, "It is a work-in-progress but we have seen positive changes. The Public Service Transformation Office means business."

Support to the State Hospital Abeokuta

Walking around the premises of the State Hospital Abeokuta, one cannot help but notice neon green reflector jackets with the inscription, "duty manager" emblazoned on them. They are worn by all cadres of staff including doctors, nurses, cleaners and gardeners who are part of duty management teams, work in weekly shifts and are responsible for oversight of all departments of HMB for the week. They ensure process control and assure quality of all operations within the State Hospital. This is one of the many pointers to the reforms led by the PSTO to ensure efficiency within Ogun State Hospital Management Board and in this case its flagship reform hospital, State Hospital Abeokuta.

Identification cards, transparent suggestion boxes, well-marked buildings and clearly displayed prices of drugs outside the pharmacy are other transformational changes that have been instituted to better serve patients who patronize the State Hospital. With the support of PSTO, a mandates review was carried out leading to granting of semi-autonomous status to State Hospital, Abeokuta. This allows them to make decisions and carry out sundry purchases without bureaucratic approval processes. The HMB is now operating more smoothly and helping hospitals provide improved services to patients: laboratory, pharmacy and hygiene.



Following the service charter developed by the Health Management Board through the PSTO, all hospital officials are now identifiable according to their uniforms. Health Attendants at State Hospital Abeokuta (L - R: Adeleye Olubusola, Oluwayemisi Osola and Adebiji Rofiat) happily identify with their roles towards patients.



Duty Managers (L – R: Mr. Olanrewaju V. Osibowale, Mrs. Beatrice O. Somefun and Mr. Abiodun M. Oyenekan) work in weekly shifts and ensure process control and quality of all operations within the State Hospital, Abeokuta

The Medical Director and CEO of the flagship hospital for reforms under the HMB, State Hospital, Abeokuta, Dr. Kayode Oladeinde, noted that their engagement with the PSTO has enabled their services to be more coordinated. “Prior to interactions with PSTO it was business as usual; civil servants came to work at a time of their choice. There were only pockets of staff who wanted to do things the right way; the traditional civil service mentality affected everyone, and it was difficult to implement change before PSTO intervention,” Dr. Kayode shared.

“The PSTO organized a tour to Lagos, which the State Hospital directors were a part of. PSTO conducted trainings as well for the hospital managers and assessed staff strength, equipment, attitude etc. These efforts helped to bring together pockets of ideas for reform, gain government buy-in and improve overall coordination,” the Medical Director noted. From the improvement of information services to patients, to more hands-on management, the State Hospital has greatly improved since its interactions with PSTO. Dr. Oladeinde noted that with PSTO’s oversight they have “got everyone involved and buying-in, which led to change in attitudes and increased participation and oversight. The sanitation of the hospital has greatly improved as well.”

As of August 2019, the State Hospital is equipped with 175 beds, with staff strength of 500, attending to approximately 10,000 patients monthly. There are 8 specialist consultants and 25 medical doctors who perform between 75 to 90 surgeries and deliver between 120 to 150 babies monthly. With concerted efforts towards implementing and sustaining the ongoing reforms, Dr. Oladeinde hopes to address issues such as adequately equipping the hospital, further increasing patient patronage and providing more health personnel to cater for patients’ influx.



Dr. Kayode Oladeinde, Medical Director and Chief Executive Officer of State Hospital, Abeokuta, noted that their engagement with the PSTO has led to coordinated and improved health services in his facility.

He also noted that the work environment has become more conducive, with more concern for staff welfare, increased facilities to provide doctor specialisation training and more staff involvement (through quarterly congresses where all 500 staff members meet to discuss progress and assess the hospital’s performance). Dr. Kayode sees the establishment of the PSTO as a new dawn, explaining that “Public service in Ogun State will be advanced in the next one year if they keep up the very good job they are doing. This is a flagship – other hospitals need to be covered too. We are very proud working with them. I know they will continue. Their assistance and monitoring has helped to produce transformational results in the reform process of the State Hospital.”

The Public Service Transformation Office (PSTO) of the Ogun State Government is the reform coordinating agency that espouses excellence in public service delivery. Headed by Jola Oyeneye, the Permanent Secretary (PS), their mission is to facilitate the transformation of the State's public service such that it provides sustainable, effective and efficient service delivery to the citizens. The PSTO's core values include integrity, technical competence, efficiency, professionalism and a focus on results. Since its establishment in March 2018, the PSTO has worked with the Ministry of Agriculture, the State Hospital Management Board and the Inter-agency Collaboration Committee to begin to effect reforms within Ogun State's public service.

Ogun State's desire to set up an agency for coordinating public service reforms was birthed in February 2017 at the South West Governance Innovation Conference. The conference, held by the DAWN Commission, in collaboration with PERL, was comprised of state and non-state actors from across the South West who showcased innovative reforms that had been successfully implemented. Ogun State expressed an interest in setting up an agency to coordinate public service reforms based on an adapted version of the Lagos model. Following a request by the Governor, PERL provided technical support to develop an institutional framework for this agency – the Ogun State Public Service Transformation Office. With support from PERL and DAWN Commission, the PSTO was approved by the State Executive Council and set up on 26th March 2018 by Executive Order.

The PSTO is functional and fully equipped to drive reforms. The Office continues to make progress within its mandate as is being assessed by PERL in this second publication.¹ Progress to-date, anchored on repositioning the public service to better serve the people of Ogun State includes:

- Working with the Bureau of Lands and Survey to review its processes for land titling;
- Assisting the Hospital Management Board (HMB) to put in place a Performance Management Framework for its secondary-level health facilities;
- Sensitizing the Ministries, Departments and Agencies (MDAs) on PSTO's mandate;
- Continuous mapping of MDAs' mandates;
- Performance management in the Ministry of Health.



Mr Jola Oyeneye, the Permanent Secretary of PSTO believes that, with support from Ministries, Departments and Agencies, the public service will be successfully transformed for better and inclusive service delivery.



PERL support to PSTO At-A-Glance

Founded through the support of DFID-PERL and the DAWN Commission, the PSTO has been operational since March 2018. Following a three-day conference in February 2017, Ogun State expressed interest in setting up an agency to coordinate its public service reforms. Since receiving technical assistance from PERL, PSTO has continued to support reforms across Ogun State's public service. PERL technical support included developing the institutional framework to set up the Office, support to the PSTO's work on mandates review within the Agric sector and setting up a performance management framework for the Public Hospitals in the state.

Mr Oyeneye, Permanent Secretary of the Public Service Transformation Office in Ogun State summed up that, "Ogun State will remain grateful to DFID-PERL. Before this support, the government had begun attempts at reforming the public service; there was a committee set up on how to go about it, actions taken to execute the mandate was unsuccessful due to interagency strife. With a reform coordinating agency in government, it is easy to identify where reforms are needed and strategise towards implementing them. PERL is thanked for creating the reform coordinating agency which has been a success."



Alhaji Bosun Mosuro, former Acting Permanent Secretary, Ministry of Agriculture and Permanent Secretary, Government House, during a mandates review exercise organised by PSTO for the Ministry of Agric.