



**EVALUATING AGENCIFICATION AS  
AN ALTERNATIVE SERVICE  
DELIVERY MODEL IN NIGERIA;  
EVIDENCE FROM LAGOS STATE  
WASTE MANAGEMENT AUTHORITY  
(LAWMA)**

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**Abstract**

Agencification still remains the best alternative public service delivery in Nigeria. An empirical assessment of its success, failure, shortcomings through service user views constitute the fulcrum of this research. Lagos state was a classic case of great but unfulfilled potentials. The public sector was demoralized and ill equipped, psychologically, and logistically to effectively delivery public service to citizen. To reverse the situation of gross ineffective public service

delivery, the Lagos state government has established various agencies to fulfil different government functions in the state. The activities of these agencies have improved public service delivery to the people in the state. However, there is need for improvement. This is why this study intends to critically assess agencification as an alternative public service delivery in Nigeria with reference to Lagos state waste management authority (LAWMA). The study adopts qualitative and quantitative techniques and employed the survey method of research. Questionnaire, interview and focus group discussions were used to collect data from LAWMA officials and service users. The findings revealed that there are inadequate personnel capacity, inadequate financial management skills, and poor management of service providers, and lack of citizen consultation of the people in the State and the implementation of the service-delivery-driven agencies. The study concludes that the current mode of operations indeed has traces of elements such as a more "hands-on" management where more active control is visible from top managers wielding discretionary power to affect decisions; there are some explicit performance indicators in terms of city cleanliness, which may suggest a focus on value for money when technically evaluated. However, the study recommends among others, that agencifitaion of public service delivery can improve service delivery



in the state if well-funded and properly implemented.

**Key words;** agencification, public service delivery, citizen, stakeholders, implementation

## 1. INTRODUCTION

Public service encompasses all the interactions between citizens, businesses and their governments, at all levels. This interface is the front-line of good governance and Public Sector innovation, with the scope to enable public sector to do business more easily, markets to operate effectively and economic goals to be attained, by ensuring services are delivered efficiently, creatively and in line with users expectation (Akintoye, 2023;Geert & Guy, 2024).

The revolutionary of new public management (NPM) has reshaping the structures of public administration led to agencification which has become an increasingly common feature of public management in a wide range of political settings, and the establishment of agencies is seen as an important aspect of the regulatory state (Akintoye, 2023). Agencification has become fashionable and every country has implemented it in its own way (Chgozie, Olufunlayo, Ben & Grace, 2024).

Agencification has emerged worldwide as an alternative method for the delivery of public services to the citizens (Ezekiel, Folake &

Ali, 2024), and it has the potential to fill the gap created by the traditional service delivery, which hitherto faced with challenges through delineating governance, reducing risk, and applying the best practices in terms of costs and accountability (Onah,2008; Suharto, 2024). Apart from the developed countries like the United Kingdom, France, Germany, and the United States of America, emerging economies such as India, United Arab Emirates, Qatar, Singapore, Malaysia to mention a few, have adopted agencification to provide service delivery and develop their economies (Babajo, Liman & Bello, 2024). State government in Nigeria, has also taken a bold step in this direction (Onah, 2008), with the aim of transferring government activities to agency-type organization vertically specialized outside ministerial departments. Just like other modern public management reforms, i.e., decentralization, contracting-out arrangements, and management by objective, it rests on the classical distinction between policy formation and policy implementation (Omium & Aniyie, 2024).

This emphasized the notion that policy formation should be handled by slimmed and trimmed “core executives”, while policy implementation should be carried out by professional executive agencies with considerable managerial freedom, and it has extensive duty to report to the executive core of the results of their performances (Fatile &



Ajolor, 2014). Agencification promotes efficiency, strengthened and clarified responsibility and accountability lines, enhanced professional administration, and a more service oriented administration placed closer to citizens as well as strengthening the politician's ability to steer the administration (Effiong, 2013).

Lagos state, has adopted the new public management techniques in the state public service led to the establishment of agencies in the state. Although there have been agencies before the public management reforms, but these agencies were not proactive enough to meet the needs of the people like the agencies we have today. The new agencies were established with the new public management orientations which necessitate the clients should be made king in the process of service delivery in the state (Fatile & Ajolor, 2014). For instance, before the establishments of Lagos state waste management authority (LAWMA), Lagos was adjudged as one of the dirtiest capital cities in the world (Akintoye, 2023). It faced a broad range of environmental issues for its rapidly growing population. The rate of migration in the city is faster than the city can cope with, leading to the problems of solid waste management, water portability, sewage system management, and drainage issues, flood, soil, air and water contamination thus became serious environmental concern in Lagos state.

After many years, the activities of this agency (LAWMA) have improved the delivery of services to the people in Lagos state, but there is need for improvement. This is why this study assesses agencification as an alternative public service delivery in Lagos state with specific reference to Lagos state waste Management Authority (LAWMA). The aim of this study is to assess agencification as an alternative public service delivery in Nigeria with reference to Lagos state waste management authority (LAWMA). Other objectives include; to determine the extent to which agencification has improved public service delivery on workers' productivity in LAWMA. And to assess the performance of public sector organisation in Lagos state since the introduction of agencification as an alternative service delivery in LAWMA

The study is based on the following research questions; to what extent has agencification improved public service delivery on workers' productivity in LAWMA? And has the performance of public sector organisation changed since the introduction of agencification as an alternative service delivery in LAWMA? These are the questions the study set to answer.

## 1.2 CONCEPTUAL AND THEORETICAL FRAMEWORK

There is no uniform definition complicates research into "agency" with multitude



meaning depending on the organisational culture (Bouckaert, 2000; Redi & Marliana, 2024). Although the omnipresence of agencies is evident, most research emphasizes the differences (divergence) rather than the similarities (convergence) between them. Or, as Ali et al (2024) put it, “there is much discursive and decisional convergence, but divergence when it comes to practices and results. Research into agencification is often “based on impressionistic rather than systematic methods of analysis” (Agboola, 2016). The term agency refer to administrative body which is formally separated from a ministerial or cabinet-level department, and which carries out public tasks at a national level on a permanent basis, is staffed by public servants, is financed mainly by the state budget, and is subject to public legal procedures (Ibietau, 2013; Lapuente & Vande Walle, 2020). Agencies are created to enjoy some autonomy from their respective ministerial or departments as regards decision-making. However, the respective ministers normally keep the political responsibility for agencies' activities (Adebayo, 2004).

Agencies are organizational form that ensures better usage of expertise than ordinary public administration organizations (Iyanow & Aimmernam, 2024). According to Fatile & Ajulor (2014), they serve as promoters of technocratic decision-making

and functioning. An agency is an organization that is at an arm's length from the hierarchy of the central ministry. It is involved in service provision, regulatory function, or adjudication (Maweje, 2024). The staffs of the agencies are public servants, and might not necessarily be bureaucrats. The government finances this body legally (Lossa & Martimort, 2016). However, some agencies might generate their own revenue. In either case, it is answerable to the ministry for its financial situation. Such bodies are also legally bound and answerable to some legislative body of government (Felix, 2011). Agencification can be defined as a process which new agencies are created or which existing agencies are given more legally autonomy (Ogundipe, Owolabi, Ogunbayo & Aigbayboa, 2024). Generally, the term "agencification" means the process of recreating a ministry or government department into a more purposeful result oriented public organization with a specific and output focus task (Ngowi, 2006). In the view of Marshall & Aminu, (2015), agencification signifies a transfer of government activities to bodies vertically specialized outside ministerial departments. It means the creation of new autonomous bodies for new functions or a significant increase in the autonomy of existing legally separate bodies on either an individual or a collective basis. Agencification is further considered as being aimed at strengthening



the politicians' ability to steer the administration (Mmassy, 2024). It is seen as a way of hiving off smaller, recurrent, and technical matters into executive agencies while politicians have more time for steering "big" and "important" matters (Ngowi, 2008). This indicates that, autonomous public organizations are more efficient than the normal department units (Knorr & Schomaker, 2016). This connotes that public service delivery frees the public sector from unnecessary rigid bureaucratic rules which are seen as the source of inefficiency in public service delivery. It is generally expected that agencification of public service will bring innovation, flexibility, and effective use of resources to achieve the expected result (Ibok & Ibanga, 2014). Suharto (2024) argues that the agencies creation takes different forms depending on the public organisation: it may be by splitting up ministries or major department into separate and task-specific units: also it may be a creation or the merging of different units in the department; and it may also be as a result of establishing a new agency within the ministry. Whatever the case may be, it must be legally backed with necessary applicable to such type of agency created. The laws range from constitution, legislation, executive order, decrees, edicts, etc.

### **1.3 WHY AGENCIFICATION AS AN ALTERNATIVE PUBLIC SERVICE DELIVERY**

Since the 1960s and 1970s, government particular in Europe and America have paid greater attention to agency in economic development and provision of social and welfare services to their citizens (Ngowi,2008). Literature identifies a range of benefit associated with these alternative service delivery arrangements.

In Africa such as Nigeria, different factors led to the establishment of agencies from the various ministries under study in Lagos, Nigeria State. Many agencies were developed in the Ministries of Transport, Works and Infrastructure, Environment and Finance. These agencies were created for effective and efficient service delivery ( Nchuchwe & Adejuwon, 2016). Prior to the creation of agencies in Lagos State, there were challenges ranging from lack of human capacity and financial management skills. There were fragmentation and duplication of institutional responsibilities among various agencies at three levels of government and lack of interagency coordination among these various bodies as well as absence of documented standard procedures for the technical and economic evaluation of programmes and projects among others. The Ministry of environment was unable to rise up to the challenges of waste management in the state. Before the establishment of these agencies, Lagos was adjudged as one of the dirtiest capital cities in the world. It faced a broad range of environmental issues for its



rapidly growing population. The rate of migration in the city is faster than the city can cope with, leading to the problems of solid waste management, water portability, sewage system management, and drainage issues. Food, soil, air, and water contamination thus became serious environmental concerns in Lagos State

Agencification have been effective in helping government in the following areas; to response adequately to the increasing demand for public service delivery; to shift the burden of capital spending to autonomous body by helping government do more with less and to contribute to enhanced efficiency in delivering services (Fatile & Ajulor, 2014). Much of the improved productivity arises from the agency making commercially-based decision with designing, operating, maintaining, staffing, costing, and delivering investment and services. As a result, profit from operation and returns on investment are higher than under ministry state ownership.

On their part, Fatile & Ajulor (2014) argued that agencification is effective in reducing cost of public service delivery for government, improved quality of service delivery, increased effectiveness and efficiency of individual organisations especially through improved coordination, better managerial practices, better use of assets and increased responsiveness of the of beneficiaries. Strategically, agencification can enhance internal accountability by

clarifying roles and responsibilities as well as focusing on key services delivery targets.

In other words, agencification, allows a pooling of resources so that larger project or more aspect of a project can be taken than is possible for an individual agency there by allowing agency to devote some resources targeted at one policy to be realized for use elsewhere. Nchuchwe & Adejuwon (2016) submitted that agencification enhances optimum allocation of risks, value for money because of the professional expertise, speed delivery of services because they don't have to wait for ministry/ department to make money available. In practical terms, agencification are attractive because they can achieve through collaboration of public and private sector what each, acting alone cannot (Effiong, 2013).

#### **1.4 Agencification in Africa countries**

Agencification in Sub-Saharan African countries is in many respects similar to experiences in Western Europe (Taibot, 2004). This can be attributed to both the colonial heritage of most developing countries and the important role of international (western) donor organizations like the World Bank (OECD, 2024). Differences in the strategies between Francophone and Anglophone countries can almost directly be related to former colonial powers in these countries. For instance, the



African countries agency model is largely copied from the Next Steps Agencies model in the United Kingdom (Routledge & Ugwu, 2012). That would imply that developing countries could be categorized in the same trajectory as their former ruler; African country would for example be listed in the groups. However, there are also important differences. Agencification are not a new phenomenon in most African countries. but agencies are often seen as an alternative to already existing state-owned companies which are plagued with corruption, maladministration, and governance crisis (Ebiola, Ugbe & Agi, 2024). African governments have a hard time balancing the requirements of international donor organizations like the World Bank (that stress the necessity for a well performing, efficient and modern public sector) against the needs of the population (who want basic services like water, healthcare and infrastructure) (Adebayo, 2004).

Agencification in Africa countries was rarely, if ever, pursued within a systemic conceptual and legal framework (Agbola, 2016). The latter would set out in advancing the goals, the instruments, their relationships and the timetable across the board. Due to the low quality and capacity in public administration and the political classes, agencification usually occurred as a quick sectorial fix (Onah, 2008). The result is often paradoxical. On one hand, the legal, accountability and

financial framework for autonomous agencies are patchy and are often taken over by specific solutions and exceptions (Ali et al, 2024). This very often creates unexpected results, perverse incentives and negative consequences. On the other hand, there has rarely been substantial institutional innovation and creation of complex new institutional frameworks. This paradox is due to the sectorial, quick-fix nature of agencification (Felix, 2011). When institutional innovation is undertaken, it is frequently exercised by use of institutional transplants from other countries, most often in the context of foreign advice or aid. The problem plaguing such solutions is that when institutional transplant is imported, other elements setting up its legal, accountability and financial framework are often lacking (e.g. activity-based budgeting, financial control and audit mechanisms, general accountability mechanisms for executives within the civil service rules) (Chiamogu & Chiamogu, 2019). A common misconception is that quasi-autonomous agencies are a recent invention. In fact it would be more accurate to call them a reinvention. What regulatory reforms have done is to change the role of traditional inspectorates and agencies. Agencies are rarely new in any absolute sense but are usually combinations of parts of or entire existing administrative bodies (Lakony-Zinowk & Horyathoya, 2016).



The developing countries such as Africa display a slightly mixed picture when it comes to patterns of agencification. There are strong pressures to modernize the public sector and in fact there is often an inherited tradition of agencification. However, developing countries themselves seem keen on building more state capacity, which is for example reflected in the programmatic approach when it comes to agencification. Both characteristics are shared with other modernizers, but it should be noted that developing countries may prefer the aforementioned second generation of reforms (like whole-of-government) more than the initial NPM reforms that were implemented in the 1980s.

### 1.5 Theoretical Framework

The process of agency formation has been justified by some theories. However, there cannot be one best theory to explain the phenomenon (Pollitt et al., 2004). Agency theory has influenced many academic disciplines: in social sciences and administration and management sciences. Pollitt et al. (2004) discovered three central elements which make up the core of the agency programme:

- First the Structural separation and/or the creation of task specific organizations:

- secondly managerial autonomy in making decisions concerning personnel and financial management through target setting, monitoring, and reporting;
- Thirdly Managerial accountability over personnel, finance, and other management matters. These three elements -structure, autonomy, and accountability, capture the essence of the agency model as it has surrounded the globe.
- Firstly, structural separation involves splitting up public organizations through horizontal and vertical specialization whether inter- or intra-organizational. By structural separation, we mean the splitting up of larger bodies into a parent body and various subordinate agencies. This has mostly been applied to splitting up ministries into a core central body and several agencies carrying out specific tasks (Bouckaert & Peters, 2001).

The agency model introduces a horizontal and vertical structural separation within or across organizations. Structural separation involves the splitting up of larger bodies into a "parent" body and various subordinate agencies. The vertical changes tend to create more autonomous agencies while horizontal specialization based on the principle of single



purpose organization makes less independent organizational unit to deal with only such functions as ownership, regulation, purchasing, and provision (Bouckaert & Peters, 2001; Batley, 2004).

The secondly agency model is the managerial autonomy in making decisions. This pattern of managerial autonomy is assigned to the actors of these executive agencies, for them to make decisions independently (wholly or partially) related to personnel, administrative, and financial resource allocations. Autonomy is also granted at the policy framing level (Ngowi, 2008). Batley, 2004 see the inclusion of managerial models as related to the ideas to further devolution and delegation of authority and autonomy. The idea of letting the managers manage free from the bureaucratic and political constraints is believed to improve the efficiency and effectiveness of executive agencies. This means having the freedom to manage their budgets, make their own decisions, operate on commercial accounting principles, and reinvest their surpluses (Bouckaert & Peters, 2001). The problem of controlling agencies and leaving them a significant degree of autonomy for the performance of their tasks is a key issue of the agency model.

Thirdly the agency model is the idea of steering and control system which means any system of setting targets for and reporting on the activities of an agency and involves

performance management, cost-cutting, and budgetary discipline. The increased use of performance indicators represents an attempt to quantify the activities of public organizations more extensively, while ex post scrutiny and auditing are mechanisms of connecting and comparing goals and actual results. The main idea is that good results should be rewarded and poor results should be punished (Felix 2011). The agencies are not independent in any absolute sense, but are quasi-autonomous entities and the ministries which will normally use different forms for control and steering to constrain the agencies' autonomy (Bouckaert, 2000).

#### 1.6 Research Methods

The study employed the survey method of research and adopted qualitative and quantitative techniques. First, it reviews the literature on agencification and public service delivery in Nigeria. As the time frame available for this study, it would not allow for in-depth study of the establishment of all agencies in Lagos State. The selection of Lagos state waste management authority was primarily guided by the functions that the agency is set up to perform. The choice of the agency is instructive for two reasons. Firstly, it shows the symptoms of trends, processes, dynamics, major innovations, and best practices in terms of public service delivery. Secondly, time and funding did not allow the authors to expand the study to other agencies in Lagos State. Population and Sample .The



population here refers to the component of the Lagos State Civil Service or called "staff strength". The study covers the whole public service of Lagos State, and it was restricted to Ministry of Environment-Lagos State Waste Management Authority (LAWMA), The estimated population of workers in the sampled population stood at 1200 and a simple random sampling technique was used in selecting respondents from the selected agency with a simple fraction of 30% bringing the sample size to 360.

The survey instruments are questionnaire and in-depth interview. The questionnaire has 10 items which were administered to a sample of 360 respondents obtained using stratified sampling technique. The stratified sampling was used to ensure that different groups in the population are adequately represented in the sample. The population was divided into senior and junior staff categories. Purposive sampling was employed to select specific functionaries that are critical for the study across the various units agency. All the respondents involved in the study are employees working in the LAWMA in Lagos which play a vital role in the Waste management authority in Lagos state and the service users.

A pilot study was conducted to test the reliability of the research instrument. The research instrument was administered to 3 respondents drawn from Lagos State Environmental Protection Agency

(LASEPA), the result of the pilot test was subjected to Statistical Package for Social Science (SPSS) computation and the Cronbach alpha value of 0.864 was obtained. The reliability co-efficient of 0.70 or higher is considered to be appropriate in most social science research situation. Questionnaire was administered to the 360 respondents, as stated as follows: 280 respondents from Lagos State Waste Management Agency (LAWMA), 80 respondents from private sector participation (PSP).

The questionnaire was attitudinal in nature and developed by the researchers. It is divided into two parts. The first part seeks demographic information such as sex, age, educational qualification, marital status, and service age. The second part was measured on a five-point Likert-type scale, measuring two concepts: agencification and public service delivery. In-depth interview was conducted with the managers, supervisor and PSP officials as well as some randomly selected citizens who are customers of this agency. Secondary data were sourced from relevant textbooks, academic journals, newspaper cuttings, official documents, and publications of the agencies which are published periodically as well as office records.

The responses to the questions in the questionnaire provided the basis for the following analysis. To analyse the data, descriptive statistical technique (including



adjusting descriptive tables, frequency and simple percentage), Chi-square non parametric techniques was used All the statistical analysis was conducted by using SPSS 18.0 for Windows. Content analysis of responses from interview was done.

The model specification for this analysis is a Chi-square, in a simple of statistic. It is computed as follows

$$X^2 = \frac{\sum (O - E)^2}{E}$$

-----, Where O= Observed Frequency

E = Expected frequency

$$Df = (r-1)(c-1)$$

$$\alpha = 0.05$$

Decision Rule; Reject if  $X^2_c > X^2_t$ , otherwise accept  $H_0$

### 1.7 DATA PRESENTATION AND ANALYSIS

The questionnaire were sequentially analysed and presented in table. However, all the necessary data with respect to respondent's response were analysis using percentage and rank.

**Table 1;** to what extent has agencification improved public service delivery on workers' productivity in LAWMA?

RESPONDE NTS	FREQUE NCY	PERCENT AGE %
STRONGLY AGREE	137	38.06
AGREE	183	50.83
DISAGREE	30	8.33

STRONGLY DISAGREE	8	2.22
UNDECIDE D	2	0.56
<b>TOTAL</b>	<b>360</b>	<b>100</b>

**Source; Field Survey, 2026**

The above shows that agencification improved public service delivery on workers' productivity in LAWMA with 137(38.06%) respondents strongly agree, 183(50.83%) agree, 30(8.33%) disagree, 8(2.22%) strongly disagree and 2(.56%) undecided.

This implies that, the introduction of agencification in Lagos state has improved public service delivery on workers' productivity in LAWMA.

**Table 2;** Has the performance of public sector organisation changed since the introduction of agencification as an alternative service delivery in LAWMA?

RESPONDE NTS	FREQUE NCY	PERCENT AGE %
STRONGLY AGREE	120	33.3
AGREE	191	53.06
DISAGREE	45	12.5
STRONGLY DISAGREE	3	0.83
UNDECIDE D	1	0.28
<b>TOTAL</b>	<b>360</b>	<b>100</b>

**Source; Field Survey, 2026**



The above shows that the performance of public sector organisation has changed since the introduction of agencification as an alternative service delivery in LAWMA with 120(33.3%) respondents strongly agree, 191(53.06%) agree, 45(12.5%) disagree, 3(0.83%) strongly disagree and 1(.28%) undecided. This implies that, public sector organisation performance has changed since the introduction of agencification as an alternative service delivery in LAWMA.

<b>Agree</b>	4	18	7	11	123	171.
		3	2	1	21	13
<b>Disagree</b>	3	30	7	42	176	245
<b>e</b>			2		4	
<b>Strongly disagree</b>	2	8	7	-	409	56.8
<b>e</b>			2	64	6	9
<b>Undecided</b>	1	2	7	-	490	68.0
<b>ded</b>			2	70	0	6
<b>Total</b>		<b>36</b>				<b>599.</b>
		<b>0</b>				<b>76</b>

Source; Field Survey, 2026

### TEST OF HYPOTHESES

#### HYPOTHESIS 1

Null hypothesis (H<sub>0</sub>); agencification has not improved public service delivery on workers' productivity in LAWMA.

Alternative hypothesis (H<sub>i</sub>); agencification has improved public service delivery on workers' productivity in LAWMA

Therefore  $X^2_c = 599.76$

Degree of freedom (df) = (k-1)

= (5-1)

Df = 4

Degree of freedom (4) @ 0.05 level of significance will give 9.49 table value of Chi-square ( $X^2_t$ ). Hence,  $X^2_c = 599.76$  while  $X^2_t = 9.49$

#### DISCUSSION OF RESULT

Using table 1; to what extent has agencification improved public service delivery on workers' productivity in LAWMA?

Responses	Code	F O	F e	Fo -Fe	(Fo- Fe) <sup>2</sup>	(Fo- Fe) <sup>2</sup> Fe
<b>Strongly agree</b>	5	13	7	65	422	58.6
		7	2		5	8

#### Decision based on findings

Since the calculated value of Chi-square ( $X^2_c = 599.76$ ) is greater than the tabulated value of Chi-square  $X^2_t = 9.49$ . The alternative hypothesis (H<sub>i</sub>); agencification has improved public service delivery on workers' productivity in Lagos state waste management authority



**Hypothesis two**

Null hypothesis (H0); the performance of public sector organisation has not changed since the introduction of agencification as an alternative service delivery in LAWMA.

Alternative hypothesis (Hi); the performance of public sector organisation has changed since the introduction of agencification as an alternative public service delivery in LAWMA.

Using table 2; **Table 2**; has the performance of public sector organisation changed since the introduction of agencification as an alternative public service delivery in LAWMA?

Respon ses	Co de	F O	F e	Fo -	(Fo- Fe) <sup>2</sup>	(Fo- Fe) <sup>2</sup> Fe
<b>Strongl y agree</b>	5	12 0	7 2	48	230 4	32
<b>Agree</b>	4	19 1	7 2	11 9	141 61	196. 68
<b>Disagre e</b>	3	45	7 2	- 27	729	10.1 3
<b>Strogly disagre e</b>	2	3	7 2	- 69	476 1	66.1 3
<b>Undeci ded</b>	1	1	7 2	- 71	504 1	70.0 1

<b>Total</b>		<b>36</b>				<b>374.</b>
		<b>0</b>				<b>95</b>

Source; Field Survey, 2026

Therefore  $X^2_c = 374.95$

Degree of freedom (df)= (k=1)

$$= (5-1)$$

$$Df= 4$$

Degree of freedom (4) @ 0.05 level of significance will give 9.49 table value of Chi-square ( $X^2_t$ ). Hence,  $X^2_c = 374.95$  while  $X^2_t = 9.49$

**Decision based on findings**

Since the calculated value of Chi-square ( $X^2_c = 374.95$ ) is greater than the tabulated value of Chi-square  $X^2_t = 9.49$ . The Alternative hypothesis (Hi); the performance of public sector organisation has changed since the introduction of agencification as an alternative public service delivery in Lagos state waste management authority.

**4.3 Discussion of Findings**

The study assessed agencification as an alternative public service delivery in Nigeria with reference to Lagos state waste management authority The findings from Hypothesis 1 revealed that agencification of public service delivery has improved the public service delivery on workers' productivity in Lagos state waste



management authority. The finding corroborated with the findings of studies carried out by Fatile & Ajulor (2014) shows that agencification improve public sector organisation in area of productivity, civil service management systems, practice, and performance culture so as to enhance professionalism and a well performing public service. It has been noted that, Agencies are more trusted to play the role of effective service delivery (A li el ta, 2024), in addition to enhance value for money in the services provided, because they have been in the fields in which they operate. They understood the works better.

The result of Hypothesis 2 confirmed that the performance of public sector organisation has changed since the introduction of agencification as an alternative public service delivery in Lagos state waste management authority. In line with this finding, Ogundipe, Owolabi, Ogunbayo & Aigbayboa,( 2024) & Akintoye (2023), submitted that Agentification makes it possible for large public sector departments to be broken down into smaller, more efficient, specialized and manageable units. Each agency is able to focus on its specific goals and objectives in a more detailed manner, and results are more measureable than that of large departmentalization.

The findings of the study reveal that there is lack of human resources capacity, inadequate

financial management skills, and poor management of service providers, and inadequate consultations of the people of Lagos State is not considered in the conception and the implementation of the service-delivery-driven agencies. It is further discovered through personal interviews conducted with senior officials of the agency that the level of corruption among the LAWMA officials is still very high. Many officials were said to have been summarily dismissed as a result of allegation of bribery and corruption against them.

Finally, due to scarcity of resources, many areas in the state are not adequately covered in the area of provision of service delivery by the agency. Respondents interviewed claimed that there is over-concentration of service delivery on the Lagos Island against the mainland areas.

## 1.8 CONCLUSION

Agencification can be considered as a good move intended to address the inadequacies in public service delivery. In spite of the challenges and complexities of agentification, experience suggests that no single approach is suitable for all countries or for all types of services. The current mode of operations indeed has traces of elements such as a more "hands-on" management where more active control is visible from top managers wielding discretionary power to



affect decisions; there are some explicit performance indicators in terms of city cleanliness, which may suggest a focus on value for money when technically evaluated.

### 1.9 RECOMMENDATIONS

The study therefore recommends that the leadership strategies adopted in LAWMA should be more participatory so as to engender efficient service delivery to the citizens of the state. In addition, based on the findings of this study, it is recommended that more agencies should be created from some core ministries in the state that are still highly inefficient in the provision of public service delivery to the populace. This will encourage the participation of more citizens with considerable managerial freedom, and consequently improve productivity in the public sector. Also, Lagos state governments should create additional agencies which can improve service delivery system in the state so as to reduce urban and rural unemployment. The widespread malpractice and corruption have often been reported among the officials of LAWMA. This is one of the reasons why Nigeria is adjudged as one of the most corrupt nations of the world.

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