

*Full Length Research Paper*

# Decentralisation by devolution: Reflections on community involvement in planning process in Tanzania

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**This paper provides reflections on Decentralization-by-Devolution in planning process at grassroots level by investigating the manner in which grassroots level is involved in preparing the three years strategic plan; and its implications towards solving socio-economic problems at grassroots level. The study employed a combined research design where case study design and mini –survey designs were used. Questionnaires, In-depth interviews and intensive documentary reviews were done for data collection purposes. The findings from the Kizota ward in Dodoma municipality revealed that although, the government has done a commendable work in implementing D-by-D, its contribution in planning process at grassroots level is still minimal and ineffective. The Mitaa residents were not involved in the planning process; rather they were involved in the implementation of the centrally made plans that did not include their priorities. The paper further suggests for the need of elected leaders at local government level to undergo training on their responsibility to get involved in the planning process at their very level of structure among others.**

**Key words:** Community; involvement and; grassroots.

## INTRODUCTION

Decentralization is highly linked with local government system and has been practised in the country in varying degrees since colonial times (URT, 2005). Historically, the concept of decentralization has never been a new concept in countries across the globe. The term attracted attention in the 1950s and 1960s when British and French colonial administrations prepared colonies for independence by devolving responsibilities for certain programs to local authorities (Ndunguru, 2008; Nelson, 2000). In East Africa, decentralization has equally become a buzzword following what is perceived for the failure of the top down approaches to development and demand for new approaches on decentralization which

came to the forefront of the development agenda alongside for the renewed global emphasis on governance and human-centered approaches to human development in the 1980s. Discourse on decentralization in the 1980's, associated decentralization with increased citizen's participation in decision making process. Today both developed and developing countries like Tanzania are pursuing decentralization policies.

Soon after independence, that is, from 1961 - 1980, Tanzania like many other developing countries, set out ambitious social and human resources development plans including programmes generally aimed at the eradication of poverty, ignorance and diseases in a matter of two decades (URT, 2000; 1996). It was during that period Tanzania in 1972 adopted numerous top-down policies including, Socialism-Arusha Declaration (1967) and the decentralization policy (1972), which focused on decentralizing key authorities and functions of

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government from the centre to the grassroots level, so as to enable community to participate in decision making (URT, 2004; 2003; 2000). The policy reflected Nyerere's strong conviction that people must be directly involved in shaping the decisions that affect their lives. The policy manifested itself in different two major forms: deconcentration and devolution. During deconcentration period -rural development was centrally coordinated and managed at the district and regional levels (Max, 1991).

Tanzania has always seen decentralization as an ideal approach to rural and urban development (Ngwilizi, 2001)<sup>1</sup>. While central government administrative structures improved through these decentralization initiatives, actual participation by the rural and urban populace in the development process was not realized. This type of decentralization was more of deconcentration than devolution of power through local level democratic organs. Tanzania's ongoing administrative, political and economic reforms of early 1990's demanded effective decentralization in which the involvement of the people directly or through their democratically elected representatives is given paramount importance. These reforms include the civil service reform which started in 1992, which aims to achieve a smaller, efficient and effectively performing public service (Mmari, 2005). Following civil service reforms, in 1984 the Local Government system was re-introduced, followed by its reform in 1996, where it was accompanied by the Decentralization by Devolution policy. The policy shifted from the former centralized system to the decentralized local governance system (Max, 1991; Maro, 1990). For that matter, the local government Reform was used as a driving vehicle of Decentralization by Devolution (D-by-D) policy to strengthen the local government authorities with the overall objective of improving service delivery to the public (Ngwale, 2005; Lukamai, 2006). Thus, made it through transferring power of the decision making, functional responsibilities, and resource from central government to local government authority (URT, 2006). However, there have been cases including lack of involvement of stakeholders in planning process, on the side of the human resources involved in the process (Shukuru, 2006; Repoa, 2005). This paper aims at exploring the extent in which D-by-D has been implemented in planning process at the grassroots level with concentration on people involvement in planning process. That means to see the extent to which individuals at grassroots level are involved in the preparation of the strategic plan and see whether the human resources at the grassroots' level have the capa-

city to undertake planning process.

### Theoretical perspectives

Countries across the globe have opted for a decentralised policy for diverse reasons. For Tanzania, the aim was to bring government closer to the people since in a decentralized system, the decisions about resource allocation, and services should be more responsive to local needs, usually because local people can be directly involved in decision making or indirectly influence those decisions. While in many countries the concept of decentralization is read through perusing various literatures, in Tanzania the concept has been practiced and thus experienced through prominently known as vilagelization. Vilagelization in Tanzania refers to the attempt of the government to create villages of at least 250 household rather than leaving the same people scattered. The prominence of the practice took place in 1974<sup>2</sup> and the essence for the policy was to enable the villagers to participate in decision making process on the one hand, and enabling them accesses various public services such as health services, water, and products mainly from the regional trading company (RTC)<sup>3</sup>. Literally, vilagelization is a concept that was propounded in Tanzania, and when the purpose of vilagelization is examined, particularly when observing functions such as: 1) enabling people dwell together and make informed decision that are for the majority rather than of the few. 2) Enabling people choose their own leaders at the level of 250 house hold (village) and execute the functions of the government at that very level. 3) Enabling people exercise power of the central government at the grassroots level (village) and 4) enabling people make their preference in terms of economical, political and socially and move ahead towards the realization of the benefits of decision making and power utilization. One can be able to say the prominence of the so called decentralization; particularly in Africa was indeed propounded in Tanzania and baptized a new name decentralization and later devolution. That is why, some authors feel that decentralization and devolution may

<sup>1</sup> A paper submitted by Hon. Hassan Ngwilizi, MP., Minister of State, President's Office (Regional Administration and Local Government) to the UNCDF Conference on Decentralisation and Local Governance in Africa, Cape town, 26 - 30 March, 2001)

<sup>2</sup> Most villages found in Tanzania were created through the 1974 special operation baptized as "operation vilagelization". Although in the discourse of implementing some people lost their properties, such as cattle and furniture yet the strength of political party CCM can be linked with the decentralization policy which made it possible for the establishment of ten cell government which was headed by CCM leader.

<sup>3</sup> RTC was the state company that was registered for the purpose of trading under the then centrally managed policy of Ujamaa na kujitegemea (socialism and independence). The company had offices within suburbs and it was felt by so bringing the people together the serving for the same would be easy.

occur at the same time, it is quite possible to decentralize administrative functions without devolving the power to make meaningful decisions (Norman and Massoi, 2009; Fisher, 2007).

Fisher (2007) further pointed out that in real devolution, those to whom responsibilities are devolved should be allowed to make a real input in setting up of objectives, rather than being expected to meet objectives set by others. "Real input" does not necessarily entail completely devolved decision-making, but it implies some genuine possibilities of affecting outcomes, as well as a willingness on the part of those devolving authority to modify their objectives. According to Fisher (2008), meaningful devolution relocates not only administrative functions, but also the power to make decisions and set objectives. However, decentralization policies are part of vigorous initiatives to support rural development (Ibid).

Moreover, Warioba (1999) pointed out that decentralization refer to those tasks and activities which are not done or executed from the centre. Warioba (1999) proceeded by pointing out that decentralization is divided into two main components: "Deconcentration" - refers to delegation of authority by the central government to the field units of the same central government department, that is giving decision making power to civil servants in the regions, districts or/ and village(Ibid). This form of decentralization is sometimes referred to as administrative decentralization (Ibid). It is the delegation of authority from the higher to lower echelons within the bureaucracy, taken as a basis for development and change. *Devolution*- Refers to transfer of decision making power and much policy making powers (especially development and social service policy) to elected local representative authorities or units or to autonomous public enterprise (Norman, 2003). This model of decentralization is sometimes referred to as political decentralization. Devolved local authorities have the power to make laws of local nature and raise revenue needed to meet development with very minimum interference from the centre (Warioba, 1999).

Although, most authors seem to link devolution with the transfer of power to the local authorities, yet what happened in Tanzania is the transfer of authority from the central government to the local government, enabling later to pursue all matters regarding social, economical and political development which were formerly being done by the central government. For example, before devolution, the mandates to determine collection of revenue on various agricultural products were vested on the central government but after the reforms which paved a way for devolution the mandate has been shifted to the local government authority up to the village level<sup>4</sup>. Hence, it can be narrated that decentralization by devolution means transfer of authority- functional responsibilities,

and resources to all Local Government levels. This is geared towards making them largely autonomous, democratically governed and deriving legitimacy through service and which they deliver to people in accordance to grassroots level dwellers' priorities as communicated to government decision-makers. From the definition, it can be reiterated that the focus of the law and regulations governing decentralisation by devolution focused on Mtaa level (in case of urban authority) and village (in case of rural authority) due to the fact that these are the lowest level of authorities within the structure of local government hence, making it possible for the participation of the people at the grassroots.

### **The discourse of implementing decentralization**

This part sets the extent and efforts made by the government through the prime ministers office on implementing the decentralization and devolution processes. Although, decision regarding implementation of developmental programs are suggested to emanate from the village level, yet the emphasis need to take into consideration the type of people dwelling in a particular place, and their abilities to make informed choice. Many governments do have think tanks (created organs), which people set to think on behalf of the majority for the fortune of the entire nation. When that is formed, it does not mean ignoring the lower echelon of government structures such as decision making organs; rather is a way of setting paradox that would facilitate the lower structure to participate as informed group. The main issue in this study was to explore the implementation of planning process at the grassroots level. Although, Decentralized planning process requires involvement of stakeholders in process, there have been cases for non-involvement. This study intends to look into the manner in which community is involved and identify their implications. The study conducted on examining the level of participation of the people in planning process in Makete and Ludewa in Iringa region in Tanzania, indicate that people are not involved (Treeca, 2006). Some reason seem to be pertinent for the reluctance to participate: 1) They are not informed on the matters that, they are supposed to make decisions. 2) Facilitators need much time to enlighten the people on the priorities set before them, before they actually participate (Treecare, Ibid). In this line, Norman (2003) further asserts that the issue of public involvement need to be keenly observed, particularly when the referred people are rural population, by finding out the composition of the people in such places, and examining their understanding through scanning their level of understanding, level of education, exposure and general knowledge on matters of modernity. It defeats any intelligent mind to say people who had never seen a tarmac road will choose the same as their priority. Certainly, may not require one to attend a class, but will entail one to have had an exposure on tar-

<sup>4</sup> See Article 146 (1) of the Constitution of the United Republic of Tanzania

mac roads.

The local government administration in Tanzania is executed under the prime minister office. Hence at national level, planning guidelines are issued by Prime Minister's Office to Regional Administration and Local Government as well as Regional Secretariats. The main role of these institutions is to coordinate planning at LGA. After receiving planning guidelines either from the ministry responsible with planning/PMO-RALG or regional secretariat, Local Government authorities communicate them to the wards. Furthermore, ward submits the same guidelines to *mitaa*. In this regards, during meeting through the use of O & OD *mitaa* priorities are identified and included in the plan. *mitaa* plans are submitted to ward level. The ward compiles the *mitaa* plan and submits to the respective LGA. At this stage, LGA compiles all wards plans and submits to the national level and copy to Regional Secretariat and PMO-RALG. At the national level, all LGAs' plans are integrated to form a national plan (URT, 2006; 2003; 1996). The issue is to what extent this process is reflected in Kizota Ward planning process.

## METHODOLOGY OF THE STUDY

Methodology sets the way data were collected, analysed and interpreted. Therefore, this section presents procedures used to generate outcomes. It includes sources of data, collection methods, sampling procedures and sample size.

### Sources of data and collection methods

Interview, observation, documentation and questionnaire were methods used for data collection. The data were collected at Kizota ward in Dodoma municipality.

### Sampling procedures and sample size

In this study, units of inquiry included all residents of Kizota Ward in Dodoma Municipality. There were a total 30 Wards in the Municipality. Kizota was selected for study due to the fact that despite of being one of the oldest wards in Dodoma, it faces numerous problems such as; water, roads, trench and sewage system, hence, a need to realize peoples' involvement in planning process. There are six *Mitaas* consisting of 16,432 people at Kizota wards in Dodoma Municipality. However, 44.36% of this population is constituted of children aged between 0 - 15 years; hence, the population of the study was about 7289 residents (URT, 2003). Out of it, a sample of 729 persons was drawn, which is 10% of the total population aged 15 years and above. The sampling procedures is based on proportionate stratified sampling – where by kizota residents were grouped into their respective 6 *mitaa*; random sampling was used in selecting a total of 729 respondents in total out of 7289; and Purposive sampling<sup>5</sup> was used to gather information from the selected key units.

<sup>5</sup>By virtue of their positions and functions, Municipal Director, Municipal Planning Officer, Municipal Treasurer, Municipal Engineer, Community Development Officer, Human Resource

## Study findings

This part provides study findings. It includes findings on people's involvement in the strategic planning, human resources utilisation in the planning process at local government level and achievement attained to mention but a few.

### Involvement levels in preparing the three years strategic plan

Community involvement at the planning process is essential for successful implementation of the process. Moreover, it matters the level of involvement. At the same time involvement of the officers is much more crucial.

### Community involvement level

Findings are shown in Figure 1(a), (b) and (c) which summarize the responses collected through questionnaire on community involvement in preparing three years strategic plan. Findings revealed that 52.2% respondents said that there was no involvement in planning process. Arguably, there is need to find out why they were not involved. In some instances the problem lies on poor communication between the facilitators and the villagers; and in some, due to lack of commitment of the people dedicated to train and/or to impart knowledge to the villagers, and sometime is due to the villagers being unable to know why should they participate and how could they do that. Commitment seems to be one of the key areas that governments need to intervene. Commitment on the part of informed people such as trainers should surpass the commitment of the uneducated villagers. In some instances the opposite is true. Norman (2007), suggests that committed community is likely to enjoy more development than an educated community that lacks commitment.

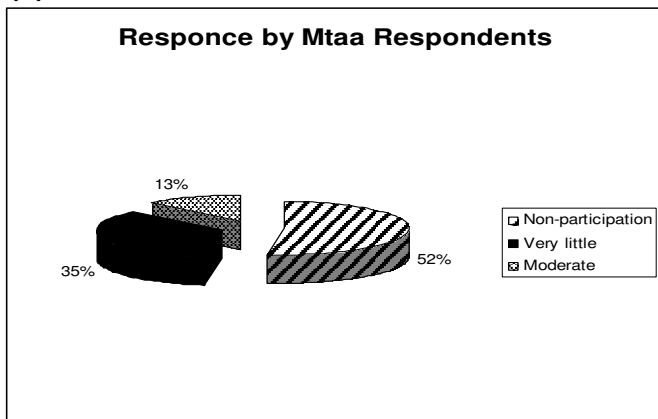
It is commitment that alerts a person on: 1) the need for proper utilization of the resources readily available at their disposal 2) the need to observe time on every task that is performed 3) the need to utilize resources that are seem personally, attained, yet, for the benefits of others including imparting knowledge to other groups that seem disadvantaged in having the same knowledge, skill or resources.

Also, 80% of *Mitaa* Executive Officers had the same views. On the other hand, 35.3% residents asserted that the extent of community involvement in planning process was inadequate. Moreover, the same table shows the summary of the findings from the interviewed Municipality staff who indicated that about 66.7% of them had the view that community involvement in planning process was in moderate and it was in most cases made through involving their representatives (councillors). The respondents asserted that direct community involvement was not practicable due to shortage of funds and time constraints. In addition, findings gathered from *Mitaa* minutes for meetings held in the respective *Mitaa*, financial contributions for building secondary schools was the dominant agenda at all *Mitaa*. Findings from tally with the findings by Cooksey and Kikula who pointed out that there were numerous problems related to bottom-up planning such as unmotivated and untrained staff, lack of transport facilities and poor communication (REPOA, 2007). Also, it pointed out that most of such funds were spent based on national level and donor prioritizing (Ibid).

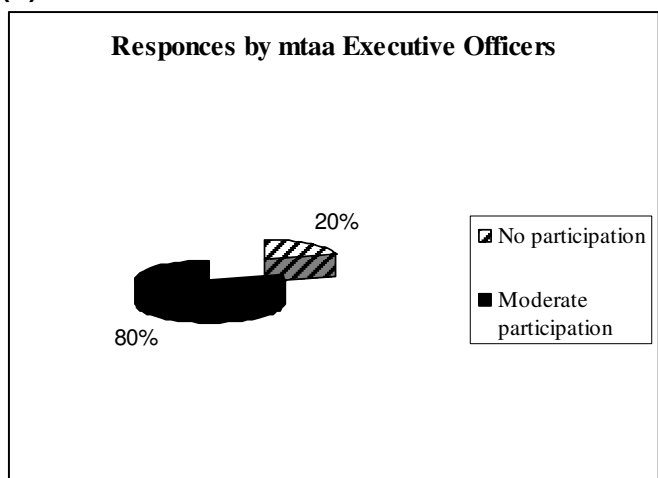
Furthermore, the findings from this study coincide with the study conducted by Chaligha and colleagues (REPOA, 2005). However, these findings are contrary to the planning of guidelines for village

Officer and Education Officer, *Mtaa* executive officers and ward executive officers were purposively included in the sample;

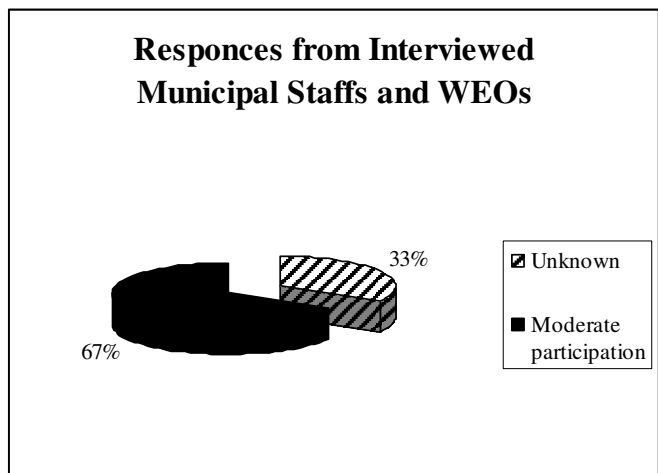
(a)



(b)



(c)



Source: Field data (2008), Decentralization by Devolution in Tanzania a case of Kizota ward

and Mitaa that are aimed at enhancing bottom-up planning as a way of accommodating communities' identified needs in preparation of Municipality's plans and budgets (URT, 2004).

Although, ministries had to some extent decentralized functions and devolved powers to LGAs, Dodoma Municipality failed to decentralize its planning functions to LLGL. The findings revealed that there was insignificant community involvement in planning process at grassroots community. In most case planning was undertaken by few experts who did not include residents' priorities, hence, leaving many problems unsolved. This is reflected in Table 1 which shows responses from Mitaa residents collected through questionnaire on Mitaa socio-economic problems.

As from the table above, 38.8% respondents pointed out lack of passable Mitaa roads, trenches, nearby health facilities and market as major socio-economic problems facing their respective Mitaa. Besides, 3.3% of them mentioned lack of Mitaa project and sites for conducting businesses as Mitaa socio-economic problems facing their ward. Also, 1% asserted that poor performance of Local Government was a source of problems.

**People involved in planning process**

According to the study, 80% Mitaa executive officers argued that there was no involvement because there were no detailed of Mitaa plans and 20% of them had views that Economic, Planning and Finance committee was involved in planning process. Generally, findings correspond with the study conducted by Chaligha and colleagues (REPOA, 2005). They revealed that the depth of implementation of bottom-up planning in the studied council differed from one council to another (Ibid). Also, in most cases, it was undertaken by few experts who did not reach people (Ibid). They considered it to be top-down rather than bottom-up. Findings confirm that community involvement in preparing the Mitaa plans was still minimal.

**Human resource utilization in planning process**

98.7% respondents revealed that they had never been trained in relation to community involvement in planning process. Only (1.3%) respondents pointed out that, they were trained in matters related to community involvement in planning process. On the other hand, all MEOs confirmed that they had attended training twice and were equipped with opportunities and obstacles for development (O and OD) methodology.

Results are similar to those from Kikula (2005) as well as Chaligha and colleagues (REPOA, 2005). On the basis of these findings, the study substantiates that there was no training provided to Mitaa residents on community involvement in planning that would afford them an opportunity to be fully involved in planning process. Hence, most Mitaa residents stayed idle for most of the time, implying poor utilization of human resources.

**Achievements made by involving the grassroots community in planning process**

Table 2 shows responses concerning the achievements made in relation to involvement of the community in planning process. According to Table 2, 40.3% respondents argued that there was no any achievement made as a result of involvement of community in planning process. 27.5% of them were aware of achievements that resulted from community involvement in planning. However, 24.2% respondents stated that community involvement in planning process has lead to an increase in availability of services such as secondary school education. Thus, there are no remarkable achievements related to community involvement in planning process because most of their priorities and problems remained unattended. The study revealed that there was insignificant community involvement in planning process at the grassroots community. As a

**Table 1.** Mitaa social and economic problems.

<b>Response by Mitaa respondents</b>	<b>Frequencies</b>	<b>Percent</b>
Lack of passable roads, trenches, nearby Health facilities and Market	238	38.8
Too much contribution by Mitaa's residents for running primary school education	64	10.4
Lack reliable clean and safe source of water	33	5.4
Transport problems	39	6.4
High unemployment level, absence of nursery school	76	12.4
Price level of various commodities, e.g. electricity	30	4.9
Environmental pollution, lack of dump problems concerning HIV/AIDS	84	13.7
Security issues and lack of teamwork spirit in solving socio-economic problems	24	3.9
Poor performance of Local Government Authority	6	1.0
Lack of Mitaa projects and sites for conducting businesses	20	3.3
<b>Total</b>	<b>614</b>	<b>100.0</b>

**Source:** Field data (2008).

**Table 2.** Achievements made by involving the grassroots community in planning process in percent.

<b>Response by Mitaa residents</b>	<b>Frequencies</b>	<b>Percent</b>
Unknown	169	27.5
Some of the community problems have been solved	13	2.1
Increase in the availability of service, e.g. Secondary education	149	24.2
Cultivates good relationship between residents and Mitaa residents	10	1.6
No any achievement	248	40.3
Cleanliness of the Mitaa	26	4.2
<b>Total</b>	<b>615</b>	<b>100.0</b>

**Source:** Field data (2008).

**Table 3.** Respondents views on grassroots involvement in solving the problems in percentage.

<b>Response by Mitaa residents</b>	<b>Frequencies</b>	<b>Percent</b>
Unknown	26	4.3
Solving residents complaints	168	27.9
Realizing development of Mitaa (In areas of increasing ownership, accountability, efficiency, improvement and sustainability)	304	50.4
Development and the spirit of working together	105	17.4
<b>Total</b>	<b>603</b>	<b>100.0</b>

**Source:** Field data (2008).

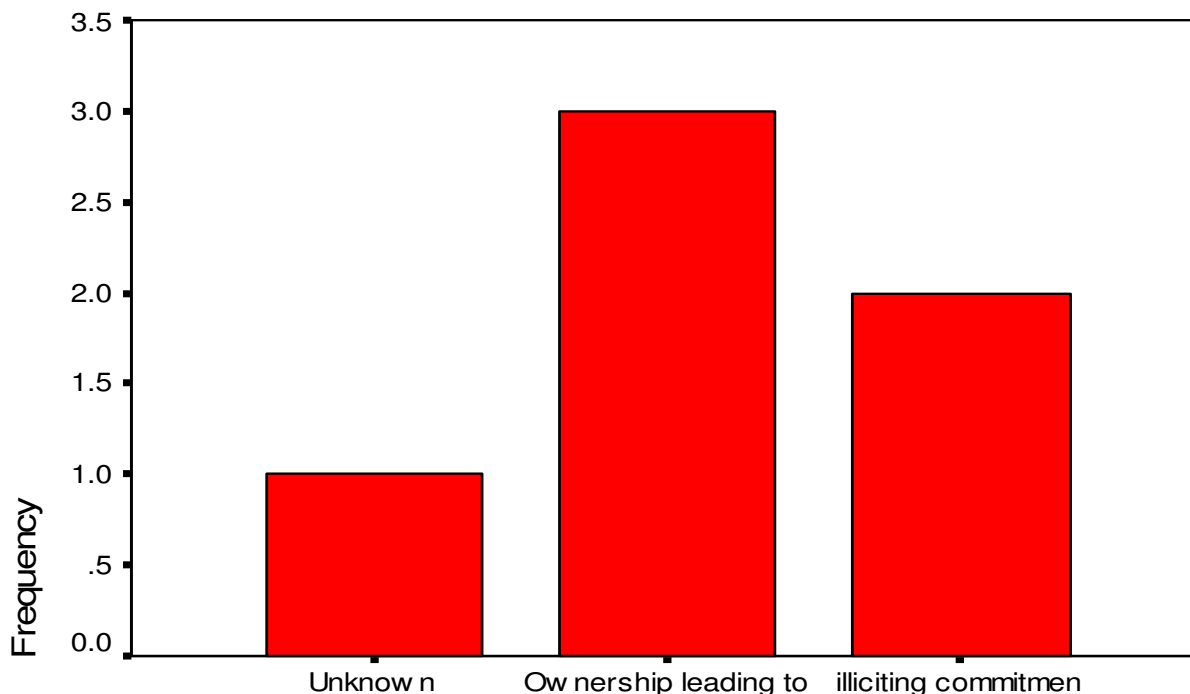
result, the respondents saw it as ineffective with no or little realized positive implications to grassroots community. However, respondents argued that implementing community involvement in planning process that would lead to an increased in ownership of projects, accountability, sustainability, effectiveness and efficiency in running such projects.

According to Table 3 shown, 50.4% respondents had views that community involvement in planning process would result in realizing development of the Mitaa. In relation to it, they pointed out that it would lead to an increase in ownership, accountability, sustainability, improvement, effectiveness and efficiency in running the established projects. Also, under such a situation, projects would be established in accordance to residents' needs and its use will reflect

value for money. Moreover, 27.9% respondents argued that involvement of Mitaa residents in planning process would help to solve residents' complaints and problems, hence, contributing to poverty alleviation.

However, 4.3% respondents were unaware of possible implications of involving Mitaa residents. The study corresponds with the findings by Braathen and colleagues (REPOA, 2005). Also, Figure 2 shown presents municipal staff and executive officer view elicited through interview. The findings in Figure 2 shows that 30% respondents claimed that grassroots community involvement would lead into community ownership of the project and hence, its sustainability. The study substantiates almost one third of the respondents that had views that, community involvement at the Mitaa

## Views of the Municipal staff and WEO



## Views of the Municipal staff and WEO

Source: Field data (2008).

**Table 4.** Suggestions on improving involvement of grassroots community in planning process in percent.

Response by Mitaa residents	Frequencies	Percentage
Workshop, meeting and training on involving Mitaa residents	16	2.9
Grassroots level be consulted during planning process	71	13.0
Planning should start at Mitaa level to include Mitaa priorities	119	21.8
MEOs and <i>mitaa</i> residents be trained on participatory planning	107	19.6
Government should allow bottom up planning	187	34.3
Disbursing money directly to <i>mitaa</i> level for project implementation	45	8.3
Total	545	100.0

Source: Field data (2008).

level would bring about positive implications.

### Suggestions on improving involvement of grassroots community in planning process

Table 4 shows responses related to suggestions concerning the ways of improving the involvement of people at low level of local government in planning process. According to findings on Table 4 above, 34.3% respondents pointed out that in order to improve community participation, the government should emphasize on bottom-up planning. Also, about 21.8% respondents explained that in order to improve it, planning should start at Mitaa levels including their respective Mitaa priorities. Moreover, 19.6% respondents suggested that for improving the community involvement in the

process, MEOs and Mitaa residents should be trained on participatory planning. In the same vein, Local Government Authorities should allocate funds for projects and running the offices because currently no funds are allocated the same. For example, in case the service is associated with writing letters, Mitaa residents were required to buy ruled papers the same.

According to findings collected from MEOs revealed that, LGAs should allocate funds at Mitaa level for both running offices and implementing various projects. Also, MEOs, WEO and municipal staff suggested that the government should change the manner in which it allocates funds. More funds should be allocated according to grassroots priorities. Moreover, 2.9% respondents mentioned workshop, meeting and training in community involvement on planning as ways of improving community involvement in planning process. Thus, in order to improve community involvement in planning

process, the government should frequently train MEOs and Mitaa residents on the same. It should allocate adequate funds for running offices and implementation of projects that reflect the priorities of grassroots community. It is through community involvement in planning process and disbursing adequate funds for the projects would contribute to poverty alleviation

## CONCLUSIONS AND RECOMMENDATIONS

The findings of this study justifies that, currently the contribution of D-by-D in planning process at the grassroots level is minimal and ineffective in Mitaa of Kizota ward within Dodoma Municipality. The failure resulted from inability of the council to involve the community in planning process that would include their respective priorities. Moreover, the study revealed that there has been poor utilization of human resource at the grassroots level because the council failed to engage Mitaa residents in productive ways. Also, council plans were in all cases prioritized over Mitaa plans, hence, leaving most of the Mitaa socio-economic problems unsolved.

However, respondents argued that instituting community involvement in planning process would lead to an increased ownership of projects, accountability, sustainability, effectiveness and efficiency of the process. Certainly further researches need to be conducted to find out: 1) why communities are not involved in planning process and 2) why council plans are in most cases given more weight than Mitaa (lower echelon) plans. The pertinence of the areas suggested lies on the fact that responsiveness and irresponsiveness, both are backed by reasons.

### Policy implications

Despite the fact that, D by D among other things calls for community involvement in deciding matters affecting their livelihoods including planning and setting their priorities, the study noted numerous gaps as the Mitaa residents were not involved in the planning process; rather they were involved in the implementation of the centrally made plans that did not include their priorities and as a result, efficiency in implementation becomes minimum. Moreover, utilization of the human resources available and their competence was also noted to be insignificant. For that matter, councils should ensure that they effectively involve the community in setting their priorities and develop their own plans – involve them in the planning process; the available human resources at the level should also be well and effectively utilized for fruitful implementation of the plans and projects identified, this will at the end facilitate solving of their socio-economic services.

Further, there is need for the policy on local government to state clearly on the importance of undergoing training to the newly elected leaders of the Mitaa.

Since, when they are declared winners of elections of local government, no training is conducted to equip the elect on their responsibilities including the don'ts and does of their careers. The gape suggests that the effectiveness and efficiency of the elect leaders at local government level is by chancing. In the same vein willingness to disengagement and/or engagement becomes obvious options for elect leaders.

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