

**21st Century Public Administration Competencies and the Quest for Sustainable
Local Government Administration in Ekiti State, Nigeria (2010-2020)**

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**Being a PhD Thesis submitted to the Department of Politics and International Relations,
Faculty of Management and Social Science,
Lead City University, Ibadan, Oyo State, Nigeria**

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Certification

This is to certify that Aladeyelu Rufus Adedeire with matriculation number LCU/PG/001405 carried out this research work entitled “21st Century Public Administration Competencies and the Quest for Sustainable Local Government Administration in Ekiti State, Nigeria (2010-2020)”in the Department of Politics and International Relations, Faculty of Management and Social Science Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy Degree (Ph.D) in Public Administration and that this has not been previously submitted.

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Dedication

This research work is dedicated to God Almighty, the Creator of the universe for sustaining me throughout the course of my study.

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Appreciation is given to this great citadel of learning, Lead City University, Ibadan, Oyo State, Nigeria for the rear opportunity of admitting me to study for my Doctorate Degree. I deeply appreciate the staff of Ado Ekiti Local Government, Ekiti South-West Local Government and Emure Local Government (all in Ekiti State, Nigeria) for their warm receptions and contributions toward the success of this study.

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Abstract

Local government administration as the third tier of governance implies that a lot is expected from it, if it is to attain development. However, adequate attention has not been given to investigate sustainable Local Government Administration in Nigeria, hence this study analysed sustainable Local Government Administration in Nigeria in the face of 21st Century skills and competencies in selected Local Government Councils in Ekiti State, Nigeria. The study used descriptive research design with the population of 858 respondents. The study used multistage sampling technique. Structured questionnaires were utilized for data collection. Data generated were analysed using descriptive statistics such as percentage, frequency and histogram. The study revealed fostering ethical behavior through staff training on administrative ethics and the local government code of ethics on personal and professional integrity (50.2%). The study also revealed advocating for diverse viewpoints to be considered, finding it out when missing at the extent of community engagement to support good decision making (50.2%). The result showed being aware of and acknowledging culturally significant events for employees and community members at the extent of equity and inclusion (44.2%). Furthermore, the results revealed that creating a positive atmosphere where interactions are based in respect and professionalism of staff effectiveness (50.1%). The study also showed that identifying areas where each employee would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge at the extent of personal resiliency and development (52.2%). The study concluded that there was an established nexus between public administration competencies and sustainable local government administration in selected local government councils of Ekiti State. The study suggests future research on the roles of public officers on sustainable local government administration.

Keywords: Local Government Administration, Public Administration, 21st Century Sustainable, Competencies, Ekiti State, Nigeria

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Table of Contents

Contents Page		
Title Page	i	
Certification	ii	
Dedication	iii	
Acknowledgment	iv	
Abstract	v	
Table of Contents		vi
List of Tables		
Lists of figures		
List of acronyms		
Chapter One: Introduction		
1.1 Background to the Study	1	
1.1.1 Evolution of Local Government System in Nigeria	3	
1.2 Statement of the Problem	7	
1.3 Aimand Objectives of the Study	9	
1.4 Research Questions		10
1.5 Significance of the Study		10
1.6 Scope of the Study		11
1.7 Limitations of the Study		11

1.8 Operational Definition of Terms	12
Endnotes	15
Chapter Two: Literature Review	
2.1 Conceptual Review	20
vi	
2.1.1 History of Local Government in Nigeria	20
2.1.2 Development of New Local Government in Nigeria	23
2.1.3 Local Government and Decentralisation	33
2.1.4 Local Government and Grassroots Development	42
2.1.5 Reasons for Establishing Local Government	45
2.1.6 Importance of Local Government	50
2.1.7 Ecology of Local Government	77
2.1.8 Inter-Governmental Relations and Local Government in Nigeria	79
2.1.9 Federal-Local Relationships	79
2.1.10 State-Local Relation	82
2.1.11 Inter-Local Relations	83
2.1.12 Competency Requirements in Local Governments	84
2.1.13 Key Competencies for Improving Local Governance	88
2.1.14 Benefits of Competency Management to Local Government Employees	96
2.1.15 Benefits of Competency Management to Manager Local Government Employees	96
2.1.16 Benefits of Competency Theory to Local Government and the State Government	96
2.1.17 ICMA 14 Core Critical Competencies Area	97
2.2 Theoretical Review	105
2.2.1 Efficiency Theory of Local Government	105
2.2.2 Democracy Theory of Local Government	106
2.2.3 Accountability Theory of Local Government	108

2.3 Review of Empirical Studies	113
2.3.1 Political Leadership and Social Service Delivery in Nigeria Local Governments	114
2.3.2 The State of Local Government and Social Service Delivery in Nigeria	117
2.3.3 Infrastructural Delivery in Nigeria Local Government	121
vii	
2.3.4 Theoretical Frame Work	124
2.4 Conceptual Framework (Models of Local Government)	125
2.4.1 The Autonomous Model	125
2.4.2 The Integrated Model	125
2.4.3 The Socialist Model	126
2.5 Summary of Gaps in Literature	130
Endnotes	131
Chapter Three: Methodology	
3.1 Research Design	139
3.2 Population of the Study	140
3.3 Sample and Sampling Techniques	141
3.4 Description of the Research Instrument	144
3.5 Validity and Reliability of the Research Instrument	146
3.6 Data Collection	147
3.7 Data Analysis	147
Chapter Four: Results and Discussion of Findings	
4.0 Distribution and Retrieval of Questionnaires	148
4.1 Demographic Data Analysis	148
4.2 Presentation of Data	149

4.2.1 1 Research Questions	231
4.4 Discussion of Findings	232
4.5 Interpretation of Results	242
4.6 Summary Table of Findings	248
Endnotes	251

viii

Chapter Five: Conclusion

5.1 Summary of Findings	252
5.2 Conclusion	253
5.3 Recommendations	254
5.4 Contribution to Knowledge	255
5.5 Area of Further Research	258
Appendix	
Bibliography	260
Research Questionnaire	269
Biodata	277
University Compliance	280

List of Tables

Table	Title	Page
4.0	Distribution and Retrieval of Questionnaires	148
4.1	Population from the selected LGAs	148
4.2	Socio – Demographic Characteristics of the Respondents	148
4.3	Distribution of Respondents by Age Group	149
4.4	Distribution of Respondents by Marital Status	151
4.5	Distribution of Respondents by Religion	153
4.6	Distribution of Respondents by Educational Qualifications	154
4.7	Distribution of Respondents by Working Experience	156
4.8	Local Government Council Frequency and Percentage Distribution	157
4.9	Fostering Ethical Behavior	159
4.10	Ensuring the Decision Making Model	161
4.11	Conducting Professional Relationships	162
4.12	Performing Official and Personal Affairs	164
4.13	Fostering Ethical Behaviour	166
4.14	Holding Staff Accountable and Installing Accountability	168
4.15	Communicating Ethical Standards	170

4.16	Building Relationships among Local, State and Federal	171
4.17	Ensuring Robust Public Outreach in the Policy making Process	173
4.18	Respecting the Governing body's role in setting Direction	174
4.19	Working to promote civility in public discourse	176
4.20	Advocating the Diverse viewpoints to be considered	177
4.21	Understanding the Perspective of Elected Officials	179
4.22	Learning and Respecting a Community's History	181
4.23	Engaging with Understanding the view points	183
4.24	Understanding Emerging Technologies	184
x		
4.25	Employing a Range of Engagement	186
4.24	Understanding Emerging Technologies	184
4.25	Employing a Range of Engagement	186
4.26	Authentically Bringing Everyone into Processes and Decision	187
4.27	Taking Proactive Approach to Service Delivery	189
4.28	Driving measures within Organisation and Community	191
4.29	Understanding and Championing Sustainable Support Mechanism	193
4.30	Educating the Organisation on Common Behaviors	195
4.31	Being Aware of and Acknowledging Cultural Events	196
4.32	Creating Opportunities for Employees and Community Members	198
4.33	Emerging the Team to reach a Higher Level of Performance	200
4.34	Providing the Team with a Sense of Direction and Purpose	201
4.35	Prioritizing Collaboration and Efforts	203
4.36	Being a Role Model and Demonstrating Behavior Expected by other	205
4.37	Developing meaningful connection with people at all levels of the organization	206
4.38	Setting clear Expectations for the Organisation and Work Group	209
4.39	Creating an Empowering Work Environment and Responsibility	211

4.40	Delegating Assigning Responsibility to others	212
4.41	Coaching and Mentoring	214
4.42	Conducting Effective Performance	215
4.43	Creating a Position Atmosphere for Interactions	217
4.44	Modeling Healthy Work Habits to Employees	219
4.45	Modeling a Healthy Lifestyle to Employees	220
4.46	Actively Encouraging a Personal and Professional Growth	222
4.47	Seeking and Providing Support During Career Setback	223
4.48	Periodically Establishing Personal Development Goal	225
4.49	Successful Interrogating Work and Personal Responsibilities	226
	xi	
4.50	Continually Practicing Mindfulness of Stress Levels	226

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List of Figures

Figures	Title	Page
4.1	Distribution of Respondents by Gender	149
4.2	Distribution of Respondents by Age group	150
4.3	Distribution of Respondents by marital status	152
4.4	Distribution of Respondents by Religion	153
4.5	Distribution of Respondents in Educational Qualification	155
4.6	Distribution of Respondents on Working experience	156
4.7	Distribution of Respondents based on Local Government Council	158
4.8	Fostering Ethical Behaviour in the organisation	160
4.9	Ensuring the decision – making model	161
4.10	Conducting Professional relationship and activities	163
4.11	Performing official and personal affairs	165
4.12	Fostering ethical Behaviour throughout the organisation	167

	Through staff training	
4.13	Holding Staff accountable and instilling accountability	169
4.14	Communicating ethical standards and guidelines	170
4.15	Building relationships among local, state and federal Officials	172
4.16	Ensuring Robust Public outreach in policy making process	173
4.17	Government Role in setting direction	175
4.18	Working to promote civility in Public discourse	176
4.20	Advocating for diverse in viewpoints	180
4.21	Understanding the perspective of selected officials	181
4.22	Learning and respecting community's history	182
4.23	Understanding the viewpoints of key stakeholders in the community	184

xiii

4.24	Understanding emerging Technologies	185
4.25	Positive communication and conflict resolution method	185
4.26	Authentically bringing groups into activities and decision Making	187
4.27	Proactive approach to service and decision making	189
4.28	Driving measures and plans around diversity	191
4.29	Understanding and championing sustainable support mechanism	193
4.30	Education on common behaviour that advance diversity	194
4.31	Awareness and acknowledging cultural significant events	196
4.31	Creating opportunities for employees and community members	197
4.32	Energizing the team to reach a higher level of performance	199
4.33	Providing the team with a sense of direction and purposes	200
4.34	Prioritizing collaboration and efforts for success	202
4.35	Being role model and demonstrating expected behavior	203
4.36	Developing meaningful connections with people at all level	205

4.37	Facilitating team work	206
4.38	Setting clear expectations for the organisation and work group	208
4.39	Creating and empowering work environment that encourages Decision making	209
4.40	Delegating: Assigning responsibility to offers and relying on staff	211
4.41	Coaching and mentoring	213
4.42	Conducting effective performance evaluations	214
4.43	Creating positive atmosphere interactions	216
4.44	Modeling healthy work habits to employees	217
4.45	Modeling a healthy lifestyle to employees	219
4.46	Actively encouraging a personal and professional growth	220
4.47	Seeking and providing support during career setback occurs	222
xiv		
4.48	Periodically establishing personal development goal	224
4.49	Successful inter-practicing work and personal responsibilities	224
4.50	Continually practicing mindfulness of stress levels	225
4.51	Identification of area to gain knowledge or skills and develop of plans	227

List of Acronyms

Abbreviation	Meaning
OECD	Organisation for Economic Cooperation & Development
HRM	Human Resource Management
NPM	New Public Administration
PA	Public Administration
ICMA	International City Management Association
ACMAN	Association of City Managers in Nigeria
US	United State
ICPC	Independent Corrupt Practices & Other Related Offences Commission
EFCC	Economic and Financial Crimes Commission

LGAs	Local Government Areas
FCT	Federal Capital Territory
ALGON	Association of Local Governments of Nigeria
NULGE	Nigeria Union of Local Government Employees
UCAZ	Urban Council Association of Zimbabwe
ARDC	Association of Rural District Councils
SALGA	South African Local Government Association
PPP	Public Private Partnership
SALGA	South Africa Local Government Association
NALAG	National Association of Local Government Authorities Ghana
SHA	State House of Assembly
CCMA	Country and City Managers Association
	xvi
SJLGA	State Joint Local Government Account
IPA	Institute of Public Administration
UK	United Kingdom

Chapter One**Introduction****1.1 Background to the Study**

Nigeria's local government administration is as old as the country's history, dating back to the pre-colonial era. It was an element of Nigeria's ethnic government system, mainly among the Yoruba in the west, Hausa/Fulani in the north, and Igbo in the east. It was operated by each ethnic community in accordance with their cultural values. The colonial master governed the people via their traditional institution. The aim was to rule the inhabitants through their traditional ruler. The system has been reconstructed and re-organised after independence, depending on the regime and nature of government in power¹.

In most developing countries, the history of contemporary municipal government has been a tumultuous one. It has been a long process of trial and error, a fusion of custom and modernity. Nigeria's grassroots government structure did not emerge with the country's independence in 1960, nor was it the product of foreign overlords. Grassroots administration has always been an important element of the many civilizations and human societies that became known as Nigeria after Sir Frederick Lugard's 1914 merger. It used to revolve on the customary authority of each locality in pre-colonial times. It was recognized and valued. Local government has undergone many levels of reorganisation since then, from the Native Authority System (indirect rule system) to Divisional, District, and Council Managership, as well as a system of local government created by the 1976 reform. Local governments in Nigeria, on the other hand, have acquired a consistent administrative framework after the 1976 reform.

Critically, a grassroots administration is a type of public administration that, in most cases, serves as the bottom level of government within a state. The word is used to distinguish

1

between state-level offices, which are denoted to as the central government, national government, or (where suitable) federal government, and supranational government, which deals with interstate governing organisations. Local governments normally act within the authority granted to them by higher-level legislation or directives. Local government is normally the third (or sometimes fourth) layer of government in federal states, although in unitary governments, it is usually the second or third tier of government, with often stronger powers than higher-level administrative divisions.

In public administration and government, municipal autonomy is a critical topic. Local government organisations vary dramatically from country to country, and even when comparable systems exist, terminology is frequently different. State, province, region,

department, county, prefecture, district, city, township, town, borough, parish, municipality, shire, village are all common names for local government organisations.

Competency management is being widely used by governments as a framework for both explaining the precise knowledge, skills, and attitudes required for a certain position and assuring optimal employee performance. The Organisation for Economic Cooperation and Development (OECD), headquartered in Paris, France, was founded on September 30, 1961. The Organisation for Economic Cooperation and Development (OECD) asserted that proficiency administration is considered as a means of ensuring social transformation and infusing organisations with more flexibility, compliance, and free enterprise. They go on to say that ability administration is frequently presented as part of a wider program of social and organisational restructuring, and that it can achieve a number of goals, including making government more flexible and adaptable to challenges, improving human resources (HR) policies' efficiency and consistency, and guaranteeing improved planned placement among the employees and the organization.

1.1.1 Evolution of the Local Government system in Nigeria

The creation of Nigeria's local government system is linked to the British colonial authority's Indigenous Authority Ordinance of 1916, which was passed ostensibly to use the existing traditional administration institutions in the various regions of what is now Nigeria. The

2

ordinance was the first legal framework to put an indirect rule system into action⁶. This effort to integrate the system of local administration, however, was met with vocal opposition in the West and East due to anti-democratic bent and since the system did not mesh well with those regions' existing traditional administrative structures. Despite this, the decree remained in effect until 1946, when the Richard constitution established new regional legislatures. By 1949, the Eastern house of assembly had provided a forum for deliberations that culminated in the Local Government Ordinance of 1950, which established a democratic local government system.

By 1954, democratic values had infiltrated the local government system in each of Nigeria's three regions, with each area having complete discretion over the form, structure, and purposes of local government. Though, while the 1950 law began to infuse democratic ideas into local government administration, it also signaled the beginning of federal/regional domination over third tiers of government, which was obvious during British rule and has continued to this day in Nigeria. Given its colonial past, Nigeria's modern local government system began in 1976 with local government reform. The goal of this restructuring was to reform and revolutionize grassroots administration in order to make it one of Africa's best. The 1976 reform had laudable goals, such as extending the federation ideal by bringing government to the people's level and achieving consistency in the third tier of government across the country. The reform was significant because it was the first time in Nigeria that a uniform system of grassroots administration was established. The funding arrangement was reorganised as well, with mandatory revenue allocations from the Federation Account and defined amounts of central and state income going to the third tiers of government, revenue was also protected to shield grassroots administration income from state intrusion as part of the reform. Specific areas were noted for internal revenue sources for local governments, such as rates, such as property, education, and street lighting; taxes, such as community, flat rate, and poll tax; and fines and fees, such as court fines and fees, motor

park fees, forest fees, public advertisement fees, market fees, regulated premises fees, birth registrations, and so on¹⁰. Grassroots administrative personnel and grassroots politicians were given freedom to carry out their day-to-day activities without interference in their everyday matters to ensure the success of the reorganisation. State grassroots administration ministries were only responsible for advising, assisting, and guiding local governments under their jurisdiction, not for controlling them. The 1976 reforms also shielded traditional monarchs from party politics.

When the federal military administration implemented civil service reforms in 1988, local government was once again altered. These tried to professionalize local government service by establishing required departments (human resources, finance, and supply, for example) and officers (councilors, secretary, treasurer, auditor-general for local government). The Grassroots Administration Service Commission, which sets criteria for staffing and intensive care grassroots administration, was also given a distinct definition in the 1988 reform. All of these rules aimed to establish accountable third level of government in the country.

Local government's role and functions have changed in current ages and will endure to evolve in the future. In the United States of American for example, the action plan for local government reform, Putting People First, lays out a number of essential goals for local government¹³. Reorganisation of political and executive structures; integration of community and enterprise roles into the grassroots administration; enhanced impact and involvement in local overall social and economic advancement; improved system effectiveness; and changed resource allocations are among the goals. Basically, it has been well recognized in the Human Resources Management (HRM) literature that workers' proficiencies – roughly defined as job-related services, talents, and boldness are critical to acknowledge people's duty productivity. As a result, it has been suggested that firms should use HRM tools to boost competencies in order to improve effectiveness¹⁴. Research revealed that government

4

organisations deploy a variety of Human Resources Management Techniques aimed at managing employee skills, such as recruiting and selection procedures¹⁵. career-development¹⁶ trajectories, and – more generally – competency-management systems¹⁷.

Though recommendations for civil servant capabilities are many, the variable as a whole has received little systematic empirical research attention. That is, the literature on civil servant competences is normatively oriented and primarily concerned with the (managerial)

competencies of top civil officials and public managers. Given the widespread belief that a new breed of public servant is required to accurately resolve the problems of the twenty-first century, we use the findings of a large exploratory survey of Dutch public servants to explore and understand which acquired skills public servants themselves consider necessary.

It was proposed that governments keeping to diverse government ideologies in order to deal with the difficulties of our time. Until the early 1980s, it was widely assumed that government organisations should be governed according to traditional Public Administration (PA); but, from the 1980s forward, it was urged that government organisations should follow the ideas of New Public Management (NPM); and, more recently, some researchers claim that administration would be effective with the principles of New Public Administration. Different governance philosophies necessitate diverse types of skills the topic is whether civil servants include primarily modern NPM-related skills or a mix of abilities from other viewpoints, implying a layering of viewpoints.

Understanding of civil servant skills – and their links to governance philosophies – is useful not just for debates regarding governance philosophies and their empirical significance, but also for scholars and practitioners of public (human resource) management. For academics, adopting governance viewpoints as a basis for structuring public personnel abilities can highlight flaws in the Human Resources Management (HRM) literature, contributing to a more contextualized view of Human Resources Management (HRM) in government

enterprises. This study should encourage experts, public personnel, civic directors, and HRM directors – to make better-informed judgments about civil employees' competencies in order to better cope with the problems of our time.

1.2 Statement of the Problem

Because the local government is the third layer of administration in Nigeria, much is anticipated of it if the country is to progress. When observing what is going on in the country as a whole, there is not much that can be seen as grassroots administration initiatives to bring residents advancing. Grassroots administration in the country has failed to achieve the four primary goals for which they were established, namely, improving participatory democracy, promoting grassroots liberty of deed or sovereignty, utilizing the unit as a tool to improve political integration and national unity, and providing services for which they are the most effective provider compared to other levels of government. In Nigeria, the foundation of local governments is based on the aforementioned goals. However, past research has shown that a variety of variables obstruct the achievement of organisational goals. The most pressing issues are financial distress, inadequate managerial ability, collapsing restrictions by higher level of government due to a lack of independence, occasionally contradictory instructions from the federal and state government to them, infrequent political participation at the grassroots and a lack of political will and commitment of elected councilors and chairmen to translate the law. One of the major challenges in finding solutions to these problems is that Nigerian local governments have unambiguous constitutional functions that are not corresponding with satisfactory fiscal funds, competent, active, and competent organisational structures that are predicted to decipher these expressed but basic reasons into actuality.

Any public-sector organisation's capacity, on the other hand, is measured by its ability to

complete tasks, respond to problems, keep promises, and eventually accomplish desired outcomes. Unproductive management is the best anticipation one might have without the skill to make solid plans and execute them well; a worst prediction is a rogue state,' writes the author.

Though, a researcher acknowledges the necessity of dimensions³⁶, he swiftly adds that its development is infinitely complex, much also because the explanation to the question capacity for what? will change over time. Even so, the researcher concludes that every public manager must be disturbed and should commit effort, as a priority, to understanding, growing, and deploying capacity to perform effectively, and that capacity stewardship must be a key responsibility of management at all levels³⁷.

As a result, it is management's obligation to guarantee that the organisation's employees have the necessary skills to perform their duties efficiently. The Organisation for Economic Cooperation and Development (OECD) claims that just like with any organisation, productivity is dependent on its people: their capabilities, talents, leaderships and capability to encourage employees to achieve organisational goals.

Grassroots administration in Ekiti State and other Nigerian states is important because the responsibilities it performs are important to both citizens and the state. In the midst of a deep recession, grassroot administration is transforming in ways that have never been seen before and at an extraordinary speed. This has culminated in a slew of issues, all of which have ramifications for the type of capacity that local authorities require. Grassroots administration for instance, will be involved in substantially less direct service delivery in the future, but will still be responsible for ensuring service quality and efficiency in many cases³⁸.

1.3 Aim and Objectives of the Study

The overall objective of this study is to investigate Sustainable Local Government Administration in Nigeria against the background of the accepted skills and competencies of the public administrator in the 21st century.

The specific objectives of this study are to:

- i. Investigate the extent of personal and professional integrity (being fair, honest and being ethical) in the selected Local Government Councils.
- ii. Examine the extent of community engagement to support good decision making in selected Local Government Councils.
- iii. Assess the extent of equity and inclusion (that is, creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organisation and the community) in the selected Local Government Councils in Ekiti State.
- iv. Analyse the extent of staff effectiveness (that is, taking responsibility for the development, performance, and success of employees throughout the organisation) in the selected Local Government Council in Ekiti State.
- v. Examine the extent of personal resiliency and development (that is, demonstrating a commitment to a balanced life through on-going self-renewal and development in order to increase personal capacity) in the selected Local Government Councils in Ekiti State.

1.4 Research Questions

In order to be able to achieve the objectives of this study, the following research questions (as stated below) shall be tested:

1. What is the extent of personal and professional integrity in selected Local Government Councils in Ekiti State?

2. What is the extent of community engagement in selected Local Government Councils in Ekiti State?
3. What is the extent of equity and inclusion in the selected Local Government Councils in Ekiti State?
4. How effective are the staff of the selected Local Government Councils in Ekiti State?
5. What is the extent of personal resiliency and development among the staff of the selected Local Government Councils in Ekiti State?

1.5 Significance of the Study

It is, in various forms, significant to attempt an investigation of Sustainable Local Government Administration in Nigeria against the background of the accepted skills and competencies of the public administrator in the 21st century.

The study is of benefit to local government administrators, but also to staff working in the Local Government Councils. Specifically, the outcome include:

1. Making local government administrators and staff of Local Government appreciate the need to adopt 21st century skills and competencies for overall organisational performance and productivity
2. Making the Federal and State tiers of government in Nigeria see the need to embrace 21st century skills and competencies in public administration for effective and efficient service delivery
3. Making Human Resource (HR) professionals appreciate the need to develop human resource policies, programmes and training programmes targeted at improving local government workforce's skills and competencies for effective performance and productivity.

1.6 Scope of the Study

The study is limited to the investigation of sustainable local government administration against the background of the accepted skills and competencies of the public administrator in the 21st century. The study period is 2010-2020.

1.7 Limitations of the Study

This study faced a number of challenges. These include non-cooperation of selected respondents for the study in Ekiti State. Resource difficulties was also a restraint to this task, as a result of the high cost of travelling to the areas of study to collect data, as well as the cost of materials to complete this work. Lastly, much work required to persuade the selected respondents that their responses to the questionnaire's claims would be treated with extreme confidentiality and solely for academic purposes.

1.8 Operational Definition of Terms

Local: Local can be taken to mean a sense of community feeling that is the different units, comprising people with similar customs and traditions who share the basic fact about their common problems which makes the people to belong to a community of persons. This implying that the unit are so impact and so intimately connected with each other person that an elected member should fee or be regarded as a stranger in the locality.

Government: A government can be described as the institutions through which the state realizes its aims. Government is therefore a prerequisite for every state. The traditional branches of government are the legislative organ, the law-making institution, the executive organ is the implementing institution and the judiciary for law formulation and interpretation of the law to the people.

Local Government: This is a type of public administration that, in the vast majority of cases, is the lowest layer of government within a given state. The word is used to distinguish between state-level offices, which are referred to as the central government, national government, or (where suitable) federal government, and supranational government, which

deals with interstate governing organisations. Local governments normally act within the authority granted to them by higher-level legislation or directives. Local government is normally the third (or sometimes fourth) tier of government in federal states, but it is usually the first tier of administration in unitary governments. Local government is normally the third (or sometimes fourth) layer of administration in federal states, but it is the second or third tier of government in unitary governments, with often stronger powers than higher-level administrative divisions.

Sustainability: is defined as the ability to meet current demands while not jeopardizing future generations' ability to meet their own needs. The three pillars of sustainability are economic, environmental, and social—also known as profits, planet, and people informally.

21st Century Skills and Abilities: The term "21st-century skills" refers to a set of key competencies that supporters feel schools should teach to help kids flourish in today's society, such as cooperation, digital literacy, critical thinking, and problem-solving.

Competencies: are a set of integrated knowledge, skills, talents, and characteristics that translate into behaviors and help define, in greater depth, what is required to execute the job successfully. These are also indicators of the kinds of actions a company appreciates.

Skills: The capacity to apply one's information effectively and quickly in execution or performance is referred to as skills. It refers to a person's dexterity or coordination, particularly while doing previously acquired physical tasks. The acquired aptitude or ability language abilities is a trained power to accomplish something competently

Public Administration: Public administration is the process of putting government policies into action, as well as an academic field that analyzes it and trains civil servants to work in government. As a diverse field of investigation whose primary purpose is to improve management and policy so that government can function. The task for developing government policies and programs falls to public administration. It is the planning, organizing, directing, coordinating, and controlling of government operations, as well as the implementation of government programs.

It is the effort to influence and coordinate personnel and other resources to achieve certain

aims. Or, to put it another way, it is the management and control of persons and resources in order to realize the goals of administration. The science and practice of management as applied to state issues is known as public administration.

Administration is extensive or all-encompassing. Administration can be found in many places. The incorporation or organisation of individuals and resources to accomplish a particular purpose is referred to as administration.

Public administration as an academic discipline is studied under political science at times and separately at other times. Because political science is a novel field, it dominates public administration. The managerial branches of administration are dealt with in the public administration course.

Administration: Administration has existed from the dawn of time. Administration of the memorial has been ongoing since time immemorial. The phenomenon of public administration is relatively young. Until the late 18th century, there was no such thing as public administration.

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Chapter Two

Literature Review

2.1: Conceptual Review

2.1.1 History of Local Government in Nigeria

Local government has existed for a long time in Nigeria and other parts of the world, but according to the style of operation and name of local government change from one political system to the next¹. As a result, most local government writers give slight consideration to the question of its meaning. This, though, precludes universal agreement on the concept's meaning. The lack of a commonly settled meaning may not be due to the ambiguity of the impression represented by the notion, but rather to a series of postulations about the rationale for local government's existence and objectives/purpose.

Decentralization in the form of local government can be regarded from two viewpoints: devolution and de-concentration. On a positive note, when grassroots is viewed as de-concentration or local administration, it absences fiscal independence over its financial decisions, the majority of key administrators in its managerial machinery are state or central government appointees and are answerable to them, and it has lacked a democratically elected council for the majority of its existence. Local councils in Nigeria were essentially managed as administrative outposts of the regional (later states) and federal governments for many years, particularly before 1976. Local government has been defined in a variety of ways by government officials, political scientists, writers, and academics cited². It is a legitimate power established by the state government under a statute that allows local

communities within a defined region to organise themselves to handle their own affairs within the confines of the law that established the authority³.

In the view of⁴ it is a procedure in which power is devolved to the local government⁴. In

17

order for it to deliver services of a local nature⁵, it is considered as a grassroots government that is intended to serve as an instrument of rural transformation. It was considered as a subordinate political authority established by a nation or state for the goal of spreading or decentralizing political power⁶. About the concept of local government; the Federal Republic of Nigerian Guidelines for Local Government, which elaborately defined local administration as government at the local level implemented by representative councils created by law to exercise specified authorities within defined territories, have been reinforced⁷. These powers should give the council significant control over local affairs (including staffing) as well as institutional and financial powers to initiate and direct the provision of services and to determine and implement projects in order to complement the state and federal governments' activities in their areas and to ensure, through devolution of functions to these councils and active participation, that the state and federal governments' activities in their areas are not duplicated.

As a result, local government plays an important role in both rural and urban growth around the world. The 1978 about the relevance of local government in the rural development process. Local government is the most important government of our land. The local government is the nearest and most immediate government for the man. The man in my village does not care about who the president is. He does not even care about who the governor of Kano State is. He cares only about those who are counselors and chairman of his local government (constituent Assembly of 1978. Grassroot administration is consequently, an influential tool of rural and urban expansion⁸.

If there was any calypso which was well-played and to which all Nigeria clapped and danced with very loud ovation, it was the 1976 Local Government reforms while contributing to issues in local Administration and local government in Nigeria stated that local government involves a philosophical commitment to the idea of democratic participation in the governing process at the grassroots level. It implies the political will of a higher level of government to

18

allow legal and administrative decentralization to a local community with a will of its own to carry out specific functions within a broader national framework. This statement also corresponds with the widely accepted United Nations Office for Public Administration's definition of local government.

One of the characteristics of the emergence of modern local government was the breadth of its functions in the country, which included both developmental and non-developmental functions. These functions were so extensive that practically every function carried out at the regional level had a local counterpart. Because of the comprehensiveness of these functions, the most buoyant of the local authorities could carry out all these functions efficiently and effectively to the required standard, not to talk of the small and impoverished local councils. The strategy of the local authorities was to focus on certain functions to the defrayment of others. The regional/state government seized the opportunity to take over quite a number of local government functions, some of which were the backbone of the local governments in terms of their being lucrative. This assertion above is not far from the truth because as at the time this research was being carried out, the state government in Ekiti has taken over virtually all the available revenue items within the Local Government areas. The state even went ahead to embark on award of contracts on behalf of the sixteen local government areas only for the later fund and ownership of such project not minding the immediate need of the local people. This situation was further worsened by the constitution which subjected local government an oversight function of state House of Assembly and by extension, the state government.

They went further to mention another important development in the post-independence phase which had adverse effect on the growth and development of local governments in the country (particularly from 1967-1975 was the fashion amongst the states to abolish local government and replace them with one form of de-concentrated state field administration or the other. While this statement appears valid, it can be considered to be so till when the Local Government Reform of 1976 was carried out because since 1976, no local government has

19

been abolished. Rather more local governments were created. The reform embarked upon by the Federal Military Government covered such areas as structure, functions, finance, role of traditional authorities and state local government relations. It was particularly phenomenal in making crystal clear what has required of local governments. Nations, cities (cities and towns), distinct regions, and school regions are the four primary types of grassroots administration found around the world. Counties are the most populous units of local government, with about 8,000 in the United States, and they provide many of the same services as cities. There are also three types of municipalities which are metropolitan, district and local. This is operated in South Africa.

2.1.2 Development of New Local Government in Nigeria

The Mohammed/Obasanjo regime was transparently committed to effective and efficient third tiers of government in the nation. Indeed, it made the issue of the reform and re-organisation of local government one of the items on its programme for disengagement from politics. In its blue-print for third tiers of government reform, the government noted the precarious state of grassroots government in the country and its desire to accord local government system a desired position in the country's governmental activity in the nation. In order to achieve the desired result, it created a uniform multi-purpose, one-tier grassroots administration structure for the nation. The 1976 third tiers of government reform was significant in the following ways:

- (a) It created a uniform local government system for the country for the first time.

- (b) The government made sure that local government as the third tier of Government was entrenched in the federal constitution.

The constitution of 1976 section 7(1) and others that followed provided the system of Local governance is protected under the constitution⁹. As a result, every state's government must secure their survival by legislation that specifies their establishment, organisation, composition, finances, and functions.

20

- (c) For the first time, the functions to be performed by municipal governments were enshrined in the constitution.
- (d) In order to be able to carry out its functions most effectively, the constitution provided two main sources of revenue in form of grant-in-aid. First, is the Federal-Grant-in-aid and second is the statutory allocation from the federation Account. Section 149 of the 1979 constitution¹⁰ for the first time, included local governments as beneficiaries from the Federation Account and spell out the procedures and institutional frame work for the disbursement of such monies through the National/State Assemblies and State Local Government Joint Account. Also, the Revenue Act¹¹ of 1981 later fixed the exact proportion to be paid to local governments as 10% (now 20%) of the Federation account and 10% of the total budget of a state later change to 10% of the total internal revenue of the state government.

Each of these stipulations represented major leaps for local governments in Nigeria and were designed to ensure the effective institutionalization of local governments and their participation in the task of national political and socio-economic development. With all the arrangement to make Local Government a third tier of government under the state government with viable sources of revenue to make it survive, the good intentions of the Federal Military government to provide a frame work within which local resources both human and material resources are effectively mobilized up till today, could not materialize. This was a result of the advent of the civilian administration in 1979 and the attendant

politicization of local government forcing them to compromise the constitutionally guaranteed autonomy, which only was materialized during the Babangida administration.

The 1979 constitution and the subsequent constitutions have been building on the solid foundation laid for local government by the 1976 Local Government Reforms which among other things introduced a uniform system of terms, functions, structure, funding and management, the functions were clearly articulated and defined. Local government were

21

made single-tier, instead of the multi-tier system, Federal and State Governments were mandated to release allocation and grants to local government (Ten percent of State Internally Generated Revenue to local governments on monthly basis) with a political structure of Chairman, Supervisory Councillors and Councillors. In the arrangement, the traditional rulers were divorced from active partisan politics with the introduction of separate Council of Chiefs. Management structure was introduced making provision for the posts of Secretary to Local Government and Treasurers amongst others. In essence, local government since its evolution has continued to grow to meet the purpose of its establishment as revealed in the various reforms.

It was stated by¹² that when government actions are carried out from a central location far away from the people, they tend to become impersonal, and that there is a constant resistance against this impersonality or abstract outlook. This was supported by the explanation that localities are not simply areas or sites, but communities of people living together as neighbours who believe they differ from the abstract average of humanity legislated for by the government and claim the right to apply the government's uniform rules in a way that better suits their real needs and their own ideas of themselves. The reason and claim for grassroots administration emerge at this moment, based on the assumption that it will check the dangers of absolutism. The amount and variety of work that needs to be done by the government across the country makes it hard for a single authority to do so directly, especially when the government lacks the necessary knowledge of all the divined problems

that are local in nature. Hence¹³ rightly observed that; people won't be able to reap the full benefits of democratic government unless people admit that all problems, in their various manifestations, necessitate decision-making at the location and by the people who are most affected.

The author's concept of democracy takes root when there is a local government that ensures

22

local people's participation in action to suit grassroots requirements.

While there are many meanings from various sources, the widely accepted one to be reasonably embracing has been the one which both Cambridge in United Kingdom the United Nations concept was considered and adopted during the Conference on Local Government in Africa and the United Nations Conference on Administrative Aspects of Decentralization in The Hague in 1961. Local government is defined by the United Nations Office for Public Administration as a political subdivision of a nation or (in a federal system) state that is constituted by law and has substantial control over local affairs, including the power to impose taxes or exact labour for prescribed purposes, and whose governing body is elected or otherwise locally selected.

One may be tempted to assume that the meaning is complete further clear that each unit of local government in any system is assured to possess the following characteristics; a given territory and population, an institutional structure for legislative executive and administrative purposes, a separate legal identity, a range of powers and function authorized by delegation from the appropriate central or intermediate legislature, and lastly, within the ambit of such delegation, autonomy, subject always, at least, in Anglo-American tradition, to the limitation of common law such as the test of reasonableness. When discussing local government as a concept, it is important to remember that it is an integral part of democracy in the real world.

- i. Grassroots administration is not a statutory-based public company or public utility entity with monetary and operative independence.

- ii. It differs from higher levels of government. It does not share legal or political sovereignty with them, and it does not normally derive authority from the law.
- iii. It is not part of the government's administrative hierarchy. It isn't an managerial station with proxy power. It is a governmental level prescribed by regulation.
- iv. It is a legal entity with legislative and executive branches, as well as geographical

jurisdiction, that may or might not be eligible as a grassroots administration.

Grassroots administration is defined as a conceptual commitment to democratic engagement in the political process at the local level this entails a higher level of government decentralizing authority of power and personnel to a community with its own will, executing specific functions within the national framework. When discussing local government, the researcher did not want to shy away from the notion of political accountability which is an essential part of Local Government. Political accountability is a fundamental feature of effective public administrative system because it presupposes that all governmental departments have to be efficient because they have to ensure value for tax payers' money¹⁴. To some extent, this is another area of contention in local government system of Ekiti State. Even though the Local Government is generally referred to be the third-tier of government, he contends that it is disputed whether it genuinely qualifies as such. This is because, unlike the federal and state governments, local government does not have all of the benefits of a full third-tier of government.

As a result, constitutional revisions are required to give distinctive protections for local government autonomy and powers. He went on to say that institutional reforms are also necessary to clarify and coordinate the tasks and responsibilities of local governments in a way that fosters public trust, intergovernmental credibility, and unambiguous responsibility. This, according to the researcher, is what prompted the President of the Nigeria Union of Local Government Employees, to suggest that decentralization could improve service

delivery. Decentralization of social services such as education, health, water, and sanitation, in his opinion, could improve service delivery. As a result, local governments act as incubators for new policies that can eventually be replicated at the national level. A speaker of House of Representatives stated that power must be decentralized and programs away from Washington, that we must liberate individuals, neighbourhoods' both in local and state governments so they can experiment with new and better methods of getting the job done.

24

Decentralization can result in transformational change both centrally and locally, as well as in the structure of interactions across levels and sectors in any particular society, according to this statement. The researcher however maintains that decentralization will automatically promote productivity and usefulness of service delivery if it is done in the real sense of it by allowing the local government to enjoy high degree of both administrative and financial freedom.

It was stated that while decentralization strategies have improved quality service delivery at the local level in most industrialized countries, the opposite is true in most developing countries, particularly in Nigeria, where local administrative units are more numerous but are not allowed any kind of authority to function¹⁵. Local government, according to the researcher, is based on the belief that it is the level of government best suited to establish and implement development plans and programs that can successfully handle problems of service delivery at the local level.

Conceptually, local government is an integral part of democracy. It can be argued with all authority that, local government is a product of decentralization as well as the foundation school of democracy. Local Government in Ekiti State just like any other state in Nigeria is intrinsically tied to that of democracy. Section 7 (1) of the Federal Republic of Nigeria declares unequivocally that the system of democratically elected local government councils is guaranteed by this constitution. The law also stated explicitly that every state in the union must safeguard the existence of local government by enacting legislation that governs the

formation, organisation, composition, finances, and functions of such councils. This emphasizes the importance of local governance to the democratic government's success or failure. Local government is defined by the United Nations Office for Public Administration as a political subdivision of a nation or (in a federal system) a State that is constituted by law and has substantial control over local affairs, including the power to impose taxes or exact labour for specified purposes. The 1976 local government reform defines Local Government

25

as government at local level exercised through representative council established by law to exercise specific powers within defined areas. These powers should give the council significant control over local affairs, as well as the staff, institutional, and financial authority to initiate and direct the provision of services and to determine and implement projects, in order to complement the State and Federal governments' activities in their areas, and to ensure, through devolution of these functions to these councils.

Consequently, if appropriately structured, based on adequacy of units; adequately funded, sufficiently staffed with well qualified and continuously trained, motivated and dedicated personnel, appreciate a measure of freedom from the higher level of government, it will give effect to large involvement of the people in the development of their community as well as serve as a spring signboard for local participation and rural growth. Local government is therefore designed to achieve multi-dimensional goals of economic, social, cultural and political development. It is form of government most desired all over the world today due to its therapeutic cleansing effect on rural development problems¹⁶. Local Government itself is a form of decentralization based on self-determination, an elective principle and financial autonomy¹⁷.

A school of thought has postulated three essential pre-condition for a genuine Local Government which are;

- i. The power to take final decisions which are subject neither to prior approval nor to special ratification by a state or Federal authority with discretionary power to annul or amend such decisions.
- ii. Some measures of independence (clinical autonomy) for local community leaders from the state government. Thus, if the state government can transfer or remove at will, local community leaders are no more than its executive agents. To fulfil this pre-condition, local leader must be locally elected or selected for the power to appoint is also the power to remove.

26

- iii. The ability to procure sufficient financial resources under their own authority will afford them material means necessary for effective exercise of the power granted them by the central authority.

If the above pre-conditions can be fulfilled, it signifies the ideal type of local government. It is however pertinent to add that there is nowhere in the world where ideal local government is being practiced¹⁸ asserted that discussing local government without discussing national government (federal or state) is highly unlikely, as any discussion of Local Government implies the existence of another higher level of government, either federal or state. Local government, he claims, obtains its meaning and justification within the territorial confines of a national government, while central government, on the other hand, only becomes meaningful to citizens through the operations of local government. It can be concluded therefore that one cannot talk of local government without talking about the state or federal government.

The existence of local government can be justified as being existing to fill a gap which is too remote for state and federal governments to fill. This means that local government complements and extends that national and state government. That is, it brings the national and state governments closer to the people and makes their impacts felt in all the nooks and corners of the society. This was the primary aim and objective of the Local Government

reforms of 1976. Over the years, it has been observed that everybody both old and young, literate and illiterate are keenly interested in the affairs of Local Government system believing that it is their government being the nearest to them. Political actors too have not relented in putting every available burden on the Local Government while the Federal and State governments are in carrot and stick relationship with the Local Government. The Local Government officials are also looked at differently with contempt.

The status of Local Government has exposed the systems much more than the State and Federal governments. The only government people know in the village and in emergency

27

situations for example is Local Government. It is the first port of contact because it is expected to be proactive especially against security, epidemic and other social vices. However, there is a case against local government according to¹⁷, firstly, local government creates horizontal divisions whereas the concept of democracy implies a social whole.

Secondly, the operational rules of local government are contrary to the spirit of democracy. By examine these arguments separately, the researcher mentioned the argument that local government and democracy stand in antithetical relationship to each other that the weakness of the other rests entirely on a particular reading the term of democracy. Stipulative definition is neither inherently good nor inherently bad so long as we understand that analysis made on its basis is predicated on the acceptance of some ideological value premise. According to¹⁸, the definition relied upon by Whalen is in the mainstream of the radical theory of democracy whose ideological fountain head is Rousseau.

The radical democratic theory puts a premium on the creation of a social whole, uniform and equal; the individual confronts authority directly, having no deed of intermediaries between himself and the authority. The individual is supposed to realize himself by partaking in the determination of the public will for the public wealth. In contrast, according to the liberal democratic theory, individuals realize themselves in collective action mediated and directed

by such groups. Such group finds its *raison d'être* in its very existence, and in relation to the state, it does not have to affirm, nor is it required so to do, its validity.

It was concluded by saying that consequently, one resolves the contradictory positions of the two theories of local government by reference to ideological value preference, which is not much use as explanation because ideological value preferences are simply asserted and not proved. Ideological preferences may be persuasive but would still not be an explanation. These theories of local government under discussion are irreconcilable, and worse still becloud proper analysis as a effect of their emotional force.

The performance of grassroots administration has suffered from misconception and have

28

been attracting question marks from all and sundry while accountability is believed to have been relegated to the background in this tier of government. As at now Local Government has been an issue of debate before the National Assembly. The problem of governance at this level of government has been recurring in the political history of Nigeria and, over the years, scholars, practitioners and members of the public have been ruminating over the issue of desirability or otherwise of Local Government. The outright seizure of its autonomy and the orchestrated corruption and inefficiency cannot be over looked if the repositioning for efficiency is of serious concern. Suffice to say that the Local Government system is swinging between its critics and its sympathizers like a pendulum.

2.1.3. Local Government and Decentralisation

Basically, local government is a product of decentralization. Decentralization might take the form of horizontal or vertical decentralization¹⁹. While horizontal decentralization distributes power among institutions at the same level, vertical decentralization allows states in a federal country to delegate some of the powers of central authority to regional and local governments, or even to the most remote villages, depending on the country's political structure. In his own contribution on decentralisation that developing countries have embraced the idea that there is currently a worldwide push to decentralize government activities. Ghana, he claims, has

embraced decentralization in principle during the last few decades as a means of creating inclusive, efficient, responsible, and bottom-up local-level governance that decentralization has gained popularity in the global south in recent decades as a technique for devolving authority from the centre to the periphery. The growing need to apply participatory development approaches, the requirement for efficient delivery of basic social services, and the collapse of the centralized state of the 1980s are generally recognized to be the key causes of this expanding recourse to decentralization in the developing world. Much as the researcher agree with the submission above, it is important to point out that the local government reform of 1976 supposed to provide the good base for the establishment of

29

a functional local government system that with capacity to address the socio-economic and political needs of the country. However, in place of proper decentralization, delegation has been established. The local government in Ekiti State for example was tightly tied to the apron string of the State. What the researcher is expressing is not that the process of decentralization is devoid of challenges but that decentralization reforms in Nigeria as affecting Ekiti State because governments failed to transform reform intentions into local implementation, they were stuck in a rut.

The reforms involving planning and capital investment, budgeting and fiscal management, finance and revenue had been stalled due to state governments' unwillingness to allow local governments autonomy and the reluctance of both federal and state actors to relinquish power toward effective organisational redesign. In essence, power transferred to local government is always recaptured owing to gaps purposely injected in the decentralization law making as reflected in Nigerian Constitution of 1999. The philosophy of decentralization and local government administration can be traced back to the writings of a French philosopher Jean Jacques Rousseau, who, inspired by the emerging democratic practices and principles in use in Sweden at the time, argued that local government is an excellent training ground for democratic development and effective performance. In his own contribution¹⁹ opined that

decentralization, which is the transfer of some formal duty, authority, and resources to smaller, lower tiers of government, is one of the justifications in favour of local governments. As good as this assertion appears, the local government system in Ekiti State is far in this expectation because of the nature of decentralization which was occasioned by the Constitutional provisions of 1999.

In²⁰, the most developing countries, modern government has had a tumultuous history. It's been a long process of trial and error, a fusion of traditional and modern. Nigeria's grassroots government structure did not emerge with the country's independence in 1960, nor was it the product of foreign overlords. Grassroots government has long been an important feature of

30

diverse cultures and social societies that became known as Nigeria after Sir Fredrick Lugard's 1914 merger. Just like other authors writing on the evolution of tiers of government in Nigeria, this view of has no clear departure from the views of the previous writers. The point remains that local government preceded state and Federal government historically though it was in a rudimentary form of small communities organizing themselves for communal services while administration of justice was not left out.

Local government, according to the author, is a sort of decentralization that can be regarded from two perspectives: decentralization and devolution. Grassroots administration is viewed as de-concentration or local administration, it lacks financial autonomy over budgeting decisions, and the majority of its administrative machinery's senior personnel are state or central government appointees who are beholden to them. As a result, for the majority of its existence, no Local Government has been led by democratically elected officials at the local level. Local councils in Nigeria were managed as administrative outposts of the regional (later state) and federal governments for many years, particularly prior to 1976. Local governments were treated as though they were an afterthought in this structure. Devolution entails the decentralization of equally political and managerial authorities, and while grassroots government denotes solely to organisational capacities, grassroots administration

encompasses both democratic and managerial abilities. This indicates that, although the formal lacks initiative, the informal does.

Generally, from the contributions of the various writers, it is a consensus that local government is a product of decentralization as asserted by all the authors whose writings are under review in this research. People cannot talk of Local Government administration without making reference to the civil service because the system is basically made up of political appointees and the civil servants which eventually form the majority and they are relatively permanent while the former are birds of passage.

Although the term civil service²¹ is widely used, it is frequently misunderstood and misused

31

because it lacks a standard definition. Domestic law, practices, and conventions have a significant impact on its definition, while Lawson believes that the civil service is the term used to describe state or central government civilian servants. In this context, the civil servants are local governments' employees who are usually the supporting staff and they are the army of administrative and professional staff employed on permanent and pensionable basis to established posts by the Local Government Service Commission to advise on and execute policies.

In his own contribution²² claimed that the country grassroots administration structure's history has been one lengthy series of tries and errors aimed at establishing a sustainable local government institution with little success. He went on to say that the country's long series of reforms began during the colonial period, when the colonial authority strove to de-concentrate local government as a foundation for the Nigerian state's socio-economic development. The goal of local government was re-defined as bringing government closer to the people as the mandate shifted from being essentially extractive law and order to one involved in grassroots development. Though the researcher agreed that grassroots administration is meant to take administration nearer to the grassroots and foster development but the researcher disagree with the view that all the reforms have not achieved much success.

The reforms themselves have their impacts on the growth of local government but the perceived failure of the system cannot be traced to the reforms but rather to the Nigerian political actors and the constitutional ambivalence.

2.1.4 Local Government and Grassroots Development

One of the primary purposes of local administration in Nigeria is its significance contributions to political stability²³. It brings government to local communities so that residents can actively engage in the governance process in order to offer important local

32

services and thereby promote social, economic, and political growth. It is in the light of the foregoing that the procedures for grassroots administration restructuring of 1976 gave the principal aim of grassroots administration as:

- i. Devolve or delegate suitable services and development activities to local representative bodies in order to make them responsive to local aspirations and initiative.
- ii. To make democratic self-government more accessible at the local level of our society, as well as to foster initiative and leadership potential.
- iii. To organise people and substantial resources via public participation in local development, and
- iv. To establish a two-way communication channel between local communities and government.
- v. The grassroots administration is supposed to establish a stable political and economic framework for grass-roots socio-economic and political development, as seen above.

Local government districts must emerge as a growth hub, providing the much-needed impetus to engage and revitalize economic activities in rural Nigeria and reverse the phenomena of rural-urban drift. In essence, Babangida was of the view that if local government is properly placed, the rate of urbanization, that is, the movement from rural

areas to urban centres will be reduced since everything needed in the urban centres are available in these rural areas but this thought has remained a mirage for obvious reasons. There is no doubt that the primary purpose of government is to provide vital services that make life worthwhile. Because the establishment of grassroots administration wherever in the globe arises from the need to support expansion at the grassroots, local administration plays a critical role in guaranteeing the effectiveness and distribution of public goods to the huge rural population²⁴. At the grassroots, all political systems strive for effective and efficient service delivery. Although Local Governments are most endowed in resources with even annually expanding budgets in Nigeria, yet corruption and political elites have remained

33

strongholds on political power and reduced its citizens to poverty and destitution. The politicians in Nigeria are no longer accountable to the voters and this was corroborated by stating that the extent of political corruption and lack of discipline in Nigeria demonstrate that the concepts and principles of accountability have become a mirage, he was implying that the precepts and principles of accountability have become a mirage. The researcher sees this assertion as a statement of fact in view of gross irresponsibility being displayed by the politicians without regards to administrative and financial regulations which they believe are for the civil servants. Vertical decentralization itself takes three forms which are: deconcentration, devolution and delegation.

A. Deconcentration

This is limited to passing down only administrative discretion to local officers to the central government ministries, though this model results into some disposal powers, few actions can be taken without informing the centre or headquarters. An example is the Ministry of Education deconcentrating functions and not final decisions to its satellite agencies such as Area Education Offices.

B. Devolution

This is the most extreme form of decentralisation, which involves delegating decision-making authority to local governments and allowing them to assume complete responsibility without consulting the federal government. This includes financial authority as well as the exclusive ability to design and implement local development projects and programs.

C. Delegation

This entails delegating some decision-making authority to local officials, but the central government retains the ability to overturn local decisions and revoke the delegation at any moment. The existence of local government can be justified in the sense that grassroots governments are to fill a gap which is too remote for state and federal government to fill. In essence, local governments complement and extend the national or state government. In

34

other words, it brings the national or state government closer to the people and makes its presence felt in all nooks and crannies of society. This was the primary aim and objective of the local government reforms of 1976 which will still delve into in course of this research. Democracy at the top may not be a success unless you build on this foundation from below. Speaking from the same dimension, on the floor of Western House of Parliament in 1952 said local government is the structure upon which the super-structure of the state is built²³. While supporting this view, one can affirm that local government holds the foundation of the state, this further underscores the relevance of local government which can be summarised as follows:

- i. Self-government at the doorstep: The development of local governments provides local communities with the possibility to have self-government at their doorstep and within reach.
- ii. Local skills will be found and utilised to a significant benefit for growth in local government in particular and the country in general when local people are permitted to do things for themselves.

iii. Government at the grassroots has a vital role in providing critical services to its citizens, such as market stalls, dispensaries, the road network, and water supplies, among other things.

iv. In a nutshell, the assertion on the importance of local government remained green when he said local government is and must be the basis of any true system of democracy.

A school of thought has postulated three essential pre-conditions for a genuine local government²⁵.

The pre-conditions are;

i. The power to take final decisions which are subject neither to prior approval nor to specific ratification by a state or federal authority with discretionary power to annul or amend such decisions.

35

ii. Some measure of independent (clinical autonomy) for local community leaders from the State Government. Thus, if the State government can transfer or remove at will, local community leaders are no more than executive agents. To fulfil this pre-condition, local leader must be locally elected or selected for, the power to appoint is also the power to remove.

iii. The ability to procure sufficient financial resources under their own authority will avail them material means necessary for effective exercise of the powers granted them by the central authority. If this pre-condition can be fulfilled, it signifies the ideal type of local government and differentiates between 'ought' and 'is' of local government system.

iv. Because the central government cannot supply all of the services required by the people, community projects are frequently established and/or undertaken.

v. Local government serves as a classroom for citizens' political education and the training of future political leaders.

vi. To provide a significant chance for national development contribution.

vii. It relieves the central government of some of its responsibilities.

- viii. Government at the grassroots is viewed as an inherent element of the state government in the Nigeria context, despite the fact that it is local government exercised through a representative council constituted by law to exercise certain responsibilities within a designated region.

These abilities are projected to offer the council significant control over local affairs, personnel, and financial authority to begin and direct service supply. Also, to identify and implement projects that would complement the state and federal governments' actions in their respective sectors. Furthermore, guarantee that grassroots ideas and replies to grassroots wishes and circumstances are enhanced through devolution of functions to these councils and active engagement of the people and their traditional institutions. There is the need to emphasize that there is no way one can talk on grassroots government without referring to

36

national government (Federal or State government) as being ahead. This suggests therefore that the local government is invariably subjected to the whims and caprices of the bigger brother(s).

2.1.5 Reasons for the Establishment of Local Government

There are a number of reasons why local governments are created and they include assisting the federal or state governments in maintaining peace and order²⁶ and supplementing the efforts of the federal or state governments in providing a variety of services within their jurisdictions. Local government is viewed as an efficient agency for providing services with a local initiative all over the world. Grassroots government exists to offer services, and its success in providing services up to a standard that can be measured by a national inspectorate must be appraised. Local government, it is believed, can deliver certain services significantly more effectively and proficiently than the federal or state government because of its proximity to the area. Government at the grassroots is viewed as a vital tool for rural development, particularly in developing countries. As a result, local

governments all across the world have been given certain legal responsibilities, which include;

- To support the federal and state governments in carrying out their tasks and policies, particularly in areas where successful execution requires local expertise and engagement.
- Devolve or delegate necessary services and development activities to local representative bodies in order to make them responsive to local wants and ambitions.
- To aid the central or federal government, as well as state governments, in resolving rural issues.

37

- To raise awareness and organise various communities in their areas of responsibility so that they can participate in the overall development of their areas.
- To make democratic self-government more accessible to the grassroots, as well as to foster initiative and leadership potential.
- Local governments act as a medium through which the federal or state government promotes mutual understanding and meaningful communication between people who are resident in the rural areas. Other rationales for the establishment of the grassroots administration according to the National Guidelines for Grassroots Administration Restructuring include;

- To serve as a democratic training ground. The role of local government is to promote democracy at the local level. The democratic participatory school maintained that local government's role is to bring about democracy and provide citizens with chances for political engagement, as well as to educate and socialize them politically as.

- To make appropriate services and development activities responsive to local wishes and initiative by developing or delegating them to local representative bodies and
- To mobilize funds via the participation of the community in their expansion. Acting as a veritable instrument for development the Local government can do a lot to promote human development index which is very low compared to that of other countries. The roles of local government towards the development process includes;
 - a. Assisting people in developing positive citizenship attitudes such as consideration, self-control, community duty, and sense of self.
 - b. Providing basic community services in order to improve people's lives while also allowing the community to attract economic activity. Such basic community services include, primary health care, basic primary education, provision of basic infrastructure etc and
 - c. Assisting people, particularly in rural regions, to organise themselves in order to mobilize and effectively administer community resources and central government programs.

Local government is conceived as a platform for political education, a forum for breeding politicians; and a training ground for national politicians as a means of gaining access to power, pressure and control as the case maybe. Furthermore, it is posited that the basic reasons that justify the creation of local government system include the fact that:

1. Local governments are more responsive to the needs of the citizens than large units of government.
2. It is the government at the grassroots, close to the people, and hence capable of articulating and addressing the citizens' problems.
3. The establishment of local government acknowledges the people's higher capacity to understand and conduct their own local affairs. The people themselves are able to

secure a closer adaptation of public services to local needs than they to the central or state governments, looking at the locality from afar.

4. Grassroots government urge citizens to participate in their communities' affairs.
5. People naturally reject tyranny from above (on the outside), but they also resist imposition from below (on the inside). Grassroots government is a type of decentralization that occurs as a result of the centralization of authority.
6. Grassroots government is supposed to relieve the national and state governments of excessive amounts of business from the center and therefore decongest them.
7. Personal liberty is protected by local government.
8. Grassroots government is a tool for political education, providing a sort of socialization for those who participate in political space.

Grassroots government assists in the pooling of resources at the local level in order to provide a variety of critical social services.

2.1.6 The Importance of Local Government

It was stressed that the position of grassroots administration when he said that local self-government is and must be the basis of any true system of democracy²⁷. Democracy at the top may not be a success unless you build on this foundation from below. Historically to the local government preceded national government when people started living organised life, they were in small communities. They cooperated with each other in organizing many of their affairs like growing food, looking after the cattle, organizing defence against the enemies and beasts etc. They became the self-governing communities. With the passage of time, the communities became bigger and bigger and some of their functions were taken over by the larger communities, the national government. defence, administration of justice, and policing are some of such instances. Nevertheless, the basic and primary needs of the people

continued to be looked after by the local authority. But it does not mean that the emergence of the national government has decreased the importance of the grassroots administration. The fact is that the concept of welfare state has enlarged the scope of functions of the government as a whole, both at the national and local levels. If the number of functions of the national government has increased, so has the number of functions of the local government.

The existence and functioning of local government at grass-root level have many advantages. That advantage primarily lies in the convenience at least cost, for at this level the range of activities and the jurisdiction of work of officials is not as vast as in a district or a state. As everyone knows everyone else, the chance for fair and open working are greater. Cases of corruption are few, as nobody would like to be exposed. Some Community effort and citizen participation in decision-making are higher and since citizens have a stake, solutions for the subjects handled are likely to be relevant and more pragmatic. The importance of Local Government is further highlighted:

1. Grass-roots Democracy: Local authority gives opportunities for grassroots democracy. If direct democracy is still possible, it is only at this level; otherwise, democracy at the state or national level has devolved into a form of indirect or representative democracy. G.D.H. Cole says that Democracy is nothing unless it means letting the people have their own way not

40

only in the mass by means of an aggregate vote on nationwide scale, but also in their lesser groups and societies of which the great society is made up, and through which it is made articulate in such a way that the less clamorous voices can be heard.

2. Acts as a Training School: Grassroots administration is a fantastic place to develop and train future leaders. People's engagement in the administration of their own affairs at the local level provides them with the essential experience to tackle larger issues at the state or national level later. Thus, the local government serves as a training school for democracy. The advisory committee of United States. Commission on Inter-Government Relations rightly remarked, The counties, cities, towns, villages and boroughs serve as training schools for the leaders of government, and in the affairs of local government are tried those who aspire to state and national offices. Lord Bryce regarded local government as the greatest

institute of egalitarianism and the best security of local government as a general. He said, the institution of local government is educative in perhaps a higher degree at least contingently, than any other part of government. And it must be remembered that there is no other way of bringing the mass of citizens into intimate contact with persons responsible for decisions.

Local government serves as a training ground for politicians who will serve at the state and national levels, as well as an outlet for competent and civic-minded residents to give social service to the community. Leaders who can take on duties at the state and national levels arise from such a group of seasoned and tested individuals. As a result, local government maintains a steady flow of talent up the corporate ladder. Local self-government is regarded as the best school of democracy and the best guarantee of its success for these reasons.

3. Encourages Participation of the People in Public Affairs: People have the opportunity to participate in public affairs thanks to local government. Democracy, without a doubt, is government by the people, yet it has become increasingly difficult for ordinary citizens to participate in state or national politics. The affairs of the modern state are too complex to understand for an ordinary citizen. Moreover, the affairs at the national level are too far

removed to be of much interest for him. The large size of the modern state is another handicap. On the other hand, local government is too close to the citizen. It affects his everyday life. The affairs of the village, the town or the borough are his own affairs, in which he is naturally interested. Moreover, these are too simple for an ordinary citizen. Sanitation, need of education for the village or town's children, maintenance of streets and roads, street lighting, management of local markets, etc. are subjects which he understands. None else than him can know the problems arising in these matters. Non else than him also knows the solutions of these problems. Therefore, he is encouraged to participate in the management of these affairs.

4. More Competent to Solve Local Problems: Modern State is too large in size and the scope of its functions has expanded in recent times. Therefore, it hardly has the time to attend to the local problems of the people. It is competent to deal with the problems which are common to all the people or which are of common interest like defense, external matters, currency, communications and international trade etc. But it is neither competent nor has the knowledge to deal with the local problems of the people. The local problems vary so much that no single agency can manage them. The problems of the villages are different from those of the towns. The problems of desert regions are different from those of mountainous areas. Even the needs and problems of one village or town will be different from those of the other village or town. Therefore, it is the local government which is present at the spot which can understand and solve those problems. Local affairs can best be managed locally. Local affairs are bound to be neglected if they are dealt with by the Central Government. Local governance is preferred because locally elected institutions with their own expert personnel are better able to comprehend and interpret both the conditions and requirements of local communities.

5. Local Government is Economical: It costs the taxpayer much less if his local affairs are

managed by the local government. If these affairs were to be managed by the Central Government that means that the Central Government will have to keep a large bureaucracy. It will be a big administrative state. Its agents or employees serving at the local level will have to be paid at the central rates which are generally very high. It will make it very expensive and increase the burden on the taxpayer. On the other hand, the local government can manage these affairs with the help of locally available specialists or employees who will cost much less. Thus, management of local affairs by the local government results in economy. Moreover, the local government knows that the money being spent is its own money which

has been raised through local sources. Therefore, it will try to economize and avoid wastage. Also, the people of the local community can keep a watch on the work being done by the local government and can hold it accountable for any misuse of funds or financial lapses. The Central Government has no accountability to the local community; therefore, the chances of misuse of funds or wastage are greater if these affairs were to be managed by it.

6. Reduced the Burden of the Central Government: In certain ways, local government serves as a supplement to the federal government. Although the local government is historically earlier to the state or national government, many critical tasks have been shifted to the central government over time. It resulted in the division of functions – affairs of national importance such as defence, foreign affairs, currency, communications etc. began to be performed by the latter, leaving affairs of local interest and importance which required local knowledge, in the hands of the former. It is useful for both. Since the local functions are performed by the local government, the Central Government is freed from that responsibility and burden, consequently it can better concentrate on affairs of national importance. The local government too knows its area of activity in which it can develop its competence.

7. Serves as a Channel of Communication: Grassroots administration functions as a two-way communication conduit between itself and the federal government. Desires and

aspirations of the local community are articulated and carried upward to the State Government, and plans and programmes of the State and the Central Governments flow in the reverse direction. In times of national emergency local government acts as the field post of the distant Centre, transmits national decisions to far-flung corners, mobilizes the people for national tasks and keeps the Centre informed about happenings in the locality.

8. Vital for national progress: Through democratic action, local government encourages diversity of experience and creative engagement. As a result, it contributes to national progress through democracy's resilience, strength, and diversity. In countries where the organs of local government are under the thumb of the central authority, although the efficiency of administration may be great, the political character of the people will be unsatisfactory; it will be apathetic for long periods and then dangerously excited, with the result of instability and corruption in the Central Government. On the other hand, a country of strong local government may be slow to move and blundering in its methods, but it will be a country of steady progress and of political stability and honesty.

2.1.7 Ecology of Local Government

Since the knowledge of ecology of a particular concept like local government is paramount in study the system in relation to the level of efficiency and effectiveness contributions in this wise appear adequate in providing necessary information needed to understudy in Ekiti State in particular and Nigeria in general since the ecological approach in local government administration purports to the study, the collaboration among the administrative structure and its milieu and thus analyzing the way each of them affects the other's organisation because the foregoing highlighted the relevance and influence exercised by difference ecological aspect on Nigeria local government as affecting Ekiti State in particular. With the United Nations Office for Public Administration's definition of Local Government as apolitical

subdivision of a nation or (in a federal system) State, which is constituted by law and has substantial control of local affairs including the powers to impose taxes or to exact labour for prescribed purposes and the 1976 local government reform that defined Local Government as government at local level exercised through representative council established by law to exercise specific powers within defined areas.

These powers are expected to give the council substantial control over local affairs, as well as the staff, institutional, and financial powers to initiate and direct the provision of services and to determine and implement projects, in order to complement the State and Federal Governments' activities in their areas, and to ensure, through devolution of these functions to these councils according to²⁸. This discusses the validity of local governments, which can enforce authority and power within their geographical boundaries thanks to the fourth schedule of the 1999 constitution. It is required to perform duties that assure efficacy at the local level, and to contribute to the nation's general growth and development in some way. Certain conspicuous or important elements of local administration are implicit in the previous definitions, which have been clearly stated in the works of some writers. These characteristics comprise the fact that a grassroots administration:

- i). Functions at the grassroots or local level.
- ii). Is limited to a specific environmental area.
- iii). Possesses a degree of autonomy or independence.
- iv). Performs a variety of law defined functions.
- v). Is its council made up of elected officials?

Arising from the above, it is incontrovertible that Local Government is founded to provide a formal organisational framework for the community to properly run its affairs and govern the acts of its members. At this juncture, it must be emphasized that Local Government is expected to be recognized properly as lowest level of administration in the country.

Comparatively, all over the world, grassroots administration performs the same functions irrespective of the names given to them such as counties, provinces and so on but Nigeria Local Government system suffers from administrative contamination in the sense that political interests and influences have altered the original administrative set up thus diverting

the focus of the system towards selfish interest contrary to the focus on the interests of the communities which they are to serve. Also, the frequent changes of political office holders and incessant transfer of career officers have not allowed for stability in the system. In Nigeria today, the Local Government administration has been strongly tied to the apron string of the State and hence, the operation of Local Government is being regimented and regulated with impunity.

It was emphasized that the importance of Local Government when he said that Local self-government is and must be the basis of any true system of democracy. Democracy at the top may not be a success unless you build on this foundation from below. Speaking from the same dimension, Obafemi Awolowo on the floor of Western House of Parliament during the passing of the first Local Government Law said, Grassroots administration is the structure upon which the super-structure of the state is built. As earlier stated, view of Local Government in relation to democracy corroborated the views above. Studying the legal status of Local Government, it could be observed that the place of local government in the national system varies with time, place and circumstances while it must also be noted that it has constitutional backing in countries like Nigeria, Brazil, Western Germany, the United States, and other countries are examples. Local governments, on the other hand, are subject to judicial control in the same way that any other corporate organisation or natural person is, in the sense that they can be sued if they infringe on a private right or breach a contract, and they can be prosecuted if they commit a criminal offense.

The courts have a limited supervisory jurisdiction over certain acts of any executive agency, including local government and in the exercise of this jurisdiction, the court may grant the

order of 'Mandamus', 'Prohibition' and 'Certiorari' including injunctions against ultra-vires acts. However, it should be noted at this juncture that local government operate through Bye-Laws, which is a legal instrument of operation in the local government. It is a rule of law or

regulation that is made by a local government through the legislative arm and this applies only to the local area. It is a local ordinance. Each Local Government Area makes its own bye-laws which is enforceable within the local government area. When such regulations are made, they are usually referred to the State Ministry of Justice for legal touches in order to make the regulations valid.

The review of the existing literature in the course of this work on the reviving of local administration will not be complete if nothing is mention about the functions of local government which are the basis of judging local government as a tier of government.

In accordance with the provision in the Fourth Schedule of the Nigerian constitution of 1999, the Local Government is expected to perform the following functions:

- i. Economic recommendations to the State;
- ii. Collection of taxes and fees;
- iii. Establishment and maintenance of cemeteries, burial grounds and homes for the destitute.
- iv. Licensing of bicycles, trucks (other than mechanically propelled trucks), canoes, wheel barrows and carts;
- v. Establishment, maintenance and regulation of markets, motor parks and public conveniences;
- vi. Construction and maintenance of roads, streets, drains and other public highways, parks, open spaces;
- vii. Naming of roads and streets and numbering of houses;
- viii. Control and regulation of out-door advertising, movement and keeping of pets of all

descriptions, shops and kiosks, restaurants and other places for sale of food to the public and laundries.

- ix. Provision and maintenance of public transportation and refuse disposal;

- x. Registration of births, deaths and marriages;
- xi. Assessment of privately owned houses or tenements for the purpose of levying such rates as may be prescribed by the House of Assembly of a State; and,
- xii. Each of the areas is further subdivided into wards with a minimum of ten and a maximum of fifteen houses.

However, the researcher observed that while the constitution backed the effectiveness of these duties by the grassroots administration the ambiguities that were created by the constitution itself have handicapped the performance of these functions effectively. Apart from the constitution, the local government operation is also subject to the Federal and state circulars, state local government administration laws, Staff Regulation 1960 and 1962, the Structure of service for grassroots administration personnel and in some cases, all these bring confusion into the operation and personnel structure of the system. According to Scholars, local government operates at the lowest level of society. It works at the grass-root level close to the people, touching their everyday life. According to them, no other government, whether state or national is as near to the people as this. Historically too, it is older than the other levels of government because governance began with the organisation of people into small communities in a limited area. This view corroborated the assertion of other writer's in the field of Grassroots administration studies.

In the federal system, the rights of the State are guaranteed by the constitution while in any form of Unitary state however decentralized, lower governments are merely statutory bodies and could in principle be swept away by the central government. For example, Article (iv) E of the American Constitution of 1789 asserts the supremacy of the constitution and the laws of the United States. Similarly, section (1) of the Nigerian Constitution of 1979, 1989 and

1999 also assert the supremacy of the constitution. To review such assertion, one will note that the implication is that such clause could mean (in the context of United States) that the president and the Congress (National Assembly in Nigerian context) if backed by the

Supreme Court can eliminate all local independent decision and could hereby create a Unitary Government. From this standpoint, it then means that local government is occupying a nebulous position when compared with the State and Federal governments. This no doubt undermines the status of local government.

If local government is defined as the component of the government that deals primarily with local matters and is controlled by authorities subordinate to the State Government but elected independently of the State Government by qualified individuals, it can be assumed that assertion has been overtaken by the recent trends whereby the State authority picks whoever it deems loyal as the caretaker member. Even where elections are held, the state apparatus are deployed to ensure the victory of the ruling party's candidates. Local government, according to the researcher, entails the concept of a territorial, non-sovereign community with the legal right and the required organisation to regulate its own affairs. This, in turn, presupposes the existence of a local authority with the authority to act independently of external control, as well as local community engagement in the administration of its own affairs. This viewed local government as a sub-legislature or as nursery for the supreme legislature (national assembly of a country).

It is relevant to mention that the available literatures did not mention Ekiti State in particular but the researcher believes that whatever is mentioned in relation to local government is equally applicable to the local governments in Ekiti State. This thesis will also form a good base of literature for Ekiti State. Devolution is more of a lawful or authorized vehicle for awarding or shifting controls to properly established local bodies to discharge specified or residual functions. This explains why, depending on the situation, local government administration can be considered as a de-concentration or devolution structure. Local

governments, for example, are more of a devolution of powers in Nigeria and Kenya due to constitutional provisions for their establishment. The researcher is of the view that Nigeria

local government system is a product of devolution. Hence local governments in Ekiti State are products of devolution.

The 2010 Kenya legal framework provides for decentralization of authority, resulting in the formation of 47 sub-national units (counties) with elected legislatures and executives in East Africa. The Constitution mandated that counties get fiscal allocations of 15% of audited ordinary revenue allocated on the basis of population and poverty level as a further step toward ending the over-centralized governmental system.

Black nations in general have a rich historical backdrop in terms of community management prior to colonisation. With colonialism, the administrative structure was primarily influenced by the demands of the era, and as a result, it attempted to correspond to that of colonial power, with the boss occupying a larger-than-life stance and the subjects being to follow. Instead of integrating the positive aspects of the imported administrative system at the local level, post-colonial authorities simply duplicated it. According to them, Nigeria's administrative structure is characterized by a servant-master relationship, with the governed at the mercy of the governors. The political and administrative chiefs of Ede's two Local Governments are no exception, acting as if serving the citizens is a favour. The experiences gained during the military organisation strengthened the principal and agent connection, and the dream of a more comprehensive and self-governing grassroots administration system has faded away. This has been reflected in the political headship of the two Local Governments since their inception. This view is correct to the best of the researcher's knowledge. The governors come down to the level of the masses before election after which free access to them becomes difficult. Ekiti State local governments have the same experience as this is a common trend.

Local government is a constitutionally recognized third degree of governmental action in

Nigeria, according to scholars. Local governments, as the third layer of government, are given significant influence over local operations. It goes on to say that local governments should "do exactly what the name government suggests at the local level. This is mostly in

terms of developing and enacting policies in response to unique local requirements. Ironically, intergovernmental ties, constitutional provisions, and applications have placed local governments in a position where they are unable to do what the word government indicates. Scholars discussed local government system/administration by trying to compare the system in Nigeria, with the United States of America, France and Britain. From his analytical perspective of these selected federations and unitary states, he focused on the structure, status, allocations of powers, sources of revenue, degree of control and the extent of structural reforms.

It was analysed further that the problem of structure encapsulated in area, size and population criteria of the local government is a recurring one and differs from one country to another and the problem is further complicated from one country to another by the possibility of un-evenness in terms of economic resources (viability) communication facilities, population density, level of social integration and stage of civic commitment of all these factors, population criteria appear the most paramount for most policy planners²⁸. One may tend to think that perhaps, it is for this reason that Plato suggested the appropriate population of a city state as 5,040. In his reference to the perspective of Mills Paugh who opined that minimum services are for purely administrative purposes should contain not less than 25,000 people and similarly for the purpose of self-financing, a country contains not less than 20,000 residents while the area of a local government should not exceed 6,400 square miles. Viewing this idea critically, the prominence given to population criterion, the local government reforms of 1976 in Nigeria was structurally based on population rather than the area size of each local government as this population criterion ranges between 150,000 and 800,000. The local government reform of 1976 was unique for its multi-purpose single tier

system with complete self-contained budget. Today, there are 774 single tier grassroots administration in Nigeria unlike the situation before the reform which depicted multi-structural models with variations. While analysis above is correct, the issue of expected

population particularly as related to Nigeria is subject to further review. For example, Ilejemeje local government council in Ekiti State was just a single ward under Moba Local government before its creation. In essence political consideration has brought about the creation of unviable local government councils. There is currently a problem of location of the council headquarters in this local government since 1996.

It was opined that local government administration in Nigeria had been part of some ethnic groups' systems of government previous to colonial authority, particularly among the Fulani and Yoruba²⁹. Rather than abolishing it, colonial rule only enhances its existence, operating and relevance. Indeed, local government has constituted essential units of development all over the world, irrespective of the political system. The fact that local government irrespective of its status in any political arrangement is an essential unit of political arrangement in terms of galvanizing development through the use of local resources including personnel. The previous comparative review of local government systems in some nations of the world also revealed the importance attached to the system.

Local Government administrations in Nigeria under the colonial era of which Ekiti was a divisional headquarters then has shown a lot of divergence across the various fragments of the nation. For instance, the British system of administration or the native Authority system, which was first introduced in the northern part of the country showed the greater success in the area simply because there was congruence between the structure and the culture of this people in the North. It was partially successful in the Western part of the country just because there had been in existence of the institution of traditional rulers in the area prior to colonial rule but the structure of indirect rule did not actually conform with the existing structure and culture of the Yoruba traditional political system. This is true because the

system was alien to Yoruba traditional system.

Just like other scholars and authorities in the field of local government pointed out that in the eastern, part of Nigeria particularly among the Igbo where the institution of monarchy did not exist, indirect rule was a monumental failure and this was because the institution of warrant chiefs engineered purposely for indirect administration status and the accompanying culture of autocracy was alien to the democratic culture of the people. The disaffection, of people, particularly in the southern part of the country later provoked the need for reforms. The reforms of the early 1950s in the eastern and western parts of the country started on promising note except for the fact that the military coup of January 15th 1966 which introduced varieties of administrative systems at the local government level in the various states of Nigeria.

Nigerian local government system policies and structures have witnessed incessant changes over the years and the veracity of such changes has led scholars such as³⁰ to argue that no Nigerian institution has been subjected to as much review, reform, re-organisation or revitalization as the local government. This is in contrast to what obtains in many developed countries Macrae and Pitt. For instance, in Britain, the services entrusted to the local authorities over the years remain in their hands and the artificial financial relationship with central government still continues. Such constant change, no doubt, causes certain issues with the institution's operation and performance because it forces the institution to learn new rules on a continuous basis with little or no opportunity to fully exploit, let alone improve, current rules. It is my own view that the changes were due to political instability in Nigeria.

If there is some truth in the view that General Babangida presidency introduced perhaps the most far-reaching measures aimed at reforming the Nigeria political system, then there is far more weight to the opinion that no other administration, civil or military since independence, can boast of the amount of legislation that the Babangida administration brought about on

local government and local development. The researcher agreed with the fact that General Babangida took bold steps in reforming the local government and it is on record that the

reforms made positive impacts on the local government system in Nigeria were introduced by the military administration. Though Ekiti State was still part of Ondo State then but the local governments in Ekiti now were also affected.

It was also noted that grassroots administration has undergone an extensive and tortuous journey in Nigeria from the diversities of the pre-colonial era, through the Lugard's experiment and the travails of decolonization, the exuberance of the military adventurists and the military-guided democracy. He asserted that as a result of the above, grassroots in Nigeria has developed its own peculiarities and forms and hence to attempt to thoroughly study local government in Nigeria will amount to the study of the government and politics of Nigeria. This view is not far from being correct because grassroots administration is an established arrangement for political and organisational convenience and the level of local government depends on the political arrangements of the country. This is obvious in Ekiti State where local governments are subordinate to the state government. However, as lofty as this view appears, scholars are of the opinion that genuine change through the introduction of new ideas will help the local government to fulfil its obligations since a system cannot remain the same and expect it to improve on its performance.

The system must not remain stagnant particularly at the stage of growth and development. Rather, it is expected to be dynamic. Hence, the various changes could be considered necessary. But another issue of interest is that while the Nigerian military could be applauded for the landmark local government reforms of 1976, subsequent military regimes from 1986 embarked on arbitrary establishment of grassroots administration in country and in the process, they heightened the structural inequalities between the North and the South through the use of the rule of thumb in gross violation of laid down criteria and another problem associated with the military as its frequent disruption of democratic rule, which has, in the

process, robbed the local government of its primary role of nurturing political leaders for the other levels of government while he also went further to observe another problem which is

the subordinate location of the local government within the chaotic Nigerian inter-governmental system which has made local governments in Nigeria over-dependent for both its policies and funding on either the state or federal government or both. On the creation of local governments, the researcher does not agree totally because even the elected state governors created local governments basically on political consideration. In the then Ondo State, Governor Adekunle Ajasin created local governments on town basis. Even in Ekiti State, additional 19 Local Council Development Areas were created out of the existing 16 local government areas without consideration for the funding and viability before they were scrapped by succeeding government.

Furthermore, the researcher wishes to observe that the issue of inequality is as old as the history of mankind and not peculiar to Nigeria alone. On the frequent disruption of democratic rule, while one may say that the military was overzealous, it can also be argued that greedy and selfish politicians caused military intervention of administration of the country and the military regime that lifted grassroots administration from obscurity to the lime-light today. The military has shown greater, holistic and genuine concern towards the development of local government in Nigeria far than the civilian regimes. Furthermore, the issue of subordinate location of the local government is reflected in its inferior status all over the world. There is nowhere in the world that local government has absolute or total autonomy even in the most democratic countries.

The country was organised in 1914, following a merger by the colonial administration, which controlled during the colonist period, which ended in 1960. Prior interaction with Europeans, on the other hand, originates from the sixteenth century. Although there were several sorts of traditional local rulership in Nigeria prior to the colonial period, the local government system was established at that time. In 1861, Britain made the first move toward colonial

government. The colonial administration was founded on the principle of indirect rule. Over the years, the name, structure, and composition of the Nigerian local government

administration have changed. Local government was known as chief-in-council and chief-and-council in the 1930s and 1940s, for example, where traditional rulers were given pride of position in the scheme of things. According to Nwabueze, elections were implemented in the western and eastern sections of the country in the 1950s, with some degree of autonomy in personnel, financial, and general administration.

Local government in Nigeria predates colonial power and each of the different entities that make up the country had its own unique but relatively functional system. The Hausa/Fulani North was ruled by their Emirs and followed the emirate system, but the territories were divided into districts and villages for administrative purposes, with the district or village head in charge. The Oba/Alaafin ruled the Oyo empire, with the help of a council of chiefs (Oyomesi) commanded by Bashorun. To avoid distraction, the military chief Are Ona Kakanfo was stationed outside the capital, Old Oyo. Grassroots traditional heads and hamlet chiefs, who were submissive to Alaafin, ruled over towns and villages (Nigeria at 50 Compendium). While Ibo societies were mentioned as having a decentralized administrative structure, it was mostly based on compound, village, and clan administrative systems. Nigeria's local government system has gone through three stages. There are three phases: pre-colonial, colonial, and postcolonial.

Different traditional systems of government occurred before the coming of the British that were competent to meet the political needs of the various ethnic groups at the time. Traditional political systems were viewed as a sort of local administration established by ethnic groups like as the Hausa/Fulani, Ibo, and Yoruba to address the requirements of the people within their domains. The colonial government established the Native Authority in the second phase. It was designed to fit the needs of existing local government systems in the institutions of diverse ethnic groups. The Native Authority was in charge of tax collection,

law and order enforcement, road building and maintenance, and sanitary inspections, particularly in township areas. The third phase began in 1960, when Nigeria gained

independence. In the Eastern and Western areas, “this phase was marked by a multi-tiered local government structure that accommodated both elected and traditional elements. Boris wrote that different states had varied local government structures at the time. Grassroots administration, on the other hand, took on a new dimension in 1976, thanks to Obasanjo's military government's local government reforms. The 1976 local government reforms established a standard system of local government administration across the country, recognized local government as a third tier of government, and granted local government administration financial and functional autonomy in Nigeria.

In Nigeria, Local governments are tied to the apron-string of the state governments in a federal governmental structure through the process of decentralization, local governance plays a dominant role in resolving those cultural as well as political conflicts, arising due to the power play of multicultural existence and that good governance is seen as entry point in conflict management. Ineffective governance is one of the factors which can lead to violent conflict: Managing opposing interests and possible conflict in society is an essential component of good governance and a need for long-term peace. As a result, local governance, which entails clear and efficient procedures that facilitate people's participation in decision-making through an inclusive and participatory process, is critical in controlling conflict in heterogeneous cultures.

A good local governance system would imply that all actors are able to work together to meet common needs and resolve opposing concerns. Local governments that are effective, transparent, fair, and inclusive can weed out potential areas of conflict, reducing the burden on the conflict resolution mechanism. Local governance systems, which are closest to the people, can provide methods to handle concerns, such as encouraging people to participate and forming mediation committees. In Nigerian context virtually all the powers of the local

governments have been taken over. Even today internal crises within the local government areas in Ekiti are usually brought to the Ministry of Local Government in office of the

Deputy Governor for resolution. The chieftaincy disputes are usually brought to the state governments for settlement. In that arrangement one of the disputing parties may notice some elements of bias, and prefer settlement through litigation and that is why so many chieftaincy cases are pending before the courts of law in the state today. This further confirms that local government is an appendage of state government in practical context.

Many academics have illustrated the inherent difficulties of administering local government in the United Kingdom and, by extension, in industrialized countries. These include managing financial needs in the face of revenue losses and growing service demands, as well as the costs of unfunded state and federal requirements and infrastructure demands and costs. However, the effectiveness of each system in terms of service delivery is largely determined by how each system responds to these issues. From the researcher's point of view, the capacity of local government in Nigeria and Ekiti State in particular is very low. Even when budget are prepared, they were without financial backing, not well implemented nor monitored. As observed by³¹, the financial resources directly available to local governments in Nigeria as applicable to Ekiti State are grossly inadequate placed side by side the societal expectations and constitutionally assigned responsibilities. This viewpoint reflects the true state of affairs in local government, though many researchers would like to add that in the Nigerian Local Government system, hiring, engagement, and deployment of staff has largely become a political consideration rather than a genuine need for efficient service delivery. Furthermore, with believe that if the correct combination of eight employees of local government could not be recruited and deployed, the quality of the workforce would suffer. The researcher agreed with this assertion in the sense that local government has become a compensational ground for those who 'helped' to win elections. In some cases, the civil servants have no say otherwise they will be tagged as members of opposition. In Ekiti State

today, those who come in through political influence have no regard for ethics of work especially regular attendance at work. Instead, they remain praise singers in various political and State /Local government functions.

Scholars have noted that in order for such changed local government employees' workers to keep their jobs, Civil Service Rules, Schemes of Service, and Financial Instruction were of little consequence in order to please political leaders who exploited their ignorance at the same time. Because they are unable to express a clear viewpoint on topics, the best contribution they can make in communication is to minute on subordinate recommendations, above for your approval. It must be realized that there is nothing wrong with such a conversion program if the officers are given the opportunity to gain elementary administrative knowledge and sit and pass prerequisite exams before being appointed to administrative system heads. Politics, on the other hand, was deemed more vital than the system's survival. In fact, for civil officials to be important, they had to identify with the winning party more than was administratively required, regardless of how efficient they were. This is the current situation in Ekiti State. One of the employees went on to say that fraud has become a common phrase in Nigeria, that it has grown into a hydra-headed monster that is difficult to contain, and that it has jeopardized service delivery and democratic participation in the country, as votes have been bought and sold and that corruption in local governments takes the form of outright financial transaction falsification, inflated contracts, the presence of ghost labour, and collusion with state apparatus that are intended to fulfil monitoring responsibilities. The days of a ten percent bribe in contract awards are long gone, and the worrisome trend now is outright payment for jobs not completed. The greatest obstacle for the state government in combating corrupt practices in local government is that the search light was often not directed towards identifying perpetrators, but rather at political opponents shortly following a change of government to settle political scores. This does not negate the possibility that such operatives are in fact corrupt. As a result, palliative selective justice,

unlike at higher levels of government, was unable to eradicate systemic corruption in the local government system. Corruption promotes inefficiency, increases transaction costs, and has spread throughout Nigeria as agencies such as the Independent and Corrupt Practices Commission (ICPC) and the Economic and Financial Crimes Commission (EFCC) have failed to achieve sufficient results in combating corruption.

In Nigeria, the over-reliance on federated funds or statutory allotment is a concern for local government management. Without monthly allocation, it would be difficult for any Nigerian local government to function successfully. The functions of local government and revenue streams that are not adequately exploited to the system's advantage were explicitly outlined in the Fourth Schedule of the 1999 constitution. Most of the lucrative sources of internally generated money have been taken over by the state government. These include, among other things, rates from important markets, street naming, and tenement rate. Furthermore, the state government's statutory 10% of internally generated revenue was rarely transferred to local governments. All of these factors have hampered the ability of the local government to provide efficient services³².

The Nigerian constitution of 1999 updated and institutionalized the 1976 local government reform. The local government is required under the 1999 constitution to consolidate the tripartite system of government (executive, legislature, and judiciary) at the grassroots level. The chairman, vice chairman, supervisor or supervisory councillors, as well as the structure of local government bureaucracy, have executive authority. The councillors that represent the wards that make up the Local Government Area are supposed to conduct the legislative tasks. The federal and state judiciaries, on the other hand, are streamlined. The local government can only use the judicial system that is available to it. They stated that Nigeria is currently a federation with three levels of administration: the federal government, 36 state governments, the federal capital territory (FCT), and 774 local governments, with 16 LGAs in Ekiti State. As a result, Nigeria's local government structure follows the presidential model. The

Chairman of the grassroots area is elected directly by the public within the local government area and governs in conjunction with the legislative branch of the local government. Members of the local council are also chosen from single-member wards (i.e. districts). The term of both the chairman and council of local government areas is presently three years, but that this varies from state to state, depending on what the State House of Assembly has decreed. It has now been two years in Ekiti State.

High levels of corruption among local government officials have been related to local governments' inability to provide services to the people at the grassroots. There have been numerous instances of embezzlement and misappropriation of council funds by council officials. For example, the Chairman of the Ijebu East Local Government Council in Ogun State was removed from office in February 2010 due to multiple financial irregularities. Similarly, in April 2010, the Benue State House of Assembly dismissed 12 council chairmen and ordered them to refund a total of 150 million naira in financial theft of accruals from excess crude oil obtained by local governments in the state. Whereas the author concurs with this viewpoint, it is important to note that the writers above have not investigated the operation of the Joint Account Committee to determine the extent of fraud present rather than blaming all of the blame on local government officials. Meanwhile, high-profile corruption has been revealed in both federal and state government operations.

Grassroots administration exist to ensure effective political participation of the local population in the policy-making process as well as government activities. Some academics disagree, claiming that local governments have failed to fulfil their roles as development agents, instead gaining a reputation for corruption, fiscal chaos, and general irresponsibility. The absence of integrity, openness, and accountability at the local government level has a significant impact on the wellbeing of ordinary Nigerians. This view is subjective in the sense that these authors have not really mentioned the causes of these problems. Furthermore, they have not looked beyond the early stages of grassroots administration. In Ekiti State, the major

problem of grassroots administration has been traced to paucity of fund arising from the state government interference in the fiscal and organisational affairs of the grassroots administration.

The ineffectiveness of local government administration, according to Khalil, is due to the following factors: a lack of mission or comprehensive functional role; a lack of proper structure (i.e., the role of local governments in the development process is unknown); a lack of autonomy; low staff quality; and low funding. He went on to say that these issues trap local governments in a cycle of poverty, with insufficient money restricting powers and activities, resulting in the hiring of low-skilled, low-paid workers. However, the findings revealed that government reforms aimed at preserving or expanding grassroots administration sovereignty fall short of their goals because the entire denotation of the term autonomy is not clearly conveyed. The financial autonomy of local governments is significantly harmed by state governments, primarily through the State Joint Local Government Account's instrumentality. State governments use the State Joint Local Government Account (SJLGA) mechanism to create local governments state appendages, according to the study.

The state governments have transformed the State Joint Local Government Account into a vehicle to manage and control local governments³³, according to a document submitted to The Association of Local Government of Nigeria (ALGON). For example, during Governor Chimaroke Nnamani's tenure in Enugu State, the state government had such complete control over the State Joint Local Government Account that grassroots administration in the country were dashed token from their legal allotment. There were also instances of over-deductions for expenses incurred by the state on behalf of grassroots administration. In Enugu State, for example, local governments would occasionally be unable to pay staff salaries due to a lack of funds. Between March 2002 and March 2003, a similar issue occurred in Bornu State, when half of the total N13.3 billion allocated to local governments in the state was wrongly removed at source by the state governments. Between 2001 and 2002, Ekiti State was

likewise impacted by the Joint State Local Government Account, with several local governments unable to pay salaries for several months³⁴.

In terms of state government involvement in local government financial autonomy, it can be seen that between 1999 and 2007, local governments saw several fiscal embezzlement and scam committed by several government, which undermined local government authority. Furthermore, state governments' meddling in local government autonomy has become so widespread that in 2010, 31 of the 36 governors interfered with local government money through the State Joint Local Government Account. It goes without saying that the management of the State Joint Local Government Account connects the councils to the state governments' apron strings³⁵. The fact that state governments tamper with local government statutory allocations accounts for the incapacity of local governments to launch and implement development programs or projects is extremely concerning.

In this regard, the author highlighted that in the setting of state governments diverting and siphoning council funds, local government officials who want to launch and implement development initiatives or programs are handicapped by a lack of funds. Despite the fact that some researchers say that widespread corruption, particularly at the leadership level, is a major source of the financial crisis in the local government system, which consequences in massive fiscal embezzlement. It is simply preferable that grassroots administration receive the full amount of funding assigned to them so that they may be judged on how they use the monies. The accompanying illustration emphasizes the fact that state governments play a role in the difficulties faced by local government.

Notable interference with the political/administrative authority of local governments³⁶: The state governments are undermining the political/administrative autonomy that section 7 (1) of the 1999 constitution tries to give on local governments in a variety of ways. One of these methods is to administrate local government regions through the Care-taker Committee system. In this scenario, some state governors refused to hold elections for the local

government council's constitution, instead appointing Care-taker Committees to oversee them. For instance, during Governor Peter Obi's period in office, the state of Anambra did not have local government elections. Local government elections were not held in Bayelsa state for three years under Governor Timpre Silva. Care-taker Committees were utilized to run local governments in Edo, Kogi, and Delta states at different times. In Ekiti State today, a duplicate of Sole Administrators known as Coordinating Directors is in place, who are unable to question any decision made by the State administration on the Council's Statutory Allocations. The writer would like to underline that a comparison of local government procedures in federally administered countries reveals that the degree of independence differs per nation. Grassroots administration do not have complete independence anywhere in the world, according to comparative studies, because central governments frequently limit their independence through political and administrative actions.

The government of Australia distributes grants to local governments as a matter of policy³⁷. These funds are initially deposited into the state's account, which is then responsible for disbursing the funds to local governments in a defined manner. Normally, two sorts of grants are made: unconditional grants in the form of tax reimbursement and conditional grants, which are financial assistance provided subject to the central government's stipulations. Contingent grants are typically used to carry out national programs in education and community health, with the goal of achieving some level of reform and uniformity across local governments. This is not the situation in Ekiti State, where the state government prefers to develop projects without taking into account the needs and peculiarities of local governments as a means of siphoning off revenue.

In Canada, furthermore, the provinces (or local governments) have been successful in gaining control over significant revenue sources, which has aided their acquisition of some autonomy³⁸. The country has a high degree of decentralization, which can cause imbalances due to the large size and income disparities among the provinces, but intergovernmental

grants are used to correct the imbalances. Local governments in the United States do not have constitutionally guaranteed sovereign powers on their own, but they are sub-units and administrative agencies of the states and may use intergovernmental grants to correct the imbalances. Local governments' powers are so limited that they must abide by all of the terms and conditions that regulate the use of revenue sharing monies. Local governments in Ekiti State are subject to the same conditions.

The Babangida Administration's Political Bureau, on the other hand, approved the Dasuki Committee's suggestion (Report of the Political Bureau 1987). Following this approval, local governments were given increased responsibility and power to serve as the third tier of government. President Babangida declared that local government will be given the necessary freedom and autonomy to operate within the ambits of the constitution, not as a mere adjunct to the states, but as a truly coordinated and effective level of government, in order to strengthen the devolution of responsibilities. The autonomy under a federal system to mean that each government enjoys a separate existence and independence from the control of the other governments³⁸. It is an autonomy which requires not just the legal and physical existence of an apparatus of government like a legislative assembly, Governor, Court etc. but as autonomous entity that is able to conduct its affairs free from direction of another government. This definition is outside the context of Nigeria. It is the ideal arrangement but not the reality in Nigeria practice, autonomy would only be meaningful in a situation whereby each level of government is not constitutionally bound to accept dictation or directive from another.

In Nigeria, the Federal Government virtually entirely funds local government. These constitutional ambiguities have a substantial and harmful impact on the autonomy of Nigerian local governments. The fundamental reason of these constitutional ambiguities³⁹ is from the fact that Nigeria is the world's only three-tiered federal system, with local government functioning independently of the other two levels of government. The researcher disagrees

with this assertion because it is not the system that should be blamed but the actors. The insincerity on the part of the state officials constitutes the major problem for the Local Government.

According to the 1976 Local Government Reform, Nigeria's local government system is a tier of government. As a result, it is expected to perform exactly what the word government implies, namely, govern at the local level. But it couldn't be done. Things that government performs at the local level in Nigeria can be divided into three categories: (1) Regulatory functions, (2) social service provision, and (3) legislative functions. The degree to which these functions are carried out without interference from two other levels of government is a good indicator of true local government autonomy. However, the two higher levels of government do interact. Controlling certain social activities like as vigilante, alcohol sales, environmental exercise, and social events, among others, is a regulatory function that Local Governments play. The two main sources of friction between the Local Government and the two other levels of government are vigilantism and environmental exercise. The federal government forbids state and local governments from having their own police forces. Prior to independence, local governments were governed by regional governments, which had their own police force. This was, however, abolished after the country gained independence. The issue of state police has become a source of agitation in view of the level of insecurity in the country. Today in Ekiti State, most of the roles of local governments have been taken over by the state government particularly in the areas related to sourcing of revenue.

Significant autonomy is perhaps the most important condition for local administrations, as it indicates a significant degree of independence from external control. All local governments, as state entities, are subject to state oversight in at least some regions and in the exercise of certain authorities. Significant autonomy exists, however, if the unit has a reasonable degree of administrative and fiscal autonomy. This level of autonomy is attained if the unit has an elected governing body that carries out constitutionally mandated responsibilities. It is the

nature of the fiscal policy that shapes the dynamics of local government administration in Nigeria. It is apposite therefore, as he argues for strong financial control mechanisms (analysis in chapter 4 under local government autonomy). Municipal area councils should be jettisoned for the creation of more rural based local government councils and the strict enforcement of fiscal laws as means of promoting fiscal efficiency and sustainable development at the grassroots. The desire for state governors to maintain control over local government finances drove their support for the state Joint Local Government Account to be retained in the 1999 constitution. There should probably be a Federal-State Joint Account where the federal government erases the impact of fiscal centralism on governors. While such argument as above could be sound and made to bring out the overriding influence of the state governments over the local governments, it must be asserted that the 1999 constitution would still be vilified if it is amended to further centralize fiscal control of the state, at the center. To some other analysts, fiscal control- federal or centralized – is not the only issue in Nigeria. Local Government Administration could be largely a function of leadership and lack of strategic leadership is the bane of local government administration in Africa in general and Nigeria in particular. In the words of the duo, referring significantly to the Elitist State Local Governments within the Nigerian context⁴⁰:

In a federal system of government, power is shared between federal, state and local government. The local government as the third tier of government, is within the constitutional mandate of the state government that was created basically to bring and ensure development at the grassroots

On how local government tied to the good governance and the authors relying on earlier position taken by previous writers, the authors write about the basic prerequisite of good governance, which include participation, transparency, responsiveness and accountability. They further assert; however, that;

The Nigerian local government system like those of other countries are characterized by political instability, scarcity of resources, lack of accountability, poor planning and maintenance and political apathy

For this school of thought, local government, being one of the oldest institutions devised by man for administration must be autonomous both in letters and action. The reason why this may not be so, especially in comparable countries in Africa and Asia, may be due to elite interests, political agendas and federal and state manipulation. It is strange that even the colonial states gave wide range powers to the local authorities that the postcolonial ones. However, it may still be argued that statutory provisions granted by the colonial states were implemented by colonial rulers themselves. The introduction of the indirect rule system, for instance, it can be argued, was only to ease the colonial administration particularly at the grassroots levels.

To some other scholars, land distribution, use and control affects local government administration. In the particular case of Ekiti, land tenure system can be traced from the colonial era. Land can be categorized into three, communal land, family land, and individual or personal land. Although the Land Use Act has allocated land ownership in trust in the hands of the state governors, customary and aboriginal rights to land still persists. As noted, multiplicity of land tenure systems inherited and partly maintained by the British was virtually collapsed by the Land Use Act (originally a decree since 1978)⁴¹. If land lies in the hands of the governor, it remains unclear to what extent local government administration can go in terms agricultural and mineral resources policy and control.

The virtual collapse of local government autonomy which in turn reduces its economic importance can partly be seen in terms of taxation policy and redistributive nature of the Nigeria's federal structure. Much more so, however, is the argument that tax or tax income is not the problem but elite interest. Sometimes, this elite influence takes a toxic note, breeding brinkmanship, and at times politicization, including the dimensions of the so-called anti-corruption war. As it has been further observed in this study, local government administration

needs be contextually understood. The uniformity of local government provided for in the 1999 constitution has reduced the autonomy as well as innovativeness of the government at

68

the third tier. If the purpose of local government is to ensure local democracy or civic participation and to apply the locality principle in extending administration effective service delivery to the people, then the search for relevance of the local government will be the search for the type that delivers basic services to the people.

2.1.8 Inter-Governmental Relations and Local Government in Nigeria

It is impossible to discuss local government completely outside intergovernmental relations. It was asserted that there is a form of interaction among the various levels of government in the country and this is what is referred to as intergovernmental relations⁴². While assessing the Nigerian Federalism, was of the view that a well-organised civilization and political system already existed in the area now known as Nigeria before the arrival of British Colonialists. The relationship between various groups and entities was characterized by much conflict and little cooperation and as soon as British Colonialists arrived, people were able to pacify and conquer this area which culminated in emergence of three separate territories which were the colony of Lagos, the protectorate of Southern Nigeria and the protectorate of Northern Nigeria were amalgamated in 1906 by Sir Walter Egerton. The political entity known as Nigeria came into existence in January 1914 when the Northern and Southern protectorates were amalgamated. A scholar argued that for forty years the colony of Nigeria was administered as a unitary system under a central government composed of British Colonial Officers.

Due to some enormous stresses and centrifugal forces the British colonial authorities were forced to introduce a federal feature in Nigerian administrative system, that between 1946 and 1954 different constitutions were introduced by colonial authorities that created three

regions which were Western, Northern and Eastern regions⁴³. This increasingly allowed for local participation in government and gave the regions increasing internal autonomy in relation to the central administration. Scholars have defined federalism in various ways, for

69

example, K. C. Wheare in his seminar work titled, *Federal Government* defined federalism as: By the federal principle, it meant the method of dividing powers so that general and regional governments are each with a sphere coordinate and independent. While defining federalism, Livingston argued that the essential nature of federation is to be sought for not in the shading of legal and constitutional terminology but in the forces economic, social, political, cultural that have made the outward form of federalism necessary. Federal Government is a device by which the federal qualities of the society are articulated and protected.

However, whatever may be the explanation or definition of federalism, one thing the researcher has come to term with is that the Nigeria federalism was and is one in which the centre is more powerful than the component units (State and Local Government). Today, the country is divided into one central, thirty-six states and 774 Local governments and one federal capital territory which has implication for the country's federalism and its Intergovernmental Relations. One can then infer from this as argued that Nigeria is a federalism by desegregation and devolution. Grassroots administration is not part of the government's administrative structure. It is not an administrative outpost with delegated power. This is the main reason why the Federal Government still recognizes only 774 local governments in Nigeria while those created by some states remain as Area Development Authorities. The Area Development Authorities unlike local government councils are mere extensions of local government administration created to meet political and administrative exigencies.

2.1.9 Federal-Local Relationships

The nature and pattern of Federal/central local relations differ from one country to another. For instance, in writing on several kinds central/local relationships. In Nigeria, there was

hardly any provision for federal-local relationship prior to the operation of the 1979 constitution. The federal constitutions of 1954, 1960 and 1963 did not mention local

government as a subject in either their exclusive or concurrent legislature lists. The 1979 constitution changed this situation. It recognized local government as the third tier of government.

Fiscal relations are central to federal-local relationships in Nigeria. Since 1976, the federal government had recognized that lack of adequate finance and subventions was one of the defects answerable for the inefficiency and collapse of the pre-1976 grassroots administration. Adequate provisions were therefore made both in the 1976 nation-wide local government reforms and the 1979, 1989 and 1999 constitutions for statutory allocation of fund to local governments. The statutory allocation has increased from the initial 10 percent of nationally derived revenue to 15 percent, and currently it is 20 percent. Apart from the statutory allocations, the federal government had through various Decrees and Financial memoranda exercised control over financial management in the local government system.

Apart from fiscal relations, Federal-local relationships in Nigeria has also been maintained through federal government support to the local governments in strengthening personnel management and particularly, training programmes. The federal in recognition of the poor quality of staff of local important asset of any organisation, in 1978 selected three universities – University of Nigeria, Nsukka; Obafemi Awolowo University; Ile-Ife, Ahmadu Bello University, Zaria, to train local government personnel throughout Nigeria. The federal government, especially during the military era in Nigeria played active role in the creation and dissolution of local governments. Recently, the federal government has refused to recognize the new local governments created by some state governments by refusing to

release the statutory allocation to a state like Lagos which disobeyed the federal government order that no new local governments should be created.

In the United States for instance, the constitution does not mention local government and there is a widespread belief that local government is a matter of state, not federal concern.

71

This does not imply that the federal government has no influence over local government. For example, it prohibits federal governments from violating their citizens' civil rights and liberties; it also prohibits them from establishing laws that discriminate against citizens of other states; and it prohibits tax and regulatory policies that disadvantage firms in other states. In addition, there exists fiscal relationship between the federal and local governments in America. For instance, local governments in the United States participate in the federal government's grant-in-aid system, by which the federal government provides over \$225 billion in grants to state and local governments annually for a wide variety of purposes ranging from community development to education of child nutrition.

Unlike the United State of America, central local relations in Britain is characterized by centralized supervision and control of local units of government. Apart from judicial control which is work out by the law courts under the doctrine of ultra vires, there are other methods by which the central government controls local authorities. Example of the examining and possible adding of the yearly financial records of the grassroots administration, annual grant-in-aid from the centre, power to approve or disapprove application for loan, and power to control the award of major contracts by the local authorities.

Another method of control by the central government in Britain over local authorities is legislative, which can be exercise through the power to approve or disapprove any bye-law which is approved by local authority. The final method is *administrative control*. The central government can as a last resort suspend or dismiss local authority, and may in certain

circumstances institute a private or a public inquiry into a local authority's affairs. However, these powers are rarely used⁴⁵. Another example of administrative control of local authorities by the center is that the appointment of certain officers of the local authorities, such as, Chief Constables and stipend any magistrates, require the approval of the appropriate minister (the Home Secretary in both cases. Also, the conditions of service of local government employees

72

in Britain are determined at the national level, and closely sentinel by the central government. Central-local relations in France, like Britain is characterized by centralized supervision and control. Unlike the United States, control of local governments in France is in the hands of executives of the central government. The French prefect career official, appointed by the interior minister heads one of the ninety departments into which France is divided has crucial powers over local government. The prefect may revoke mayoral elections, suspend temporally the mayor or council, and insist that the council vote various mandatory expenditures. Although his powers to some extents are limited by powers of a general council elected by the voters of the department, this council does not wield much powers.

In many African countries, central/federal state relations are provided for in the constitution. In Ghana, for instance, section 241(2) empowers the parliament to make provision for the redrawing of the boundaries of districts or for reconstituting the districts which is the principal unit of local government. Also, section 243(1) of the same constitution makes provision for the establishment of the post of a District Chief Executive for every district who shall be appoint by the president with the prior approval of member of the Assembly Present.

2.1.10 State –Local Relations

In a unitary system, the National or central government has constitutional responsibility for local government or local administration. In contrast, in a federal system, it is usually the

state or provincial government that has the primary responsibility over local government. The Federal Government could from time to time offer support to the local governments in financial terms or in streamlining their personnel management and training programmes⁴³. In Nigeria, for instance, the state government has the primary responsibility for the creation of local governments. Section 7(1) of the 1999 constitution provides that the government of every state shall subject to section 8 of this constitution, ensure their existence under a law

73

which provides for the establishment, structure, composition, finance and functions of such councils.

Similarly, in the United States of America, units of local government are legally established by the state government⁴⁶. In the model state constitution prepared by the National Municipal League, which is a citizen reform organisation, the legislature is assigned a six-fold task in shaping its local governments. Specifically, it states that the legislature will (1) provide for the incorporation of local units, (2) determine the powers of local governments, (3) provide alternative forms for local governments through general law and home-rule charters; (4) prescribe methods for the alteration of boundaries; (5) permit the consolidation of neighboring local units; and (6) enact provisions for the dissolution or reorganisation of such civil divisions. It is important to note that since local governments are created by the states in America, it follows that such units derive all their powers from their creator.

2.1.11 Inter-Local Relations

Inter-local government relationship entails one or more local governments interacting, cooperating and relating in a manner mutually beneficial to them in the performance of the functions allocated to them. In the United States of America, for instance, one form of inter-local government relationship is called interjurisdictional agreement. This includes “both

formal or written compacts and informal or clearly understood unwritten agreements by which two or more local units voluntarily attempt to solve or ameliorate a mutual problem.

Like the United States, inter-local government relationship governments are common features of the local government system in Nigeria. This recurs through such statutory fora as (i) the monthly state joint Account Allocation Committee. (ii) the grassroots administration service commission; (iii) the Bureau for grassroots administration and Chieftaincy Affairs at the Deputy Governor's office. Apart from these statutory fora, other voluntary or mutual

74

interaction of local government officials include the National or state conference of local government Chairman; the conference of Speakers of the local government legislative council; the monthly meeting of Secretaries to the local government; the regular meetings of the Executive Secretaries of local government Education Authorities; seminars and workshops organised by federal or state government ministries, agencies and parastatals⁴⁷.

Essentially, voluntary associations of local government Chairman and officials or employees also constitute another method of inter-local government relationship in many countries. In Nigeria, for instance, there are such associations as Association of Local Governments of Nigeria (ALGON) and Nigerian Union of Local Government Employees (NULGE). In Zimbabwe, there are such associations as Urban Councils Association of Zimbabwe (UCAZ) and the Association of Rural District Councils (ARDC). The South African Local Government Association (SALGA) is the national voice of local government in South Africa. Again, the National Association of Local Authorities Ghana (NALAG) is the sole association of local government in Ghana. These associations have become a forum for regular meeting and exchange of ideas among both Chairman officials, and employees of local governments, depending on the association in question.

2.1.12 Competency Requirements in Local Governments

The nature and functions of local government have changed in recent years, according to the Department of the Environment, Community and Local Government⁴⁸, and will continue to alter in the future. The action plan for local government reform, Putting People First, identifies a number of essential goals for local government. Reorganisation of political and executive structures; alignment of community and enterprise functions with the local government system; increased effect and participation in local economic and community development; service efficiency; and improved funding arrangements are among these goals.

75

Furthermore, the recommendations presented in the Local Government Efficiency Review

Group's Report provide valuable insight and context to policy developments. At the same time that the responsibilities, functions, and roles of local government employees develop, major changes in local government personnel and demography occur. While the recruiting moratorium was effective in decreasing staff numbers, its impact was inconsistent, as employee cutbacks in local governments, grades, and service sectors varied greatly. Meanwhile, many local governments have much fewer workers under the age of 30 and over 55 as a result of the ban and early retirements. Because the number of senior experienced officials is dwindling, there are less opportunities for information transfer to those who will succeed them. The limited recruitment of younger employees raises concerns about the future age profile. The staffing freeze is forcing management to realign and redeploy resources in order to meet service needs.

Guarantee that the Institute of Public Administration (IPA's) study is appropriate for its intended audience to sustainable public-sector reform necessitates that the focus on lowering numbers be accompanied by rigorous preparation for the organisation of the resulting loss of skill and expertise in organisations. Furthermore, it indicates that more capability is required

in areas such as cross-organisational collaboration and collective change leadership. In light of this shifting environment, the County and City Managers Association (CCMA)⁵⁰ concluded that a study of the capacity and competency requirements of the local government sector was necessary, and asked the Institute of Public Administration (IPA) to do so. It is proposed that the IPA be commissioned to prepare a research paper on the present and future capacity concerns within the Local Government sector, according to the County and City Managers Association (CCMA) report on workforce planning in local government⁵⁰.

Capabilities is a broad and difficult notion to grasp. It examines whether local governments are fit for purpose, in terms of their ability to address difficulties, adapt to new

responsibilities and demands, keep promises, and produce valuable outcomes for citizens. Capacity can be applied to local government as a whole, to individual authorities, and, if desired, to specific functions or sectors of any local authority. To a considerable extent, capacity is determined by the skills of persons who work in the organisation. Abilities are concerned with what people contribute to the job, or their contributions. When organisational capacity difficulties are recognized, that is, examples of areas where companies are not delivering optimally, the conventional reaction is to analyze whether and in what ways staff skills, traits, and behaviors are lacking.

A public service organisation's capacity is determined by its ability to get things done, solve obstacles, keep promises, and ultimately accomplish desired outcomes for citizens⁵¹. It even more bluntly: even without capacity to make good decisions and implement them well, ineffective administration is the best expectation one can have; the worst expectation is a failed state, the necessity of capacity, and its development is infinitely complex, made even more so by the fact that the answer to the question capacity for what? will alter over time. Consequently, ability stewardship must be a top concern for management at all levels with

concluding that every public manager must be disturbed and should commit time, as a priority, to understanding, building, and deploying capacity to perform successfully⁵². As a result, he believes that it is management's obligation to ensure that the organisation's employees have the necessary skills to perform their duties efficiently.

In the view of Organisation for Economic Cooperation and Development (OECD), good public sector performance is dependent on its people⁵³. their capacities and skills, as well as the leadership's capacity to motivate staff to do their best in accomplishing organisational objectives. Competency management is being widely used by governments as a framework for both explaining the precise knowledge, skills, and attitudes required for a certain position and assuring optimal employee performance. Competency management is considered as a

77

mechanism for bringing about cultural change and injecting more flexibility, adaptability, and entrepreneurship into firms, and that competency management is frequently introduced as part of a broader program of cultural and organisational reform, and that it can achieve a number of goals, including making government more flexible and adaptable to challenges, improving Human Resource (HR) policies' of efficiency and consistency, and ensuring better strategic alignment between the individual and the organisation. Some of the key perceived benefits of competency management are outlined by the Organisation for Economic Cooperation and Development (OECD).

Other supporting capabilities are required to be an effective elected leader in between the representation and leadership duties, responsibilities, and competences. Each of them makes a unique contribution to attempts to be effective in their elected official roles and obligations. Communication and facilitation skills, for example, are significantly more personal. Others, such as policymaking, decision-making, and enabling competences, are directly linked to elected colleagues' collaborative acts as community representatives. The overseeing, finance,

and institution-building competencies are linked to your obligations as an operating institution for your local government organisation. Both personal and group governance competencies include the use of power and negotiating. And the roles and competencies of representation and leadership fit into all of these somewhat artificial categories. Let's take a closer look at each of them.

2.1.13 Key Competencies for Improving Local Governance

a) Representation As a Competency Key for Improving Local Governance

The skill of leadership, by former Chairman of British Rail, is to represent a much bigger constituency than those who voted for you and that local elected officials' primary role is representation⁵⁴. Elected men and women are accountable for representing the rights and

78

needs of all citizens within their local government jurisdiction, as determined by popular vote and the legislative mandate of the position. The term representation refers to how well your local government serves all of its inhabitants while adhering to widely accepted governance ideals.

The establishment and execution of policies, the allocation of public goods and services, aiding local men and women in their contacts with their local government, and maintaining continuous contact with all citizens are all aspects of representation. When no one is in charge of fixing problems, conflicting demands, pluralistic pressures, and problems provide a challenge to effective representation. Representation is a two-way street. Participation, respect for the law, equity and inclusion, transparency and accountability, effectiveness and efficiency, and subsidiarity are all principles that are shared by representation and good governance. It is improved by a diverse network of collaborations, as opposed to a diverse

network of relationships. The ability to represent your constituents will enable you to better serve all of them, not just those who voted for you or live in your district.

b) Communication as a Competency Key for Improving Local Governance

Creation has endowed us with one tongue but two ears, allowing us to hear twice as much as we speak. A Roman philosopher, giving and receiving information, ideas, and sentiments with precision and understanding is what communication entails⁵⁵. The intricacy of the competency for elected officials is ignored by this simplistic definition. Is it written or spoken? Is it coming from an individual or from the entire governing body? Is it to a single person, a group, or the entire community, it more official or informal.

For this complication, the focus of this research includes (among many other things) interpersonal communication, openness, transparency, accountability, and trust are all excellent governance concepts that require effective communication. The best communication tools for

79

an elected official are active listening and asking the proper questions. It's a learned behavior for many. As an elected person, it is OK to say no, but there are better methods to do it. The ability to communicate will assist the employees in becoming a better listener, asking more insightful questions, and learning how to say no without losing the next election.

c) Facilitating as a Competency Key for Improving Local Governance

Whenever one person assists another, both are powerful. a proverb from Germany Fostering collaborative effort, assisting others in solving difficulties, ensuring that committee meetings are fruitful, and managing inter-personal and inter-group conflict are all examples of facilitation. It covers a lot of what you do as an individual elected person, whether it is called facilitating or anything else. In strict terms, facilitation is a process in which a substantively

neutral person with no decision-making authority and who is acceptable to all intervenes to assist in the resolution of problems and the making of decisions.

Assisting also entails knowing a lot about group dynamics, resolving conflicts, understanding gender views on conflict resolution, improving meeting productivity, and forming effective teams. As a local government leader, having the ability to facilitate is highly valuable. As a voted leader, the enabling ability will assist you in learning how to conduct a variety of everyday tasks more effectively. For instance, how to run a further operative meeting, arbitrate conflicts, and assist teams in becoming additional active and creative.

d) Using Power as a Competency Key for Improving Local Governance

One of the most difficult aspects of leadership is finding a balance between service and the authority required for effective leadership. Unfortunately, talking about power, especially when it comes to elected officials' conduct, makes a lot of people uncomfortable. Giving people authority, to paraphrase⁵⁶, is a good way to assess their character. This is why your ability to use power as an elected leader cannot be overlooked. Every institution creates its

80

own power culture. Elected officials have an obligation to shape that mindset to meet good governance values. As an elected person, using authority properly is undoubtedly the most critical characteristic of public leadership. Giving power away is not the same as sharing it. The understanding and efficient use of power competencies will help you comprehend the many sources of power available to you as an elected leader.

e) Decision-Making as a Competency Key for Improving Local Governance

Decisiveness is biting through the entirety of the situation and not nibbling around the edges, or just pulling off what is loose around the bone. Decision- Making involves deciding how to act when there is a choice. Of course, it is much more complicated. For example, failing to

act on your options and choices is also a form of decision making, and sometimes very appropriate. Decision-making is a crosscutting competency affecting just about everything elected men and women leaders do.

Elected men and women have lots of options when it comes to making decisions. They can make the decision, delegate it to someone, delay it, support the decision if someone else makes it, veto it, or cancel it after it is made. Decisions should be judged by their quality and acceptance by those who have to live by their consequences⁵⁷. The poet wrote between the idea and the reality falls the shadow and talking about decision making. When it's an enlightened decision, the shadow disappears. Before making a decision, the decision-making competency will assist you in identifying and analyzing challenges and possibilities, as well as exploring options.

f) Policy Making as a Competency Key for Improving Local Governance

The community that is not mentioned. A proverb from Africa recognizing the need for new or improved formal elected body mandates, analyzing the potential consequences of acting, or not acting, to establish these mandates, examining alternatives, and determining implementation strategies that will guide current and future actions for the benefit of the community are all part of policy making. It is important to distinguish between policymaking

and politics. It downplays the significance of the most basic ability that characterizes public decision-making. Gender perspective should be a component of every policy decision you make. The problem with policy making and gender equality is almost always the people at the top of the organisation. They do not always put what they teach into practice. Elected officials will either make policies that meet good governance attributes or policies that call into question their dedication to good governance and their local men and women, depending on the power they wield. It's entirely up to you. The decision competency will assist you in understanding how to carry out this basic elected obligation within the framework of good governance principles and provide the foundation for conducting public business through the

policy making process, enabling you throughout human history, those who have learned to collaborate and improvise effectively have triumphed.

g) Enabling as a Competency Key for Improving Local Governance

Supporting you give others for the tools they need to get things done. It generally defines local governance in terms of what others can do to provide community and citizen programs and services, rather than what local governments should do. Forming relationships with private sector enterprises, Non-Governmental Agencies (NGO's), neighborhood organisations, and women's groups are just a few examples of the enabling capability. Project planning and development, capacity building, community interface, awareness raising, advocacy, service provision, monitoring and evaluation of programs and services, dispute resolution, and more are examples of power sharing activities.

Working with incompetent organisations, exploiting civil society structures for less than honorable objectives, and more are all examples of enabling others. All enabling initiatives are built on trust. This critical enabling characteristic is bolstered by a clear grasp of who is responsible for what and with whom. The supporting ability will assist you and your elected colleagues in forming a variety of community partnerships in order to carry out a variety of

programs and services and manage them in the best interests of the entire community.

h) Negotiating: as a Competency Key for Improving Local Governance

It won't make your candle burn brighter if you blow out the other person's. a proverb in Arabic Mediation is a process in which two or more parties with opposing interests and views interact in order to achieve better results than they could otherwise through jointly agreed-upon actions. Negotiation is an important aspect of the government's decision-making process. It entails determining who receives what from whom. The cultural backdrop of the

environment in which the negotiation takes place has an impact on the process. Regardless of culture or other conditions, the win-win approach to bargaining transforms the process from competition to partnership. It's just that various cultures reach win-win conclusions in different ways. The ability to negotiate will aid you in making the best decision possible from the standpoint of all parties concerned, allowing progress to be made in the best interests of employees' local government and its residents.

i) Financing as a Competency Key for Improving Local Governance

The wick is useless if there is no oil in the lamp. Making decisions regarding raising, allocating, and utilizing public cash is part of financing. The capacity to comprehend and lead the annual budgeting process is at the heart of this capability. As an elected leader, the financial responsibilities are likely to be the most time-consuming and important of all. Because of their intricacy and potential for abuse, they can also be the most troublesome. The two most crucial good governance criteria in defining how you use your funding competencies are openness and transparency.

Good governance is connected with civic engagement in local public financial management. Check to see if it occurs in your neighborhood. The funding competency will assist you in better understanding the budgeting process from various viewpoints, including gender, and in making reasonable judgments about the creation, allocation, and expenditure of public monies.

j) Overseeing as a Competency Key for Improving Local Governance

Supervision entails viewing what everyone else has seen and thinking what no one else has thought. Oversight guarantees that the elected body and local government employees are doing the correct things at the right time. It entails monitoring and analyzing the performance of all local government policies, programs, and services on an ongoing and periodic basis. The supervising competency encompasses a wide range of issues, concerns, solutions, and

tactics that may arise. They range from doing required financial and compliance audits to overseeing the likelihood of fraud.

Though corruption exists in all communities and organisations, local governments are more vulnerable, necessitating an additional level of oversight. To clear up any misunderstandings, corruption is the abuse of entrusted power for personal gain. Effective overseeing is built on a foundation of trust between those who are overseeing and those who are being monitored. The Overseeing competency will assist you in putting in place various safeguards to ensure that all policies, programs, and services under your governing body's control are effective, efficient, and lawful.

k) Institution Building as a Competency Key for Improving Local Governance

Competency traits will live for eternity. Institution building guarantees that the elected council as an institution, local government organisations and employees, and major intergovernmental and community-based organisations with whom the local government collaborates are all supported in meeting their economic goals and challenges.

Government is not the same as governance, and organisations are not the same as institutions. When an organisation achieves the status of being regarded as important and relevant by others, it becomes an institution. The institution-building competency is aimed to assist local governments in becoming institutions by gaining crucial and substantial status from a diverse

range of local men and women of all ages and communities. The success of a governing body's efforts in institution building should be measured against the universally accepted criteria of good governance. As an elected official, the Institution Building competency will assist you in supporting the long-term development of your local government and its partners while adhering to accepted good governance principles and policies. In leadership, you don't

get to choose your battleground; the gods do. However, you can plant a standard where none previously existed.

Leadership is the sum of your contributions to the common benefit of the community as an elected official during and after your term in office. The paradoxes within the ideals of good governance are managed by elected leadership. The ability to infuse complicated community challenges with governing ideals, practical competencies, and measurable and lasting results is what elected leadership is all about.

m) Stewardship as a Competency Key for Improving Local Governance

Consider stewardship if you want to leave a leadership legacy for your work in local government and the community. Stewardship is the fulcrum around which a more inclusive governance may be built. The list of good governance principles, add inspired visions, clarity of purpose, honesty, will, and trust. There can be no meaningful governance or elected stewardship without these crucial qualities. The leadership competency will assist you in mobilizing and directing all of your other skills so that your legacy as a community leader carries on.

2.1.14 Benefits of Competency Management to Local Government Employees

1. It brings a 'fair people' management system for employees.
2. It creates more motivation for personal growth for the employees.
3. Creates a better grasp of what is required to achieve high levels of productivity at work.

85

4. Gives a better knowledge of the organisation's mission and the role that employees perform.

2.1.15 Benefits of Competency Management to the Managers of Local Governments

Benefits of competency management to managers of local Government are:

- 1) Leads to an additional motivational tool for collaborators.

- 2) Creates a shared language for managing people.
- 3) Creates an improved accessible and acceptable criterion for making decisions about hiring, performance evaluation, and training and development.

2.1.16 Benefits of Competency Theory to Local Government and the State in General

- 1) Creates a method of finding the organisational tasks that require the most improvement in the overall state.
- 2) Creates a clear understanding of the goals to be achieved and how to achieve them.
- 3) Level up the gaps between local government requirements and individual traits.
- 4) Creates a foundation for establishing a global approach to public sector capacity and competencies that leads to functional local governments for the benefit of citizens.

1.1.17 ICMA and the latest research in the 14 core areas critical for effective Local Government Leadership and Management

The International City Management Association (ICMA), founded in 1914 in the United States of America, is the world's foremost association of grassroots administrator experts dedicated to the creation and maintenance of thriving cities.

Only 32 local governments in the United States and Canada had accepted the council-manager concept when ICMA met for the first time in 1914. The conference took place in Springfield, Ohio, in the United States.

ICMA was domesticated in Nigeria by Association of City Managers in Nigeria (ACMAN) in December 2017 with Head Office in Minna in Niger State. ACMAN Motto is Forwards Equitable, Loveable and Sustainable cities/communities in Nigeria.

Local government managers have a key role in building and maintaining resilient and livable communities, according to ICMA. Our communities will retain the economic, environmental, and social capital needed to succeed for future generations through responsible stewardship of public resources.

The vision of ICMA is to be the world's foremost organisation of grassroots administrator experts devoted to building and sustaining vibrant societies. It is the world's largest organisation of professional city and country managers, as well as other government officials.

One of the organisation's goals is to develop mission-driven international development programs that bring together grassroots administration experts with scholars and specialist professionals to develop, enforce, and assess grassroots administration management initiatives, as well as identify and share best practices. The 14 basic areas required for effective Local Government Leadership Management, according to ICMA (and scholarly opinion), are: ICMA list of 14 core competencies guidelines for both effective Local Government leadership and management. The competencies cover all facets and set a high standard for local government management and employees. They include:

1. Personal and Professional Integrity

In all of your personal and professional endeavours, be fair, honest, and ethical.

Leadership: Be an example for the Local Government by behaving ethically. Ensuring that the action process shows honesty, trustworthiness and sincerity.

Management: Stress accountability throughout the Local Government. Ensure staff knows, understands and follows the ICMA Code of Ethics and obeys Local Government policies.

2. Community Engagement

Encourage community involvement with Local Government.

Leadership: Seek diverse viewpoints when making policy. Encourage robust but civil community involvement. Build relationships with the community and advocate for them with government officials.

Management: Know the community's political and social history. Engage with key community stakeholders. Be aware of elected officials' differing perspectives, and stress optimistic communiqué and conflict management.

3. Equity and Inclusion

Stimulate participation, respect, and the exchange of thoughts, experiences, and gift across the society and in the public.

Leadership: Be inclusive of all in the community, particularly those that have been excluded in the past. Acknowledge variances in openings, problems and wants in the delivery of services.

Management: Stress diversity, equity and inclusion throughout the Local Government and in all goals and planning. Facilitate understanding of different cultures represented in Local Government. Be aware of cultural and religious events of employees with different backgrounds.

4. Staff Effectiveness

Be in charge of the personnel of the local government's development, productivity, and success.

Leadership: Get to know people at the grassroots. Provide a framework to explain the big picture as well as daily activities.

Management: Encourage partnership, experimentation and excellence. Coach, mentor and delegate responsibility to employees to help them reach their potential. Make feedback constructive, identify developmental needs and address them.

5. Personal Resiliency and Development

Showcase a dedication to a stable existence by continuing to grow and renew yourself in order to expand your personal capabilities.

Leadership: Encourage and model healthy work habits and personal and professional growth. Provide support and encouragement when employees experience career setbacks.

Management: Create personal development goals as well as a plan to achieve them. Ask trusted peers to assess your work-life balance. Be mindful of stress levels.

6. Strategic Leadership

Define and communicate an idea and leverage all funds and equipments to accomplish it.

Leadership: Encourage initiative and risk-taking. Consistently examine methods and new business trends with the aim of continuous improvement. Understand all of the factors influencing an issue and seek consensus on decisions. Celebrate new ideas.

Management: Communicate the organisation's vision and mission to the staff. Encourage strategic approaches to address complex problems and provide resources to assist innovation and problem-solving.

7. Strategic Planning

Develop a strategy of act to bring the public organised, provide lucidity of resolution and priorities, and guide the Local Government in attaining its stated aims

Leadership: Keep the Local Government focused on the core mission. Explain the Local Government's social responsibility and make it part of the preparation procedure. Make sure the entire Local Government is invested in the plan, and that the plan has the support of the public and elected officials.

Management: Incorporate the Local Government's values into a strategic plan. Set goals, key strategic objectives and indicators, and use data and performance benchmarks to assess the results.

8. Policy Facilitation and Implementation

Collaborate with residents to develop and implement policies that accomplish shared goals and objectives.

Leadership: Be aware of the impact a decision will have on different groups of citizens. Find common interests among diverse groups to facilitate cooperation. Focus on short- and long-term goals. Know when to lead and when to follow. Be a neutral party to help resolve strategy disagreements; use intervention and conciliation methods. Understand relationships that exist between elected and appointed and between diverse groups in the community.

Management: Assist elected officials in crafting a reform agenda that is both efficient and, in the society's, greatest advantage. Anticipate consequences of policy decisions and potential impact on strategy. Compile solid information and have recommendations to keep stakeholders informed and up-to-date.

9. Community and Resident Service

Discern public wishes and provide receptive, unbiased amenities.

Leadership: Encourage and celebrate engagement and participation of all segments of community in the discussion of services. Be aware of impact of individual or group needs on services. Make the tough decisions on funding recommendations.

Management: Use different data collection methods, technology and communication methods such as social media in order to make the community aware of available services.

10. Special Delivery

Know the concept of service delivery and how to apply them to the company and the community through strategic decision-making and continual improvement.

Leadership: Apply quality standards to service delivery. Anticipate external factors that could affect service delivery and have contingency plans in place. Maintain accountability for performance measurement among managers and employees.

Management: In functional areas, understand the concepts of service delivery. Understand the tasks and responsibilities of all levels of management and how they relate to the Local Government's overall goal and vision. Experts should be consulted regarding service delivery requirements and answers.

11. Technological Literacy

Demonstrate a functional understanding of information technology and make sure it's appropriately incorporated into delivery of services, information exchange, and public access.

Leadership: Keep current with new technology that can be used in local government and advocate for its implementation wherever possible. Appreciate the duties and activities of all levels of management and how they relate to the purpose and vision of the local government. To improve service delivery, share data and technologies with neighboring communities.

Management: Devise strategic plans to meet the organisation's technology needs. Ensure all technological resources are up-to-date in every area, including security.

12. Financial Management and Budgeting

Prepare and administer the budget; provide lengthy fiscal strategy and planning that respects the ideas and needs of the public.

Leadership: To demonstrate transparency, involve the community in budget planning. Make use of the financial resources to tell a story and to engage and notify the public. Throughout the budget preparation and ongoing financial management, communicate and collaborate with sections and participants.

Management: Goals and the budget document should be developed using strategic planning. Prepare capital and operating budgets that are accurate and easy to understand. Employees from all levels of the organisation should be involved in strategic planning, budget preparation, and continuous budget monitoring. Measure performance and evaluate spending outcomes.

13. Human Resources Management and Workforce Engagement

Guarantee that grassroots strategies and actions are followed fair and consistent; motivating and inspiring the employees to reach its full possible.

Leadership: Encourage personnel personal development and create opportunity for professional and leadership development. Create a culture of trust and inclusion where people are aware of the broader picture and how their jobs fit into it. Predicting employee needs and putting strategic planning in place.

Management: Integrate the human capital of the local government with the governing body's strategic goals. Ensure that the policies and processes of the local government are up to date and applied consistently. Provide opportunities for ongoing learning and improvement, such as coaching, mentorship, and professional and leadership development.

14. Communication and Information Sharing

Facilitate the exchange of thoughts, data, and knowledge.

Leadership: Build a transparent culture in the Local Government that allows for successful information exchange across the whole organisation and community. Emotional intelligence should be practiced. When giving a presentation in an emotionally charged or crisis scenario, maintain your poise and composure.

Management: Communicate a message to a variety of audiences with varying levels of comprehension of the material. Choose the most successful communication strategies and deliver knowledge with fascinating and captivating tools, such as storytelling. Communicate technological information in a non-technical manner. Demonstrate a thorough understanding of the subject.

2.2 Theoretical Review

Scholars and practitioners of local governments have advanced various theories aimed at making local government highly understandable. These theoretical perspectives have either ventured into the theoretical area of what functional responsibilities local governments are supposed to perform or have tried to justify the existence of local government or discussed the nature of local politics. In all, the theories will hopefully contribute to a better understanding of local politics. Rightly noted in examining various theoretical viewpoints allows us to ask new questions, evaluate the perspectives of a varied variety of thinkers, and provide access to opposing interpretations of local politics⁶⁰. These theories are:

2.2.1 Efficiency Theory of Local Government

The advocates of efficiency services believe that since local governments are product of decentralization, efficient services at the local government level cannot provide satisfactorily without decentralization. Because many states are huge in both area and population, decentralization is regarded to be necessary. As a result, administering all sections of the country from the central becomes extremely challenging. Devolution via grassroots administration allowed for the formation of lower unit and governmental power centers that could serve an equally small population.

The burden of governance in the modern world is undeniably increasing. Natural and man-made disasters both have an impact on a country's daily life. As a result, the federal administration ought to only deal with general matters, while slight and resident matters should be handled by smaller government entities. Likewise, local authorities are responsible for bridging the communication gap between rural citizens and higher levels of government. Local residents are often unaware of the existence of higher levels of government, while higher levels of government are often preoccupied with national matters, leaving little time to address local concerns. The local government serves as a means of bridging the gap in communication between the two.

More information about the usefulness of local government as a grassroot government can be found in the efficient services or efficiency theory of local government. Theorists of efficient services argue that the local government is in the greatest position to conduct particular responsibilities efficiently. Because of the council's proximity to the people and the population's small size, this is achievable.

2.2.2 Democracy Theory of Local Government

Grassroots administration is well-known for being in the best position to provide effective services to the residents of the community. The reason for this is that local government operates on a tiny scale due to the small population served and the small land area available. Since it provides restricted amenities, it simply requires a little number of resources to carry out its purposes. The grassroots administration is known for being in a better situation than higher levels of government to understand the nature of the problems that people face and, inevitably, to know the proper remedies. Local government democracy theory viewed the system from a different perspective.

Local authorities, according to the theory, are the best in providing efficient theory services to the people because of the small geographical region and population, as well as the

94

restricted resources required. It is also said that because local government officials are closer to the people, they have the advantage of understanding the nature of the community's problems and, as a result, providing the best answers. The self-governing aids derived from the exercise of grassroots administration are the subject of the democracy theory of local government. Local government, according to this view, acts as a training ground for political leaders. It observes that most national politicians use local government as a springboard for gaining political experience and leadership skills by first running for councilor positions at the local level⁶¹. These resident representatives can then challenge policies of other level of government after spending a few years at the local government level and gaining the requisite expertise. It is on the basis of this potential that grassroots administration is of interest in the world over and that local self-governance is the best guarantee of its success⁶².

As a result, the concept of local self-government simply means that the people who live in the area govern themselves. This is made feasible with more than 70% of the employees in the grassroots administration as residents of the local government area. Local residents hold all of the political roles in the council, including chairman, vice-chairman, secretary to the local government, supervisory councilors, house leaders, councilors, and other positions. Even yet, the workforce is primarily made up of local residents. Grassroots administration is often regarded as one of the establishments that educates people about politics. As the primary instrument, local administrative entities are responsible for political education of residents. Many people who lack either the opportunity or the resources to participate in national politics can participate in grassroot politics thanks to the political role of local governments.

Finally, the democracy school of grassroots administration sees the establishments as a place where future politicians and national leaders can gain political apprenticeship. This is because it enables local politicians to receive the essential training and gain the requisite

political and government expertise to handle bigger nationwide businesses that are required in governance and greater policy. Local government, according to proponents of this view, serves to bring about democracy and provide people with opportunities to participate in politics.

2.2.3 Accountability Theory of Local Government

Grassroots administration is also seen as the finest metric for assessing and ensuring the success of self-government practice, according to the notion. The fact that the bulk of the staff in the grassroots administration are residents of the council area informs this submission. It is also worth noting that, according to the notion, local governments provide political education to residents, allowing citizens to become politically educated at a grassroots level. Local government accountability and control theory takes a different look at the institution. Residents elect their representatives into local councils, according to these views, and political engagement of citizens in their local affairs is achieved through election. The electorate chooses anybody they believe is capable of shouldering the council's responsibilities. From the locality, the electorate elects the chairman, councilors, legislators, and vice-chairman.

The electorate can select between competing claims and contestants in a municipal election. People may hold their representatives accountable by the manner they perform their duties efficiently to the local people and cater to the collective welfare of the people rather than engaging in corrupt acts by choosing their representatives themselves. The function of the

local electorate in directly electing their representatives has the connotation that when they are elected by the people, they can be held accountable to them. Another key benefit of this method is that, regardless of the locality's success or failure, they are in the best position to

96

determine whether political authorities will be re-elected or rejected at the polls. As a result, the residents who make up the local electorate are in charge of electing council members as well as monitoring and inspecting them.

In general, the theory holds that local government gives the finest opportunity and outlet for holding politicians accountable for their actions in power, starting at the grassroots level. The local electorate has the power to elect whoever they choose to govern them based on the parties programs/manifestos, which are promises made during electioneering campaigns. The elected leaders are held accountable for the campaigns claimed programs and pledges. Because representatives are held accountable to the people through polls, their political careers are in their hands. As a result, they (the representatives) will strive to perform to the best of their ability while in office, with a particular focus on their credibility and political image, which will determine whether they are re-elected or not.

Local people's involvement in local government thus imparts them the art of considering and selecting among contending demands and making a single decision. For starters, policy decisions are simple and quick to make since decision targets can be swiftly identified, consulted, and replies (feedback) received. The proximity of the local government also allows for in-depth knowledge of the nature of people's concerns and, typically, appropriate answers to those problems. Because a big majority of the locality are indigenes who know the local government area inside and out and have enough awareness of the area's uniqueness, adequate understandings of the people's concerns and the solutions are easy to come by. Because of the small size of localities and the correspondingly small population, local

governments benefit from small-scale service production, which means dealing with a small number of clients, a small number of problems, and prompt, efficient, and effective solutions to those problems.

Local governments are supposed to deal with local issues from this standpoint. Higher tiers of

government, on the other hand, with a greater populace and environmental area, need more time, money, manpower, and funds to address issues in their particular areas. Essentially, the effective services hypothesis holds that grassroots administration is best positioned to provide effective amenities to local residents due to its small geographic region, small population, and restricted resource requirements. The core tenet of this idea is that the primary function of local government is to offer services to the citizens of the community. The advocates of this conservatory of thought supported the reality of grassroots administration by claiming that it is a competent representative for providing local services. To them local governments occurs to deliver amenities and it must be judged by that.

A renowned Professor of Public Administration and a retired Federal Permanent Secretary; described the 21st Century Public Administrator using the Weberian Theory X⁶³. That Weberian Theory X in administrative tradition determined the civil service culture of the twentieth century, but that is as far as it could go. Its transactional basis is not sufficient to meet the challenges of an emergent knowledge society and its technology-enabled infrastructural sensibility. McGregor's Theory Y provides the basis of the new administrative leadership –an administrative leadership with a trans-formative capacity to manage the new public service and its managerial responsibilities. The twenty-first century public administrator is circumscribed by what has been called a VUCA environment—volatility, uncertainty, complexity and ambiguity. And this is even more so as these four elements would have to be managed in a democratized governance context within which citizen have

become more sophisticated and participatory. Thus, the public manager must conceptually substitute management for administration in order to understand the governance dynamics that requires more than the state but also non-governmental and non-state actors to configure what good governance means.

The other requirement is more than conceptual. It is a reform-mindedness that substitute the

bureaucratic system with a more flexible efficiency- focused technology-enabled, performance-oriented and the cost-effective mean of achieving a more democratic service delivery. This implies not only contending with the transformation of government into an open one with more transparency that allows citizen to participate, robotics, the Internet of things, management cybernetics, which threaten workplace composition and the dynamics of the public administration system. This fundamentally implies that the twenty-first century public administrator must give up the mechanical I am directed mentality, and become many things at the same time: a learner, thinker, strategic partner, entrepreneur, a coach and technology-conscious.

First, the public manager of the twenty-first century will have to bring multiple perspectives to policy challenges and public service delivery using foresight techniques to test different scenarios, and building resilience into policy design from potential shocks and unforeseen events. This will require the public manager to build the skills of public servants he or she will be managing to design contracts and to conceive performance indicators that are able to track value for money, and investment instruments that are flexible enough to adjust in the face of recurrent and new challenges. The emergent public manager is also confronted by the urgent need for adopting new and creative stakeholders' engagement skill that not only achieve targeted interventions, but also work at transforming public behavior, via strategic communication, towards the achievement of desirable outcomes that impact the entire

populace and move good governance forward. One strategic stakeholder in which the public manager is enmeshed is the industrial relations system which must also be brought into a deep-seated re-engineering to remove deadwoods and achieve national productivity through cost reduction and a competitive wage policy.

The new public manager will be faced with the imperative of establishing and managing new contractual relationship with third party service providers through service contract, grant to

non-profit organisations, social impact bonds, and the Public-Private Partnership (PPP) which require a range of commercial, legal and regulatory skills, knowledge of market dynamics, and the way firms operate how to design and manage contractual relationships in ways that provide value to all parties especially the public, and skills to regulate crises-prone market behavior. Lastly the public administrator will need to develop skills and competences that speak to the dynamics of change management, including network management skills, partnership development, knowledge management and sharing, the incubation of social innovation, partnership development around open government data; framing issues around results, and so on. This speaks to a critical skill of citizen engagement, and a focus on such tools as the social media crowd sourcing, performance challenge prizes, ethnography, opinion research, branding and user data analytics.

2.3 Review of Empirical Studies

Whether in a federal or unitary organisation, there is a growing consensus that local government is a vital and unavoidable unit considered as the grassroots level of government. Nigeria now runs on a single tier, whereas the United Kingdom, the United States, France, and India all have multiple tiers. Local government, according to the United Nations Division of Public Administration referenced is a political division of a nation that is created by law and has extensive jurisdiction over local affairs, including the authority to levy taxes or

collect labour for specified objectives⁶⁴. Grassroots administration has the following characteristics: a defined region and people, as well as an institutional organisation. It has a distinct legal character and is vested with a variety of authorities and tasks granted by delegation from the relevant central or intermediate legislature. Finally, autonomy is granted within the scope of such delegation within its domain of authority and ability. Local government, particularly in a federal arrangement such as the United States of America and Nigeria, decentralizes authority and power from the central/regional government to the lower

100

or grass-roots level. This has the effect of increasing efficiency and making administrative tasks easier and refers to a method of decentralizing power from a central government to other government departments or agencies⁶⁵.

Unfortunately, from 1999 to the present, the local government has been subjected to the most severe disruption of the arrangement by the central and state government. The States administration used Section 7(1) and (6) of the 1999 Act to impose Joint Allocation Accounts on LGs in order to suck off their resources and render them incapable of performing their statutory tasks. Furthermore, the state government took over its internally created revenue sources that were regarded juicy, such as advertisement, tenement rates, and street naming, among others, while the 10% internally generated money was not paid to the Local Governments. This helps to explain why local governments are in such a perilous position since accessible resources were plundered by council officials, as shown⁶⁶. On consequence of the formation of extra councils, Obasanjo's dictatorship unlawfully seized the Lagos State Local Government money for over three years until Yar Adua took over in 2007. Since 1999, the local government administrations have been essentially immobilized. The current Governor of Kaduna State announced in July 2015 that the Joint Money Account will be abolished, allowing statutory allocation to go straight to local governments.

2.3.1 Political Leadership and Social Service Delivery in Nigeria Local Governments

Effective leadership is a critical ingredient in achieving organisational success. Leadership gives vision and directions, Leadership influences the followers towards achieving a goal and for this to be sustainable at the grassroots level, public officers must conduct their day-to-day activities to earn community confidence. Also, employees at the grassroots must carried out their duties in line with the lay down rules and regulation⁶⁷. Government exists primarily to secure lives and properties and to provide services that will make life worth living leadership is seen as a social influence in which an individual influence other to achieve to achieve

101

organisational objectives through a coherent and cohesive direction⁶⁸. There are essential qualities a leader must possess, which range from good character, prudence, vision, tact and many more capacity to lead by example because people tend to ascribe leadership to those who will help or have helped them to achieve an important objectives or goals. A good leader must also ensure professionalism to earn public confidence, that is; leading by example.

Leadership and management are typically seen to be different, though they are related to each other as contends that leadership is by coping with the change whilst management, by contrast, is about dealing with complexity⁶⁹. He further stated that good leadership involves dynamic change whilst good management results in consistency in organisational goals and a degree of order. Leadership relies on qualities such as honesty, courage, integrity, sincerity, confidence, humility, passion, sensitivity, positive attitude, wisdom, determination and many other management skills and also being mindful of public view of their style of leadership. Management basically relies on skills which involve planning, organizing, coordinating, reporting and budgeting.

Leadership remains an integral part of all government and governance. The failure of government, especially in the black race of Africa could be traced to bad leadership. Weak

leadership would definitely contribute to the government failure and if any government succeeds, it could be traced to strong leadership. Political Leadership has the responsibility of managing the affairs and resources of a political entity through decision- making structures and institutions so as to attain continuous development. Political leadership could also be seen as the human element that controls the machinery of government on behalf of the particular domain. This involves people who hold positions of decision making in government, whether by election, appointment, conquest, coup d'etat or other means⁷⁰.

Although, Local Governments are to bring the benefits of government to the grassroots and serve as a form of political and administrative structure to facilitate decentralisation,

102

efficiency and national integration, the kind of political leadership that exists will definitely affect the service delivery at the grassroots level. A visionary leader should thus be able to act in accordance with the tenets of sustainable development which implies poverty reduction, access to basic health services and education, among others also affirms that political leaders can either be elected or appointed within the formal setting, with the mandate to expand the frontiers of the welfare of citizens either through the enterprise of lawmaking or the implementation of that law validly made the competent organ of government and also positioned the local councils for effective service delivery reinforces that for both elected and appointed local councils, leadership plays a very significant role⁷¹. In fact, the leadership styles of the elected and appointed local council executives differ. The leaders are seen as symbols of some sort for the local councils. In appointed local councils, for example, the sole administrators or the Chairmen, Caretaker Committees are the leaders from whom all other functionaries of the Local Government councils take directives⁷². However political leadership under elected councils assume the position after a successful electoral process, unlike the appointed executives who are nominated to manage the Local Councils pending

the election of substantive Chairmen for the Local Councils in the state. The leadership has significant effect to determine the extents of service delivery at the grassroots. It is pertinent to note here that though appointed Local Government Council are usually nominated to manage the local councils probably for some months, pending the election of substantive chairmen but what occurs in almost all the States of the federation is that Local Government councils are appointed in form of caretaker committee, sole administrator, council-manager system, etc. and nobody cares to conduct any local council election⁷³.

Though the Constitution emphasized the elected council but most of the state governments hide under the power given to them by law to establish, structure, composition, and finance to redirect, especially the political structure and composition of political leadership, in terms of caretaker committee (appointed council) which creates a lot of concern in service delivery at

103

the local level. Political leadership determines the level of efficiency or deficiency in the provision of social service that is needed at the local level; thus, one of the most important indicators in assessing the transformation of Local Government is the experiences and perceptions the people have about service delivery in their day-to-day lives⁷⁴.

The implication of this is for political leaders at the local level to transform their words into deeds, and thus to prioritize and satisfy the needs of the communities they serve, but there are still other factors that affect the political leadership in delivering the service that is expected of them. It is obvious that political leadership at local government level embark on social services based on the whims and caprices of the state government with a real autonomy to perform their statutory functions which need to be addressed urgently. So also, local government should be allowed to embark on service delivery that is peculiar to them and the responsibility of such service should accrue to local government without the interference of state government. There is an urgent need for enforcing local government autonomy by

amending the 1999 Constitution to give Local Government its rightful place in enabling the political leaders at the local level to provide services that are needed by the people at local level and not the wishes of state government.

2.3.2 The State of Local Government and Social Service Delivery in Nigeria

Local Government creates an appropriate and conducive environment for the local populace through the delivery of social service that is effective and efficient enough. We cannot ignore the fact that local government operations in Nigeria have come under severe criticisms. Bashir (2018) reveals that Local Government system has not only come under harsh criticisms from citizens, but also that indignant suggestions have been made that it should be scrapped. Also, noted that the delivery of basic social services such as health, education, roads and others within the purview of local government is both a myth and mirage⁷⁵. As a

104

consequence of the ineffectiveness of local governments in social service delivery, the citizens are beginning to lose trust in government as an institution established to address the needs of the masses⁷⁶.

It is also observed that different levels of development traversed different paths to strengthen their system of local administration for effective social service delivery in the old Eastern, Western and Northern regions asserts that the experience during colonisation brought about some changes from previous extended family system of providing social service to that of increase in urbanisation and industrialisation in many of traditional societies⁷⁷. The activities of missionaries during colonial period, especially in the process of using education as an agent of social change and a prior condition for religious conversion, in a way affected the existing social service structure which were built on traditional value because they laid emphases on team work to achieve their objectives.

It was opined that quite some time that Local Government has been grappling with the issues of social service delivery and development and that in spite of the efforts to tackle the issue of service delivery at local inadequacy is still visible among the citizenry, and recommended that rendered it should be renewed in such a way that the needs of the entire populace are adequately catered for, by making sure that enough resources are provided for the of the required social services⁷⁸. The needs of the entire populace would likely be difficult the government to cater for due to so many factors that include the fact that the needs differ the resources are limited and the needs of human being are unlimited. From the above assertion, it can be deduced that governments be it local or other tiers of government may not be able to cater to the needs of all its citizenry but it can provide essential needs which include provision of health care facilities, inclusive education, pipe borne water, roads network, housing and other socio-economic activities that would reduce poverty and lead to attainment of sustainable development.

It was observed that the residents at the grassroots have been denied the benefits that Local Government as the closest tier of government should deliver, and this is evident in the deteriorating state of public-school buildings, lack of efficient health care facilities, sanitation problem and poor market facilities⁷⁹. The perceived failure of the Local Governments in the area of social service delivery has made the citizens lose trust in local government as an institution.

The present Constitution of the federation assigns responsibilities of delivering certain social services to all the three tiers of government i.e the Federal, State and Local Government, with the States and Local Governments playing the most significant role in the delivery of basic services such as primary education, primary health, agricultural development, water, housing and waste disposal services is of the opinion that for social service delivery to be effective

there must be a clear understanding of the specific functions or services of each tier of government and their target customer or population. She further reveals that despite the strategic importance of Local Government in the development process of service delivery, there has not been much development in most of the Local Governments in Nigeria.

In interpreting the failure of Local Government in service delivery was into three ways: inability to achieve the goals that government has planned and budgeted for; failure to deliver on unplanned and unbudgeted goals. This becomes difficult to achieve as government's plans are linked to the budget⁸⁰. If not planned for, it means it is not budgeted for and therefore it will not be realized during that time. This, however, boil down to government's planning process and the level of community involvement. The inability to render quality service is evident by the number of poor quality of services, the number of clinics that are not properly equipped and lack of providing support for career officers when the needs arise has given rise for brain drain.

There is a need also for the other two tiers of government, that is, the Federal and the State

governments, and even non-governmental organisation to be deeply involved in the provision of social services in local government areas. The responsibility of providing essential services that would bring about development to the rural dwellers has been delegated to the Local Government and at the same time, Local Governments are not adequately empowered to provide the required social services, the employees are not adequately equipped with the skills and knowledge required⁸¹. Therefore, they must source for other institutions to strengthen their role.

It was also asserted that over two-thirds of Nigeria's population resides in local areas, where poverty prevails, and they still lack access to electricity, access to potable water, access to good roads. Provisions of all the basic infrastructure are necessary to reduce vulnerability and

poverty at the grassroots level⁸². It is thus expected of Local Government to engage in the rural infrastructural provision that would engender development and good governance at the grassroots. The importance of Local Government in the development process is based on the imperative to tackle local socio-economic problems and to manage grassroots development through the provision of this basic infrastructure.

2.3.3 Infrastructural Delivery in Nigeria Local Government

For a nation or society to function efficiently and effectively there must be adequate infrastructural facilities available for the citizenry. Rural infrastructure is a broad term covering the basic facilities and services needed for rural communities and rural development. Provision of essential and basic infrastructure, especially at the Local Government level constitutes a major role in socio-economic and political development, and in improving the standard of living of the grassroots⁸³ asserts that there are problems that are better handled by local government because they are local in nature, and are better understood by the local people themselves. Infrastructure, is the totality of basic physical

facilities upon which all other economic activities in a system depend. Infrastructure comprises the assets needed to access the economic and social facilities, such as roads, electricity, water, drainage, bridges, etc.

It was observed that the establishment of Local Government in Nigeria arises from the need to facilitate rural development through infrastructural development and service delivery⁸⁴. Also observed was Infrastructure development is a crucial stage in the world today. One of the major concerns of any tier of government is to engage in the provision of basic infrastructure for the populace through different means available to them opines that the provision of infrastructure ensures to improve the livelihoods of the citizens and their quality of life and also asserted that over two-thirds of Nigeria's population resides in local areas,

where poverty prevails, and they still lack access to electricity, access to potable water, access to good roads⁸⁵. Provisions of all the basic infrastructure are necessary to reduce vulnerability and poverty at the grassroots level. It is thus expected of Local Government to engage in the rural infrastructural provision that would engender development and good governance at the grassroots⁸⁶.

The importance of Local Government in the development process is based on the imperative to tackle local socio-economic problems and to manage grassroots development through the provision of this basic infrastructure asserts that despite the constitutional provisions for Local Government in Nigeria to embark on provision of infrastructural that would make live comfortable for the grassroots, lack of adequate, affordable and reliable infrastructural facilities still persists at the local level. Local roads are in bad states and this have a negative effect on agricultural potentials; water supply at the grassroots is neither safe nor adequate; small scale business development and employment in rural areas are constrained by inadequate accessibility to stable electricity.

Sadly, in Nigeria today, the overriding impression is that Local Governments are weak in

responding to the challenges posed by rural infrastructural provision asserted that the quality and quantity of infrastructure is grossly inferior and inadequate compare to other parts of the world⁸⁸. The World Bank report further revealed that quality of infrastructure in Nigeria was ranked 99th position out of 102 countries that was assessed in global competitiveness report of 2004. In Africa, the density of Nigeria roads was described as the lowest⁸⁹. Both rural and urban Local Government Areas are in a pathetic and deficient states of infrastructural delivery. Most of the infrastructure, where available even faced the problem of proper and adequate maintenance. This implied that Local Governments have failed in their responsibilities to attend to the needs of the populace efficiently and effectively. Local roads

and rural electrification are in a state of dilemma, rural healthcare is confronted with the absence of drugs and necessary personnel, and rural water supply are deserted. So many of the infrastructure are not functioning due to long years of existence, lack of maintenance, vandalization, lack of quality job, uncompleted nature of the projects and absence of community ownership of such projects.

The various challenges facing the infrastructural delivery in Local Government system in Nigeria range from lack of maintenance culture, financial crisis, incessant changes in policies and structures of Local Government, low level of people participation in governance at local level and corruption that had overwhelmed the government at the local level asserts that political leaders at Local Government level are fond of embarking on new projects with little resources at their disposal rather than taking good care and maintaining the existing ones. They usually do this to boost their image and that of their political party to enable them to get political support from the populace. Maintenance culture is often neglected because embarking on the new project usually opens a way to divert the public fund to private use. Doing this would not be easy if they were to just maintain the existing projects. This is not peculiar alone to Local Government but also rampant in all tiers of governments in Nigeria.

It was argued that the excessive interference of higher level of government on Local

Government in the area of finance, has caused it to remained inactive despite the fact that local government serves as an instrument of socio-infrastructure development⁹⁰. This financial challenge occurs due to the way and manner the State Government controls the finance of Local Government. Lack of required funds has constituted one of the major factors impeding local government to provide and maintain the essential infrastructure that could endanger socio-economic development at the grassroots. For instance, just about 4% of their allocation usually is expended on capital expenditure, while the huge remaining 96% expended on recurrent expenditure⁹¹.

It hinges the inability of Local Government to facilitate rural infrastructure on the incessant changes in policies and structures of Local Government in Nigeria; he is of the opinion that this incessant changes in policies, political leadership and management constitute some problems to the operations and performance of the level of government in facilitating the necessary infrastructures⁹². Low-level participation of the people at the grassroots concerning the governance also constitutes a challenge for adequate infrastructure at the local level. The decision should spring from the bottom, that is, from the people, to record popular participation and involvement of the populace in their development.

Local Governments when preparing estimates and projects for their revenue and expenditure do not take proper recourse and due consultation with the people for whom the exercise is being carried out, to know their needs, problems, and potentials. Furthermore, corruption has also been identified as one of the parasites that militate against the infrastructural development in Nigeria society, be it Federal, State or Local Government. Also, there are other problems, such as of poor management and misappropriation of the funds accruable to Local Government.⁹³

2.3.4 Theoretical Framework

After a careful consideration of all the theories relevant to the study, this study was hinged on efficiency service theory. The basic essence of local government is to engender development in concrete term particularly to the grassroots dwellers. The advocates of efficiency services

believe that since local governments are product of decentralization, efficient services at the local government level cannot be provided satisfactorily without decentralization. Because many states are huge in both area and population, decentralization is regarded to be necessary. As a result, administering all sections of the country from the centre becomes extremely challenging. Devolution via grassroots administration allowed for the formation of lower unit and governmental power centers that could serve an equally small population. Likewise, local authorities are responsible for bridging the communication gap between rural citizens and

higher levels of government. Local residents are often unaware of the existence of higher levels of government, while higher levels of government are often preoccupied with national matters, leaving little time to address local concerns.

2.4 Conceptual Framework

2.4.1 The Autonomous Model of Local Government

In the realm of local government system, Africa countries are seen to have been bestowed with different inheritances by different colonialists. The central and local realms of administration are separated in the autonomous model. In this arrangement, the state's responsibility is limited to monitoring the activities of the local government without interfering with their authority. Applying the concept of the autonomous model to Nigeria, the British colonial masters introduced the concept of Indirect Rule system in which the traditional rulers in the South and Emirs in the North were given wide latitude of freedom to administer their local affairs so long as they remained subordinate to official policy in general.

The Emir constituting a Native Authority is given subsidiary legislative powers delegated to him to make rules within his territorial back-yard. The British Administrations were always cautious to preserve indigenous institutions as veritable instruments of rule, hence, desist

from frequent deposition of Emirs, as such act will destroy the institution thereby undermining its own position. However, in the early 50s and towards the advent of independence, a British African model of democratic local administration was introduced as outcome of the Dispatch of 1948 by Sir Oliver Creech Jones, the then Secretary of the State for the Colonies. This model of democratic local government was to move from preservation of law and order to the provision of development services for the people by their

representatives. The pillars on which the new representative of Local government was erected included Localization, Representation and Efficiency⁹⁴.

2.4.2 The Integrated Model of Local Government

The integration model lays emphasis on the roles of central and local government as parts of a single state. Their functions are not permanently separated but can be adjusted flexibly as the need arises. The Napoleonic countries (French Territories) practiced judicial principles which reserves the central government the power to tax and to account for revenue, gave great importance to the individual executive, who administered local affairs with the council. The state officials laid little stress on providing local authorities with the resources which would allow them to function autonomously. It was inherently more centralizing in its effect emphasizing control from above for the sake of efficiency rather than influence by the local representatives. The integration model tended to associate with the practice of state interventionism of society through unified political action as in the Communist states.

2.4.3 The Socialist Model of Local Government

The third model of the local government system includes those states which since their independence had set out to organise their economy and government on socialist lines. Here, the emphasis is on a centralized party or state bureaucracy whose objective is to achieve the transformation of society through unified political action as in the communist countries.

Local government is defined by the United Nations Office for Public Administration as a political subdivision of a country that is constituted by law and has substantial control over local affairs, including the power to impose taxes and exert labour. The governing body of such an entity is elected or chosen from within the community.

As earlier explained, local government operates at the lowest level of severity and works at the grassroot level close to the people, touching their everyday life. Governance can be said

to begin with the organisation of people into small communities in a limited area. Whether it is the first level of governance of a two-tier or three tier authorities, depends upon the political structure of a country. On the evolution of local government, it must be noted that the system in all nation of the world has passed through stages of growth and development. A paper presentation during a workshop for local government functionaries at Ikogosi Warm Spring Resort in 2006 made a casual incursion into the Redcliffe-Mauld's commission of enquiry on the 1972 Local Government reform in England.

The evolution and development Local Government in Nigeria was traced and pointed out that each epoch in the development was characterized by distinct set of philosophical beliefs regarding the ultimate purposes of Local Government and that these sets of philosophical beliefs during each of these epochs justified and determined the institutional arrangements which were established for the purposes of local government. The first epoch was from the inception of colonial rule to the early 1960s when the Native Authority System was rejected in both the Eastern and Western Regions. The Native Authority System was first introduced to the Northern Region in 1903 as practical necessity dictated by shortage of administrative officers and fund needed to pacify the vast territory that had been forcibly brought under British rule. The Native Administrative System was a political administration through the agency of indigenous institutions. Lugard who introduced it as official colonial policy in Nigeria made it clear in his statement in the policy as quoted below.

The first step is to endeavour to find a man of influence as chief, and to group under him as

many villages or districts as possible, to reach him to delegate powers, and to take an interest in his Native Treasury to support his authority, and to inculcate a sense of responsibility. Needless to emphasize that the Native Authority was well suited to the purposes of the colonial enterprise because the values which animated the system were control, direction and subservience to colonial exploitation. The four pillars of Native Administration System, the native authority, the alkali/Customary Courts, the native authority treasury, and the Resident

worked to facilitate control and directive while preserving the outward fiction of rule by ingenious potentates who's in relation to them communities become strengthened.

The views of as expressed above are correct as it was based on the operations of Native Authority to the development of what is now known as local government today⁹⁵. The Native Authority was controlling the Native Courts and the Local Police which were mere instruments in the hands of ruling parties then. They also have the power to generate income from local taxes. Grassroots government is often seen as a vital and necessary element at the grassroots stage of governance, whether in a unitary or federal setup. The layers within the system come in a variety of shapes and sizes. Nigeria has a single tier, whereas the United Kingdom, the United States, France, and India have multiple tiers.

Another era which became visible with 1951 Eastern Region and 1952 reforms was the Regional Governments that were established in Enugu and Ibadan when the Macpherson constitution of 1951 took effect were not in tandem with the Native Administration System. Leaders like Dr. Nnamdi Azikwe and Chief Obafemi Awolowo were greatly influenced by Western political participatory ideology. In effect, the reformed local government system given the role of promoting the practical values promoted by a representative local government system tailored along Western liberal-democratic values. However, participation under this system was pressed too far, too fast even as the structural needs of the political system conflicted with the emphasis on participation.

The first Military Coup of January 15th, 1966 in Nigeria brought another era in the history of

local government. The Military Rule despite its characteristic of centralization laid the foundation for wider participation in grassroots government in Northern Nigeria and truncated representative grassroots administration in Southern part of the country. The remarkable development brought to the local government during the first phase of political rule between 1966-1975 was the shift in the ideological basis of system which was seriously questioned and this culminated in the adoption of Local Administration as distinct from local

government in the East Central, Cross River, Rivers and the former Bendel States with emphasis on promoting different values from the liberal values were of earlier years. These values were social and political integration, mobilization of resources and efficiency in the utilization of resources. In order to affect the realization of these values, the Resident or the Divisional Officer was designated the local authority. The local government community had a Development or Divisional Council whose powers were primarily advisory while the employees were absorbed into the State Public Service.

In the Western State, there was a sharp difference during this era. There was dissatisfaction with the negative consequences of the pursuit of the widest possible participation under the pre-military local government system. The Council Manager system introduced was believed to have avoided the two extremes of the widest possible participation and virtual lack of participation. Rather, it combined what was considered as adequate regard for participation and efficient administrative machinery. The fourth epoch is significant because of the national scope of its coverage. In terms of values and structure, it was a return to the era of participatory grassroots administration. The 1976 grassroots administration reforms have survived for over two decades and have remained a major landmark in holistic growth of grassroots administration in Nigeria.

2.5 Summary of Gaps in Literature

This study has reviewed some relevant literature regarding Local Government, as well as other themes central to the study, such as Decentralization, Service Delivery. The researcher

also dwelled on related literature on Local Government level in Nigeria. It is the general agreement of most scholars that Local Governments in Nigeria have not justified the reasons for their creation through the delivery of cutting-edge services to the grassroots people. Furthermore, they also agree that the central basis of bringing government closer to the people at the grassroots is through the delivery of service in a satisfactory, timely, effective and adequate manner.

From the review, it is apparent that literature has analysed the roles, functions, and structures of local government in Nigeria about the delivery of essential services to the populace at the grassroots. However, despite the importance of local government administration, adequate attention has not been given to examining public administration skills and competencies in the 21st century via the lens of sustainable local government administration in the study area hence this study.

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Chapter Three

Methodology

3.1 Research Design

This Research Design used in this study was survey (due to large number of people), in which the researcher employed ex-post facto design. This design is appropriate for this study because information that are meant to be collected were already with the respondents.

Case Selection

This study was conducted in the selected Local Government Councils in Ekiti State, Nigeria.

Ekiti State consists of sixteen **Local Government Areas**. They were:

- | | |
|-----------------------------|----------------------------|
| - Ado-Ekiti | - Efon |
| - Ikere | - Ekiti - East |
| - Oye | - Ekiti South-West |
| - Aiyekire (Gbonyin) | - Ekiti - West |
| - Emure | - Ilejemeje |
| - Ido-Osi | - Irepodun/Ifelodun |
| - Ijero | - Ise/Orun |
| - Moba | - Ikole |

Source: **Hand Book on Ekiti State**

3.2 Population of the Study

Three (3) Local Government Councils were selected and approached for the study. These Local Government Councils were:

- i. Ado Ekiti Local Government Council
- ii. Ekiti South-West Local Government Council
- iii. Emure Local Government Council

Case Selection:

Three (3) Local Government Councils were selected and approached for the study based on scholarly geographical reasons of: (i) Urban Area (ii) Semi-Rural Area (iii) Rural Area.

Staff strength as at 3rd June, 2020.

Table: 3.1

S/N	Local government	Scholarly Geographical areas	Staff strength
1.	Ado Ekiti L/G council	Urban Area	1,302
2.	Ekiti South West L/G	Semi- Urban Area	1,437
3.	Emure Ekiti Local Govt	Rural Area	612

Source: Researcher's Survey 2021

- 1) Ado Ekiti Local Government Council which is the Urban area has a population staff strength of 1,302 workers.
- 2) Ekiti-South West Local Government Council area which is the Semi-Urban Area has Population staff strength of 1,437 workers.
- 3) Emure Local Government Council which is the Rural Area has a population staff strength of 612 workers.

The total population of survey that is, staff strength for the 3 Local Governments for study is 3,351 as at 3rd June, 2020.

3.3 Sample and Sampling Techniques

While this population is much, it is also generally allowed that sample can be scientifically picked a proportion from population. In this wise, Taro Yamane's formular was used for calculating the sample size.

125

Taro Yamane's Formula is globally acknowledged for calculating sample size in a distribution.

Calculating the Sample Size

Using Taro Yamane's Formula

Taro Yamane's Formula is globally acknowledged for calculating sample size in a distribution.

$$\text{Formula} = \frac{N}{1+N(e)^2}$$

Where:

n = The sample size

N = The population

e= The margin error in the calculation.

Calculating Sample Size for each selected Local Government Councils are :

1) Ado Ekiti L/G Council with the population staff strength of 1,302

$$\text{Then } n = \frac{N}{1+N(e)^2}$$

$$n = \frac{1302}{1+1302(0.05)^2}$$

$$n = \frac{1302}{1+1302(0.05)^2}$$

$$\frac{1302}{1+1302(0.05)^2}$$

$$\begin{aligned}
 & 1+1302 (0.0025) \\
 = & \frac{1302}{1 + 3.255} \\
 & 126 \\
 & 1302/3.255 = \mathbf{305}
 \end{aligned}$$

(b) For Ekiti South-West Local Government Council

Staff strength = 1437

$$\begin{aligned}
 n &= 1437 \\
 n &= \frac{1437}{1+1437(0.05)^2} \\
 &= \frac{1437}{1+1437 (0.0025)} \\
 &= \frac{1437}{1 + 3.5925} \\
 n &= 1437/4.5925 \\
 &= \mathbf{312.}
 \end{aligned}$$

c) Calculating Sample Size For Emure Local Government Council:

Staff Strength = 612

Therefore n= 612

$$\frac{612}{1+612 (0.05)^2}$$

$$\begin{array}{r}
 \frac{612}{1+612 (0.0025)} \\
 \\
 127 \\
 \\
 = \frac{612}{1+1.53} \\
 \\
 = \frac{612}{2.53} = 241
 \end{array}$$

In summary, 858 copies of questionnaires were administered to the sample size as broken down below

Ado Ekiti Local Government Council	=	305
Ekiti South-West Local Government Council	=	312
Emure Local Government Council	=	241
Total	=	<u>858</u>

3.4 Description of Research Instrument

Section A: Socio-Demographic Measures

This section of the questionnaire was used to measure Socio- demographic measures of the respondents in the study. These Socio-demographic measures include; Name of local government, Gender, Age, Marital Status, Educational Status, Job Status, Work Experience, Religion and so on.

Section B: Personal and Professional Integrity in Local Government Administration

Scale-

Being fair, honest, and ethical in all personal and professional relationships and activities. This scale shall be developed and designed by the author of the study, based on literature search on 21st skills and competencies required in local government administration (see <https://icma.org/practices-effective-local-government-leadership>). This scale is a 7-item scale, having two dimensions, namely leadership dimension and management dimension, in which leadership dimension has two (2) scale items while management dimension has five

128

(5) scale items, thereby having a total of seven (7) items. The scale items under leadership dimension include: Our local government council fostering ethical behavior throughout the organisation through exemplary personal actions; Our local government council is ensuring the decision-making Model reflects integrity, honest and openness. Similarly, the items under Management dimension include: Our local government council conducts professional relationships and activities fairly, honestly, ethically and in conformance with the policies of our local government to maintain public confidence in the professional and local government. The response format for this scale ranges between “High Extent” (4), “Moderate Extent” (3), “Low Extent” (2) and “No Extent” (1).

Section C: Community Engagement Scale – Ensuring and managing community involvement in local government to support good decision making. The scale is a 10-item scale, having also leadership dimension and management dimension. The scale items under leadership dimension includes: Our local government builds relationships among local, state and federal elected and appointed officials to advocate for the community. The scale items under Management dimension include: Our local government council understands the perspectives of elected officials and being mindful of competing public values in policy recommended. The response format for this scale is ranges between “High Extent” (4), “Moderate Extent” (3), “Low Extent” (2) and “No Extent” (1).

Section D: Equity and Inclusion Scale – Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organisation and the

community. The scale is a 7 – item scale, equally having two (2) dimensions, namely Leadership dimension and Management dimension. The scale items under Leadership dimension include: Our local government council authentically brings everyone, including traditionally excluded individuals and groups into processes, activities, and decision –making. The scale items under Management dimension include: Our local government council drives measures, goals, and plans around diversity, equity, and inclusion within our

129

local government area; communicating the vision for why and how achieving these goals will improve the local government area and service delivery. The response format for this scale ranges between “High Extent” (4), “Moderate Extent” (3), “Low Extent” (2), and “No Extent” (1).

Section E: Staff Effectiveness – Taking responsibility for the development, performance, and success of employees throughout the local government council. The scale is a 13 – item scale, having Leadership dimension and Management dimension. The scale items under leadership dimension include” Our local government council energizes the team to reach a higher level of performance. The scale items under Management dimension include: Our local government council sets clear expectations for the organisation and workgroups. The response format for this scale ranges between “High Extent” (4), “Moderate Extent” (3), “Low Extent” (2), and “No Extent” (1).

Section F: Personal Resiliency and Development Scale – Demonstrating a commitment to a balanced life through on-going self-renewal and development in order to increase personal capacity. The scale is an 8 – item scale, having also two (2) dimensions, namely Leadership dimension and Management dimension. The scale items under leadership dimension include: Our local government council models healthy work habits to the staff. The scale items under management dimension include: Our local government periodically establishes personal development goals. The response format for this scale ranges between “High Extent” (4), “Moderate Extent” (3), “Low Extent” (2), and “No Extent” (1).

3.5 Validation and Reliability of the Research Instruments

In order to ensure that the instruments had a high level of validity, several precautions were taken. First, the researcher ensured that the items in each of the instruments were relevant to the objectives of the study. It was ascertained that the wordings of the items were simple enough and unambiguous so that the items could be understood as intended by the researcher.

130

The instruments were also given to professionals and experts in related fields, particularly experts in political science and public administration measurement and evaluation for their scrutiny, comments and advice to further enhance the validity of the instruments.

3.6 Data Collection

Main source of data for this study was primary data, which was obtained through questionnaire distribution. However, the study embraced collection of some secondary data from each of selected local government council

3.7 Data Analysis

Data were collected for the study because the study is an empirical study. And importantly, collected data in the study were subjected to statistical data analysis with the use of computerized statistical analysis software known as Statistical Package for Social Sciences (SPSS) version 21.0.

Chapter Four

Results and Discussion of Findings

In this chapter, the obtained results are presented below. The results are presented mainly in form of frequency distributions under the following sections:

Table 4.0: Distribution and Retrieval of Questionnaires

Total questionnaire administered	Total questionnaire Retrieved from respondents	Total Not Retrieved	Total retrieved but not unusable	Total retrieved and unusable for analysis
858	724	134	11	713

Source: Researcher's Field Work, 2021

Table 4.1: Socio-Demographic Characteristics of the Respondents

Distribution of Respondents by Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	410	57.5	57.5	57.5
Female	303	42.5	42.5	100.0
Total	713	100.0	100.0	

Source: Researcher's field work, 2021

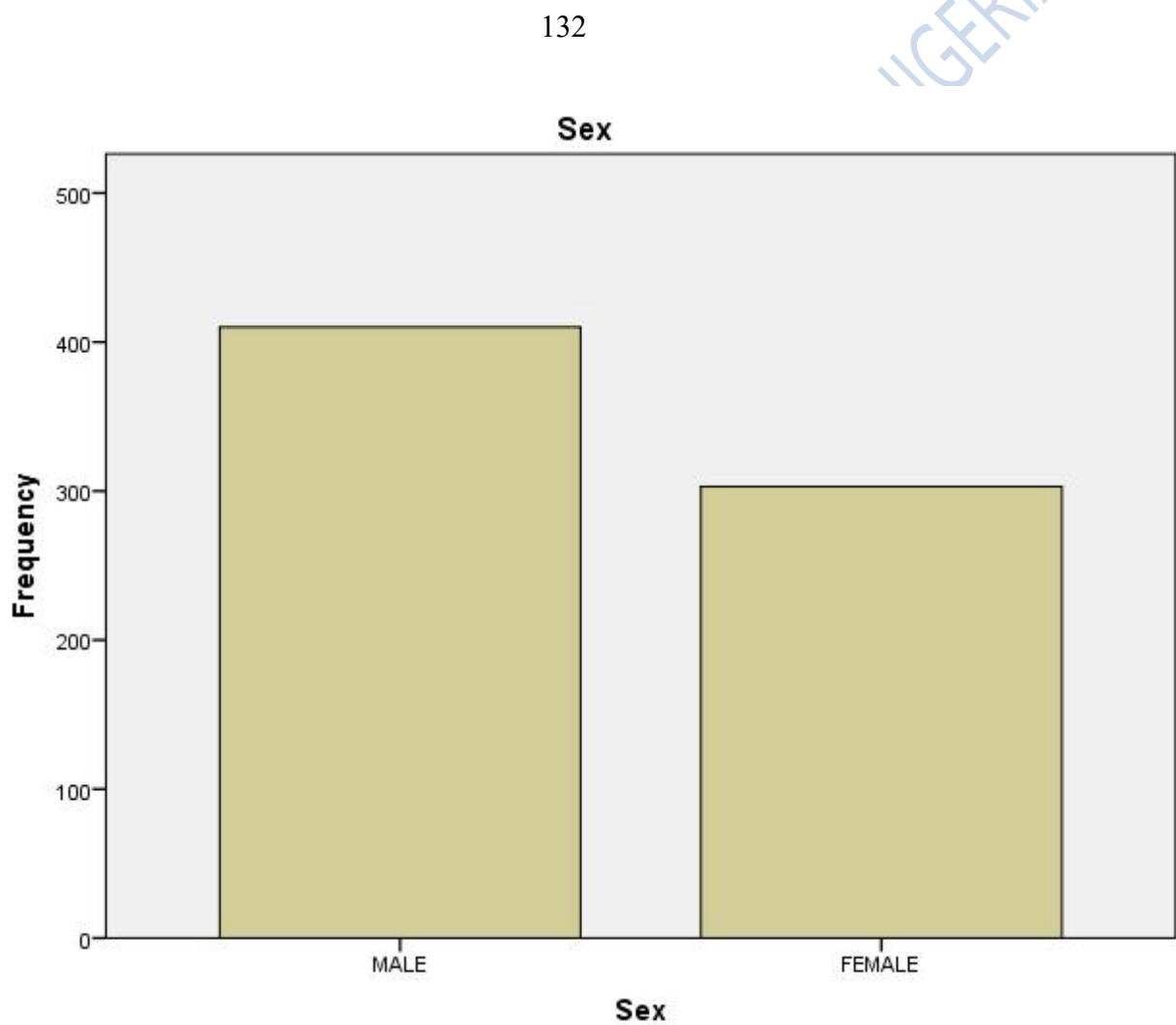


Figure 4.1: Distribution of Respondents by Sex

Source: Researcher's Field Work, 2021

The table 4.1 above revealed that 410 (57.5%) of the respondents were male while 303 (42.5%) of the respondents were female.

Table 4.2 Distribution of Respondents by Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29 YRS	163	22.9	22.9	22.9
30-39 YRS	177	24.8	24.8	47.7
40-49 YRS	280	39.3	39.3	87.0
50-59 YRS	93	13.0	13.0	100.0
Total	713	100.0	100.0	

Source: Researcher's field work 2021

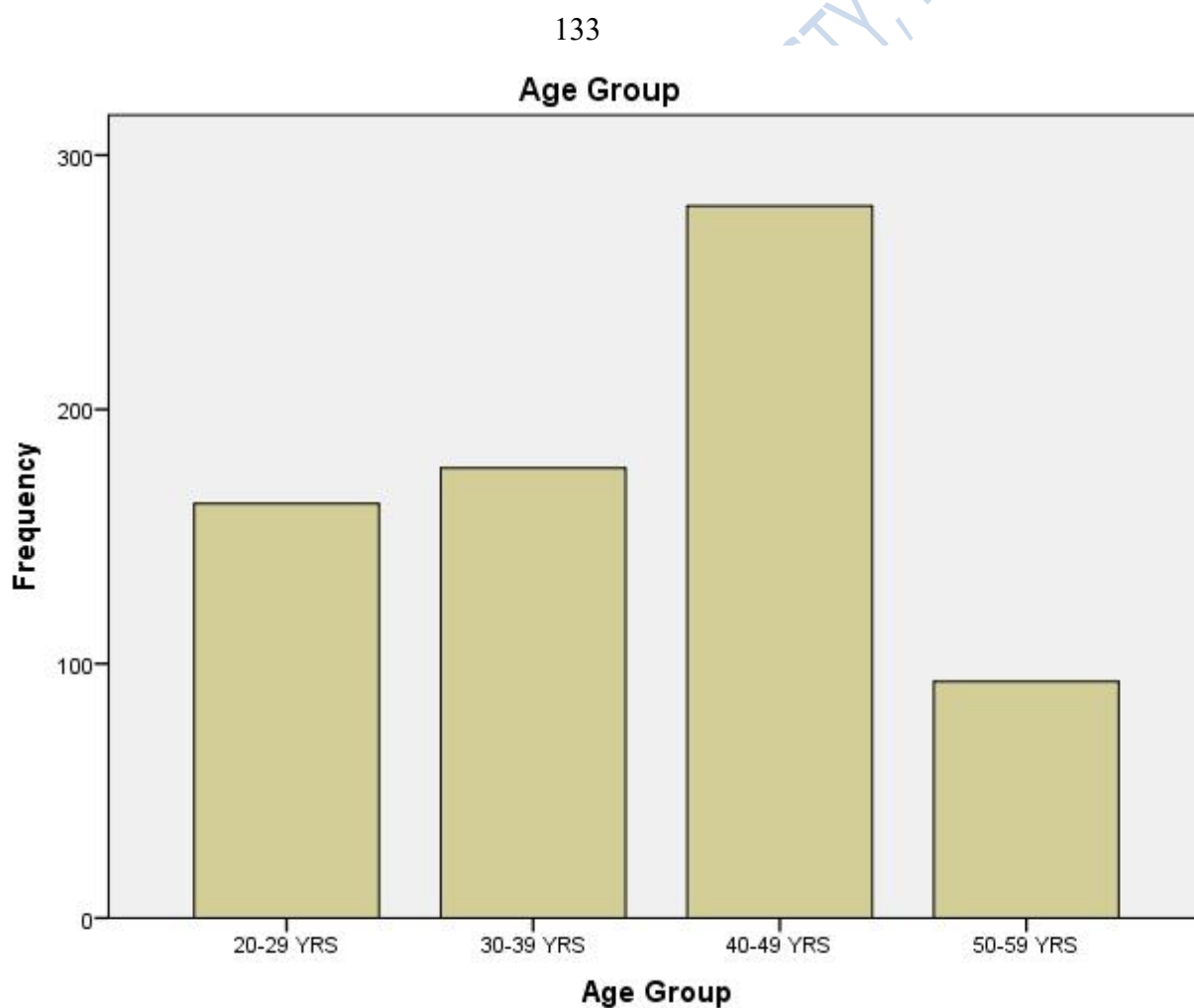


Figure 4.2: Distribution of Respondents by Age Group

Source: Researcher's Field Work, 2021

The table 4.2 above revealed that 163 (22.9%) of the respondents were within age bracket of 20-29yrs; 177 (24.8%) of the respondents were within age bracket of 30-39yrs; 280 (39.3%)

of the respondents were within age bracket of 40-49yrs; 93 (13.0%) of the respondents were within age bracket of 50-59yrs.

Table 4.3: Distribution of Respondents by Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	163	22.9	22.9	22.9
Married	359	50.4	50.4	73.2
Divorced	149	20.9	20.9	94.1
Valid Separated	21	2.9	2.9	97.1
Widowed	14	2.0	2.0	99.0
Widower	7	1.0	1.0	100.0
Total	713	100.0	100.0	

Source: Researcher's field work 2021

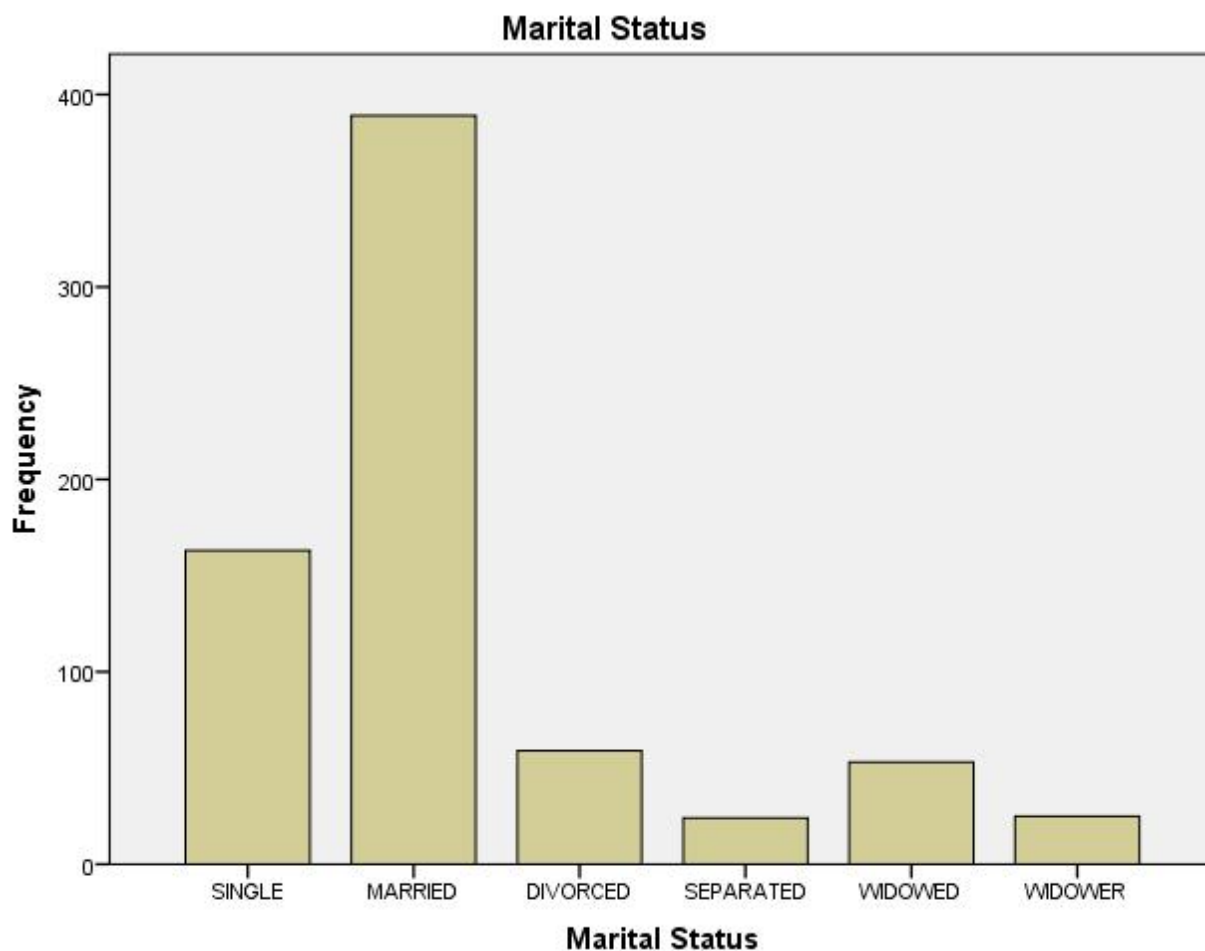


Figure 4.3: Distribution of Respondents by Marital Status

Source: Researcher's Field Work, 2021

The result in table 4.3 above revealed that 163 (22.9%) of the respondents were single; 359 (50.4%) of the respondents were married; 149 (20.9%) of the respondents were divorced; 21 (2.9%) of the respondents were separated; 14 (2.0%) of the respondents were widowed while 7 (1.0%) of the respondents were widower.

Table 4.4: Distribution of Respondents by Religion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Christainity	430	60.3	60.3	60.3
Islam	255	35.8	35.8	96.1
Other Religions	28	3.9	3.9	100.0
Total	713	100.0	100.0	

Source: Researcher's field work 2021

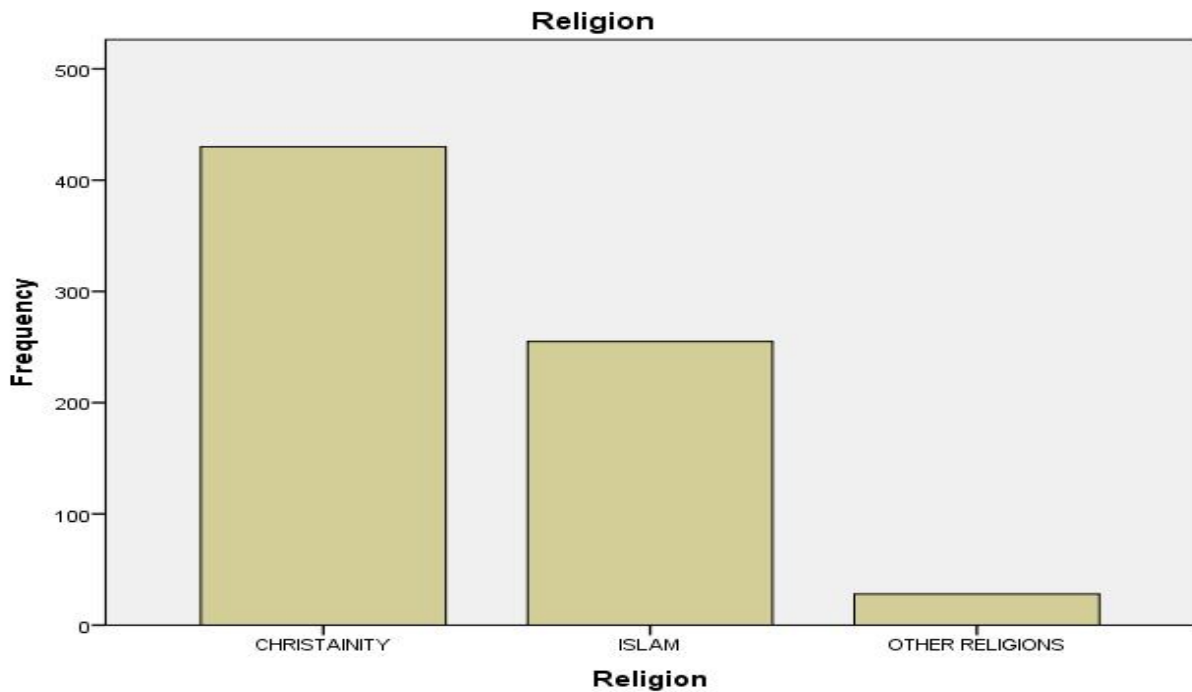


Figure 4.4: Distribution of Respondents by Religion

Source: Researcher's Field Work, 2021

The table 4.4 above 430 (60.3%) of the respondents were Christianity; 255 (35.8%) of the respondents were Islam while 28 (3.9%) of the respondents were of other religions.

Table 4.5: Distribution of Respondents by Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
SSCE/NECO/GCE	64	9.0	9.0	9.0
OND	198	27.8	27.8	36.7
BSC/HND	352	49.4	49.4	86.1
Masters Degree	85	11.9	11.9	98.0
PhD	14	2.0	2.0	100.0
Total	713	100.0	100.0	

Source: Researcher's field work 2021

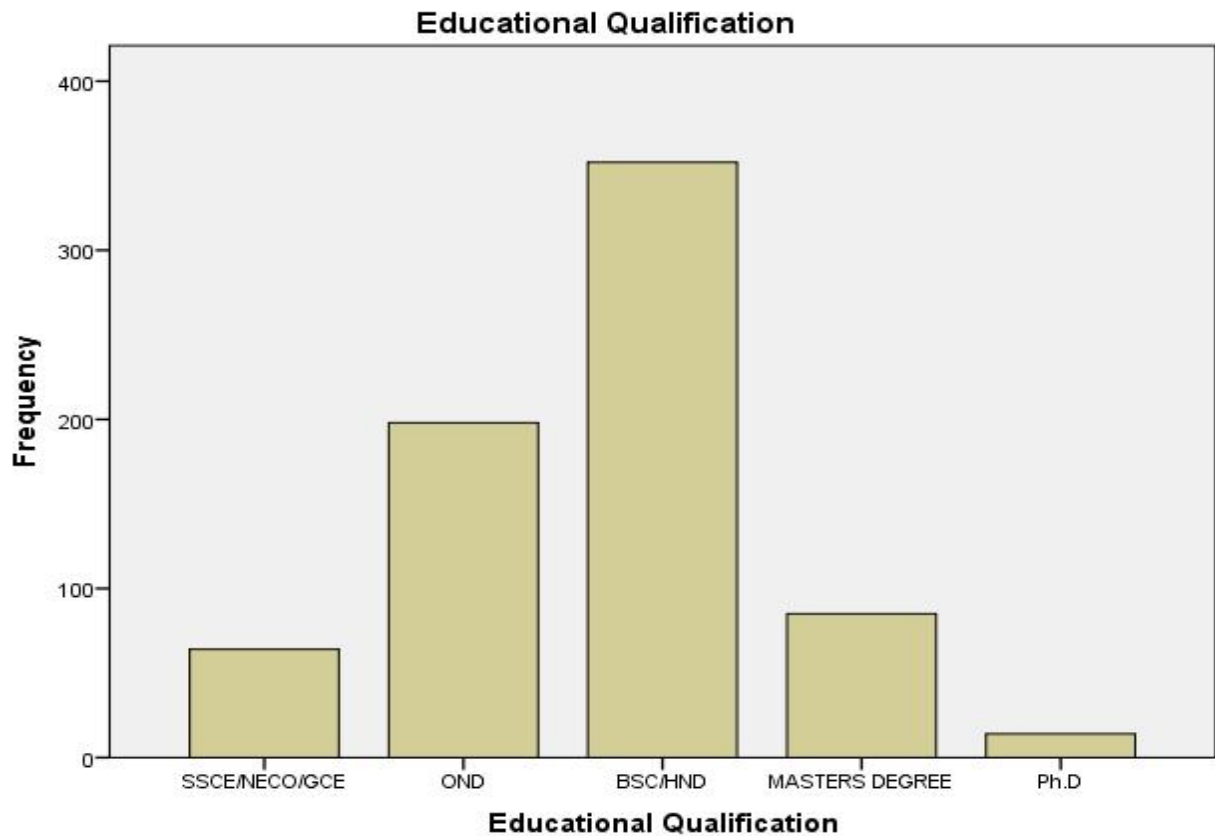


Figure 4.5: Distribution of Respondents by Educational Qualification
Source: Researcher's Field Work, 2021

The result in table 4.5 above revealed that 64 (9.0%) of the respondents were holders of School certificate (i.e. SSCE/NECO/GCE); 198 (27.8%) of the respondents were holders of Ordinary National Diploma (OND); 352 (49.4%) of the respondents were holders of First Degree/Higher National Diploma; 85 (11.9%) of the respondents were holders of Master's Degree while 14 (2%) of the respondents were holders of PhD.

Table 4.6: Distribution of Respondents by Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 Yrs	170	23.8	23.8	23.8
6-10 Yrs	184	25.8	25.8	49.6
11-15 Yrs	194	27.2	27.2	76.9
16-20 Yrs	93	13.0	13.0	89.9
21-25 Yrs	72	10.1	10.1	100.0
Total	713	100.0	100.0	

Source: Researcher's field work 2021

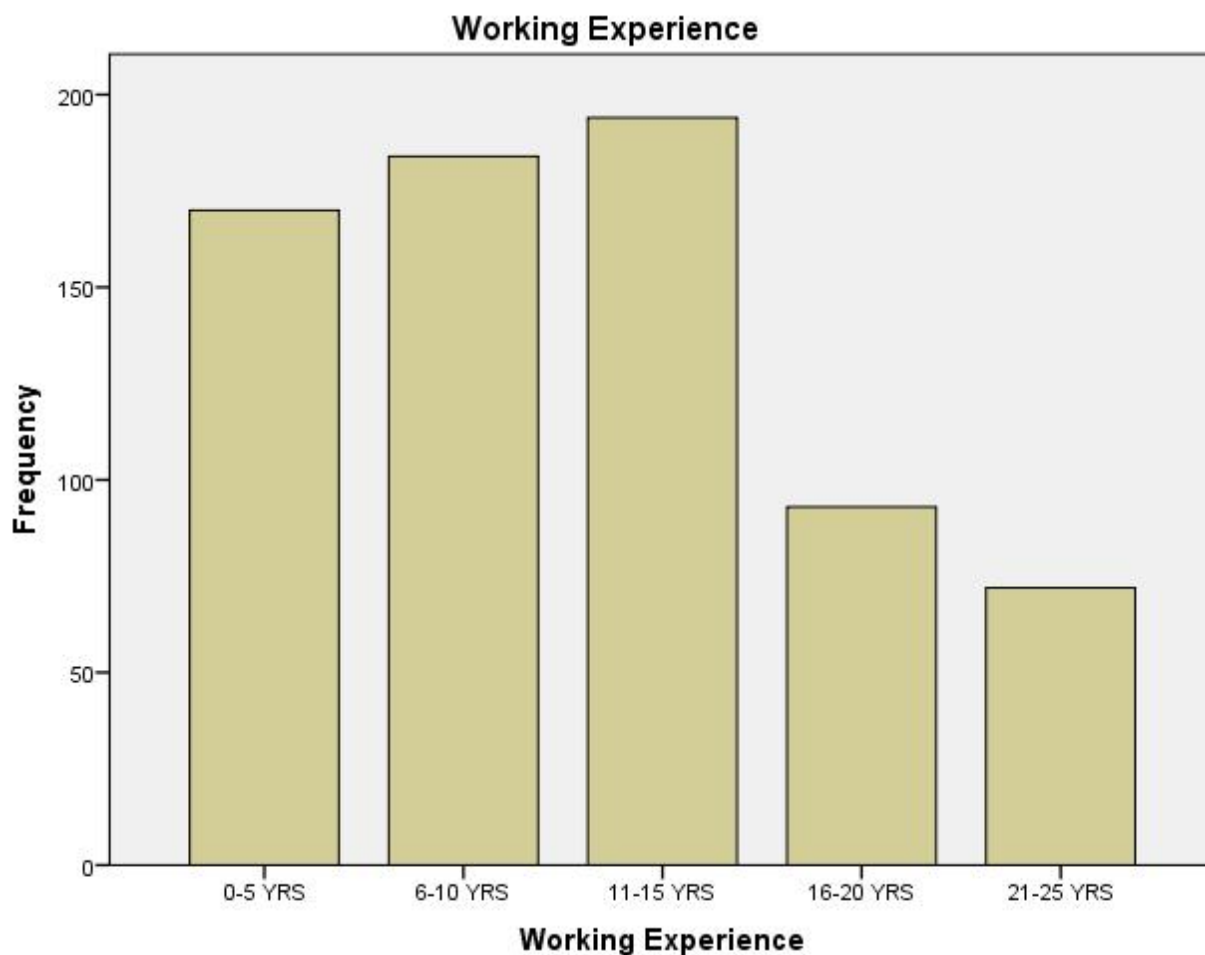


Figure 4.6: Distribution of Respondents by Working Experience

Source: Researcher's Field Work, 2021

The results in table 4.6 above revealed that 170 (23.8%) of the respondents had worked between 0-5yrs; 180 (25.8%) of the respondents had worked between 6-10yrs; 194 (27.2%) of the respondents had worked between 11-15yrs; 93 (13.0%) of the respondents had worked between 16-20yrs; 72 (10.1%) of the respondents had worked between 21-25yrs

Table 4.7: Local Government Council

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Ado Ekiti Local Government council	372	52.2	52.2	52.2
Ekiti South West local Government council	214	30.0	30.0	82.2
Emure Local Government council	127	17.8	17.8	100.0
Total	713	100.0	100.0	

Source: Researcher's field work 2021

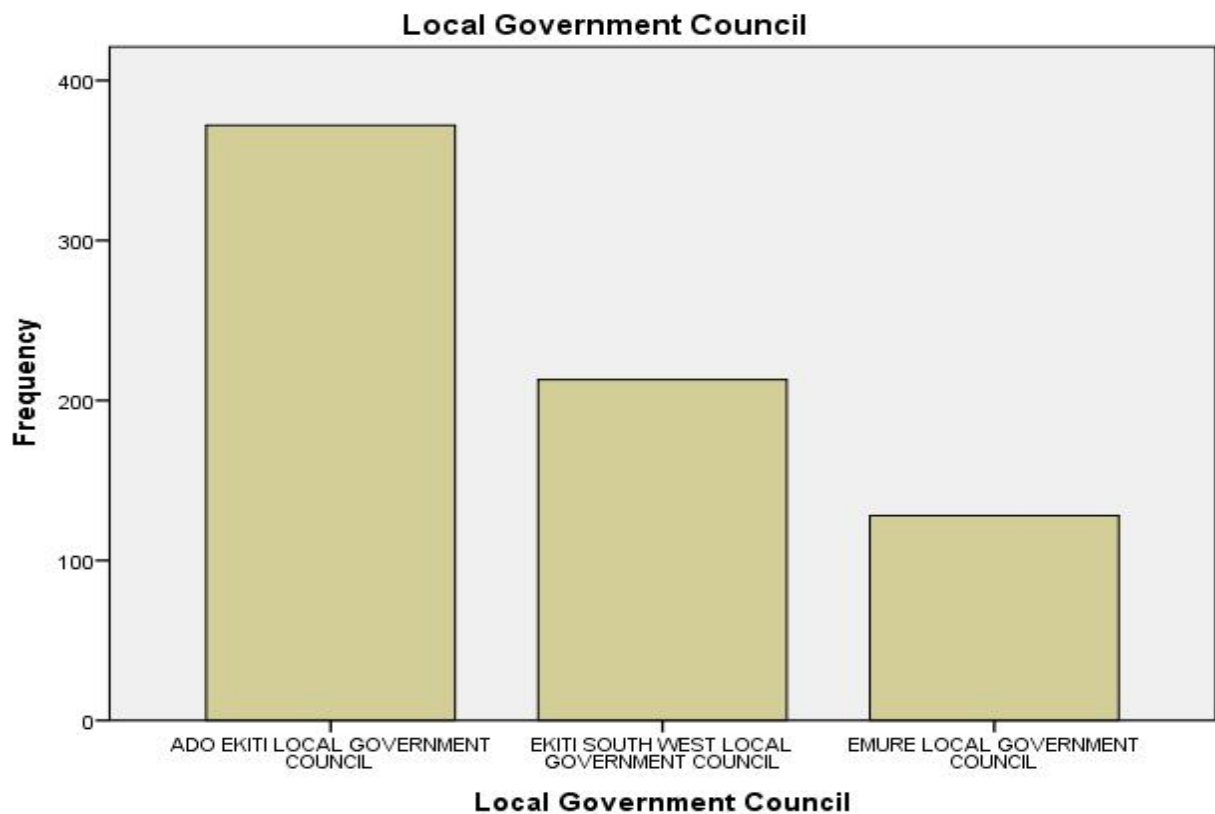


Figure 4.7: Distribution of Respondents by Local Government Council

Source: Researcher's Field Work, 2021

The result in table 4.7 above revealed that in terms of distribution of respondents by Local Government Council, 372 (52.2%) of the respondents were in Ado Ekiti Local Government Council; 214 (30.0%) of the respondents were in Ekiti West Local Government Council while 127 (17.8%) of the respondents were in Emure Local Government Council.

Frequency Distribution of Responses to Measures of Personal and Professional Integrity

Table 4.8: Fostering Ethical Behavior Throughout the Organization Through Exemplary Personal Actions.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	143	20.1	20.1	30.0
Moderate Extent	357	50.1	50.1	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

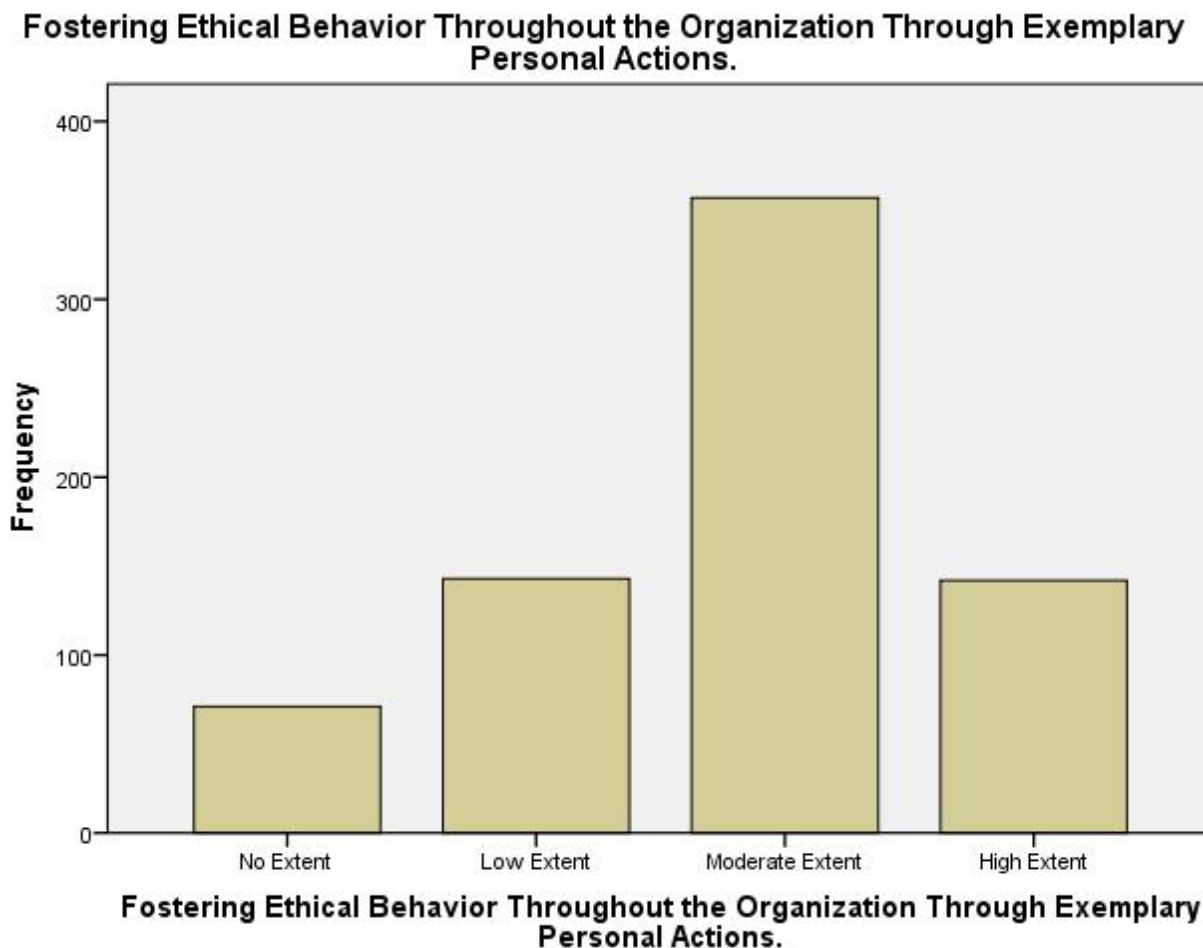


Figure 4.8: Fostering Ethical Behavior Throughout the Organization Through Exemplary Personal Actions

Source: Researcher's Field Work, 2022

The result in table 4.8 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in Fostering ethical behavior throughout the organisation through exemplary personal actions; 357 (50.1%) of the respondents indicated that their local government councils were moderately involved in it; 143 (20.1%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.9: Ensuring the Decision-Making Model Reflects Integrity, Honesty, and Openness.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	213	29.9	29.9	39.8
Moderate Extent	143	20.1	20.1	59.9
High Extent	286	40.1	40.1	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Ensuring the Decision-Making Model Reflects Integrity, Honesty, and Openness.

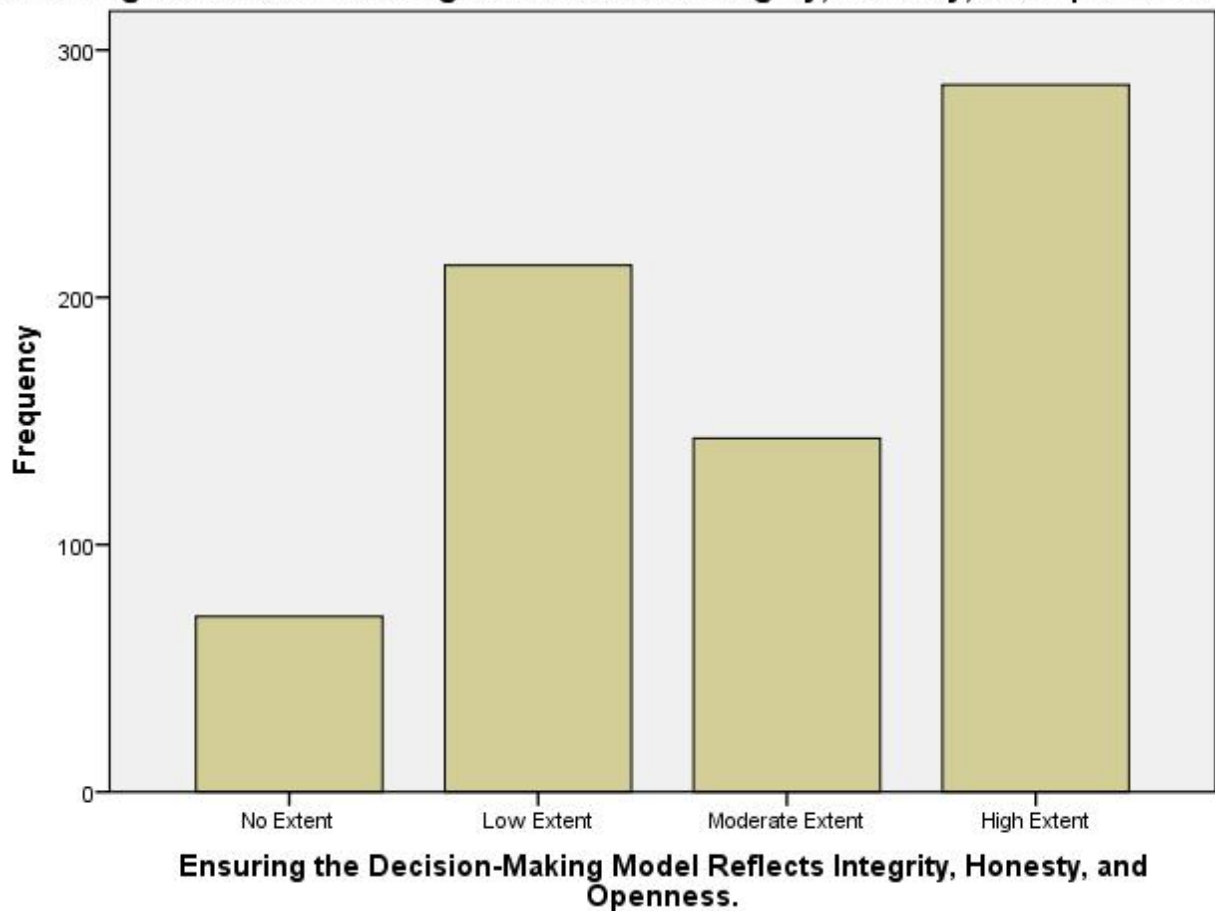


Figure 4.9: Ensuring the Decision-Making Model Reflects Integrity, Honesty, and Openness
Source: Researcher's Field Work, 2021

The result in table 4.9 above revealed that 286 (40.1%) of the respondents indicated that their local government councils were highly involved in Ensuring the decision-making model reflects integrity, honesty and openness; 143 (20.1%) of the respondents indicated that their

141

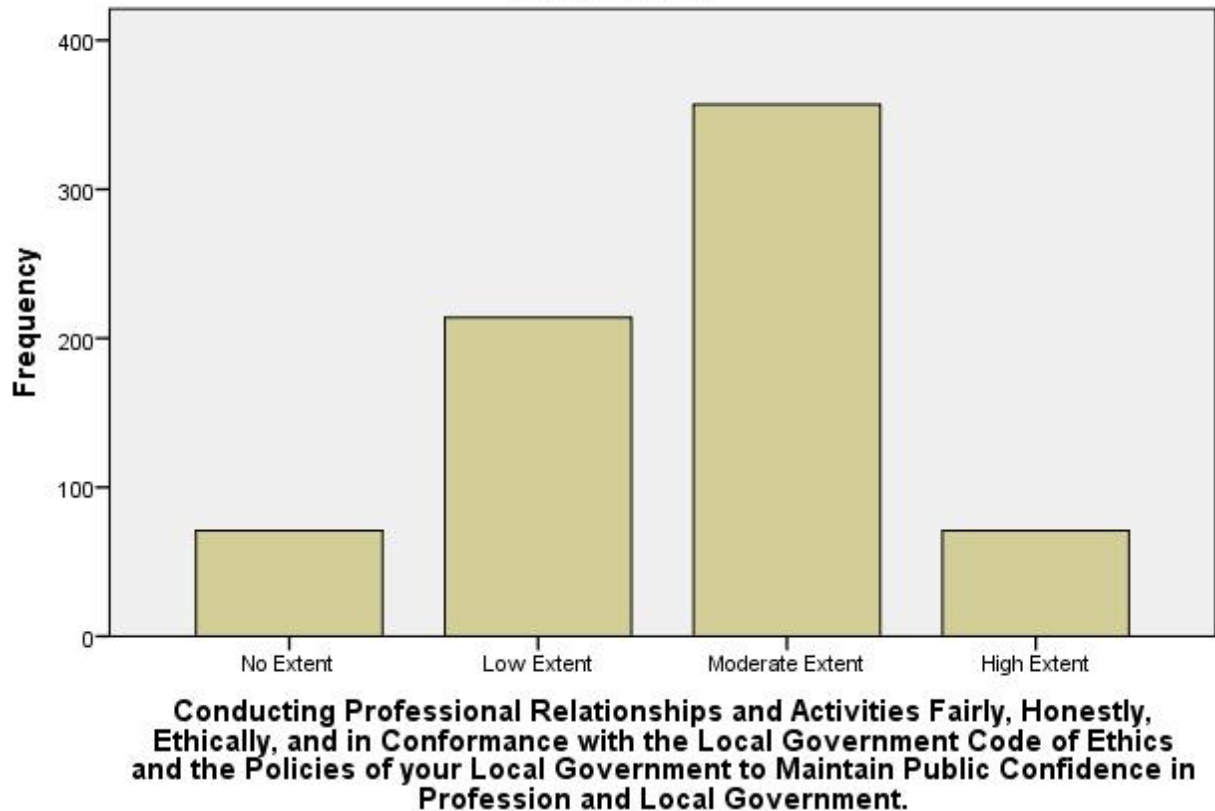
local government councils were moderately involved in it; 213 (29.9%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.10: Conducting Professional Relationships and Activities Fairly, Honestly, Ethically, and in Conformance with the Local Government Code of Ethics and the Policies of your Local Government to Maintain Public Confidence in Profession and Local Government.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	214	30.0	30.0	40.0
Moderate Extent	357	50.1	50.1	90.0
High Extent	71	10.0	10.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Conducting Professional Relationships and Activities Fairly, Honestly, Ethically, and in Conformance with the Local Government Code of Ethics and the Policies of your Local Government to Maintain Public Confidence in Profession and Local Government.



142

Figure 4.10: Conducting Professional Relationships and Activities Fairly, Honestly, Ethically, and in Conformance with the Local Government Code of Ethics and the Policies of your Local Government to Maintain Public Confidence in Profession and Local Government.

Source: Researcher's Field Work, 2021

The result in table 4.10 above revealed that 71 (10.0%) of the respondents indicated that their local government councils were highly involved in Conducting professional relationships and activities fairly, honestly, ethically, and in conformance with the Local government Code of Ethics and the policies of your local government to maintain public confidence in profession and local government.; 357 (50.1%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.11: Performing Official and Personal Affairs in a Manner that Clearly Conveys that you Cannot be Improperly Influenced.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Extent	71	10.0	10.0	10.0
Low Extent	357	50.1	50.1	60.0
Moderate Extent	143	20.1	20.1	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021.

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Performing Official and Personal Affairs in a Manner that Clearly Conveys that you Cannot be Improperly Influenced.

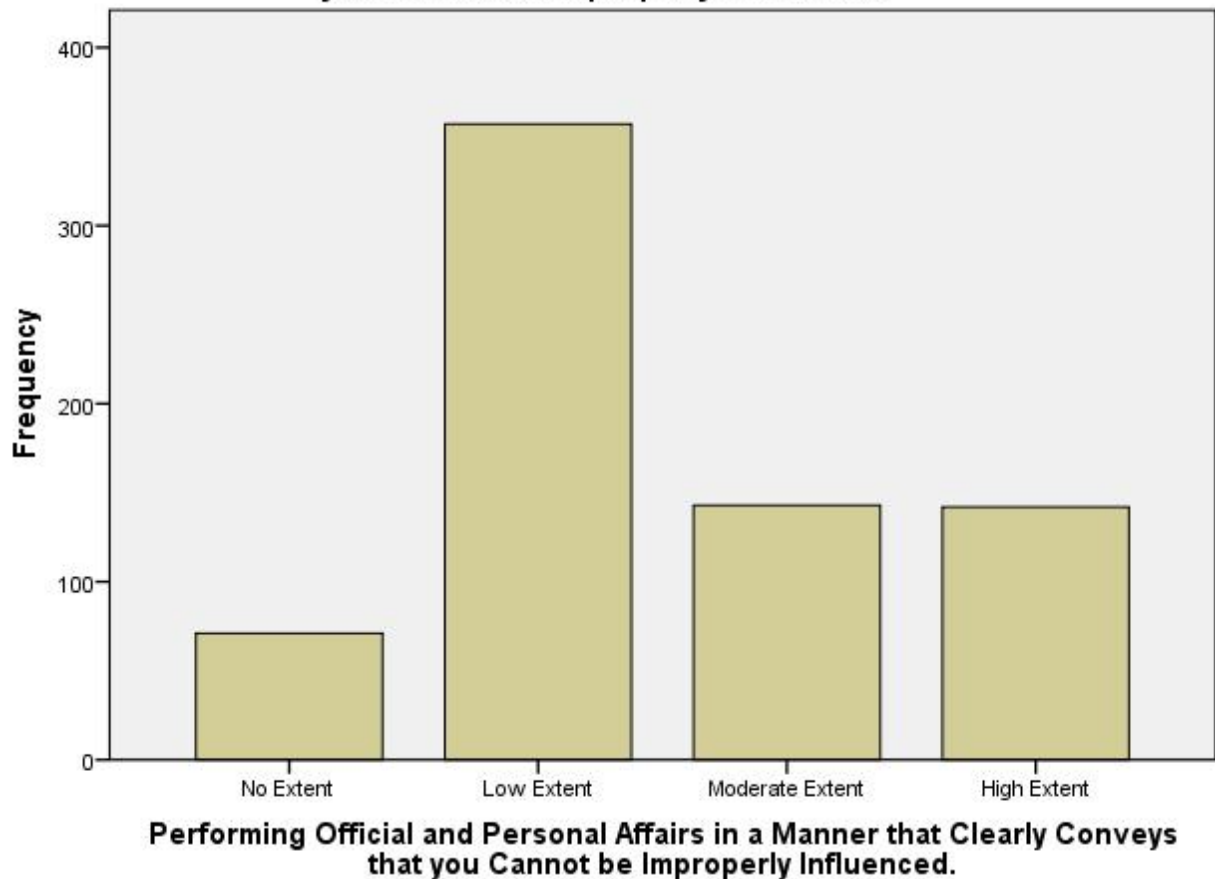


Figure 4.11: Performing Official and Personal Affairs in a Manner that Clearly Conveys that you Cannot be Improperly Influenced.

Source: Researcher's Field Work, 2021

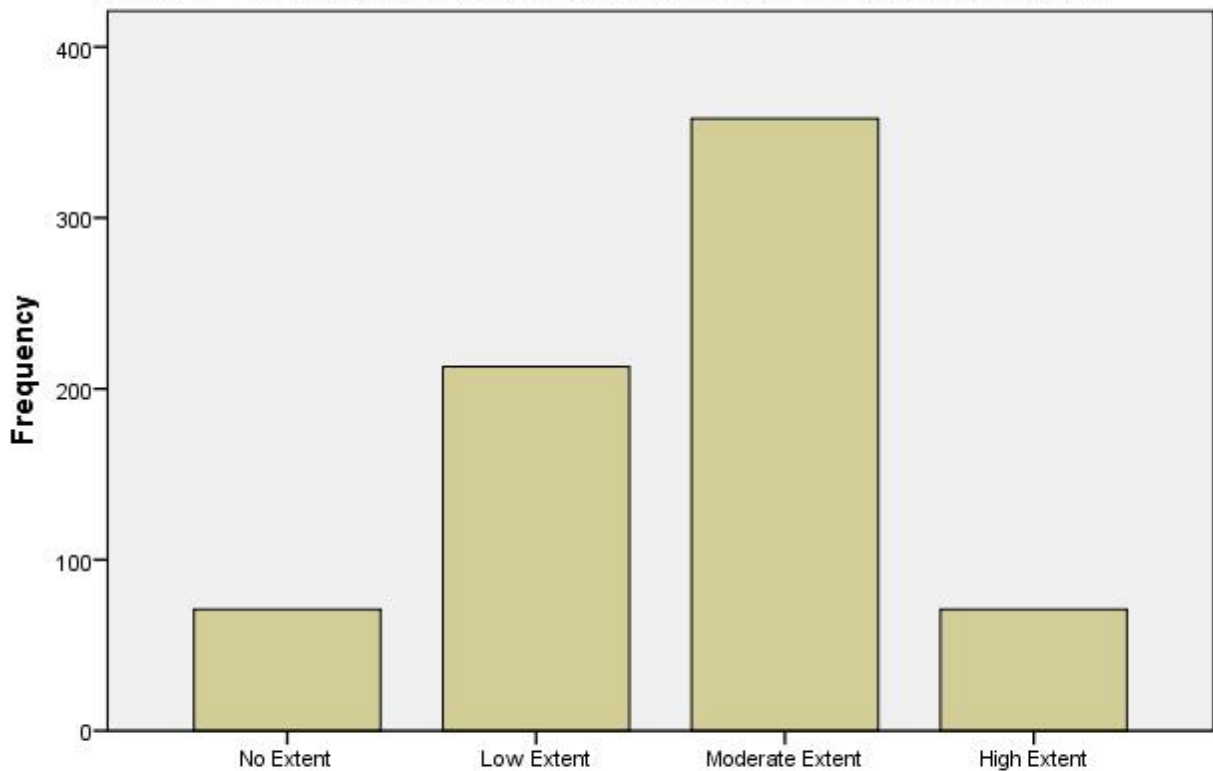
The result in table 4.11 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in Performing official and personal affairs in a manner that clearly conveys that you cannot be improperly influenced; 143 (20.1%) of the respondents indicated that their local government councils were moderately involved in it; 357 (50.1%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.12: Fostering Ethical Behavior Throughout the Organization Through Staff Training on Administrative Ethics and the Local Government Code of Ethics.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	213	29.9	29.9	39.8
Moderate Extent	358	50.2	50.2	90.0
High Extent	71	10.0	10.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Fostering Ethical Behavior Throughout the Organization Through Staff Training on Administrative Ethics and the Local Government Code of Ethics.



Fostering Ethical Behavior Throughout the Organization Through Staff Training on Administrative Ethics and the Local Government Code of Ethics.

Figure 4.12: Fostering Ethical Behavior Throughout the Organization Through Staff Training on Administrative Ethics and the Local Government Code of Ethics

Source: Researcher's Field Work, 2021

The result in table 4.12 above revealed that 71 (10.0%) of the respondents indicated that their local government councils were highly involved in Fostering ethical behavior throughout the organisation through staff training on administrative ethics and the Local government Code

145

of Ethics ; 358 (50.2%) of the respondents indicated that their local government councils were moderately involved in it; 213 (29.9%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.13: Holding Staff Accountable and Instilling Accountability into Operations.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	72	10.1	10.1	10.1
Low Extent	286	40.1	40.1	50.2
Moderate Extent	213	29.9	29.9	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

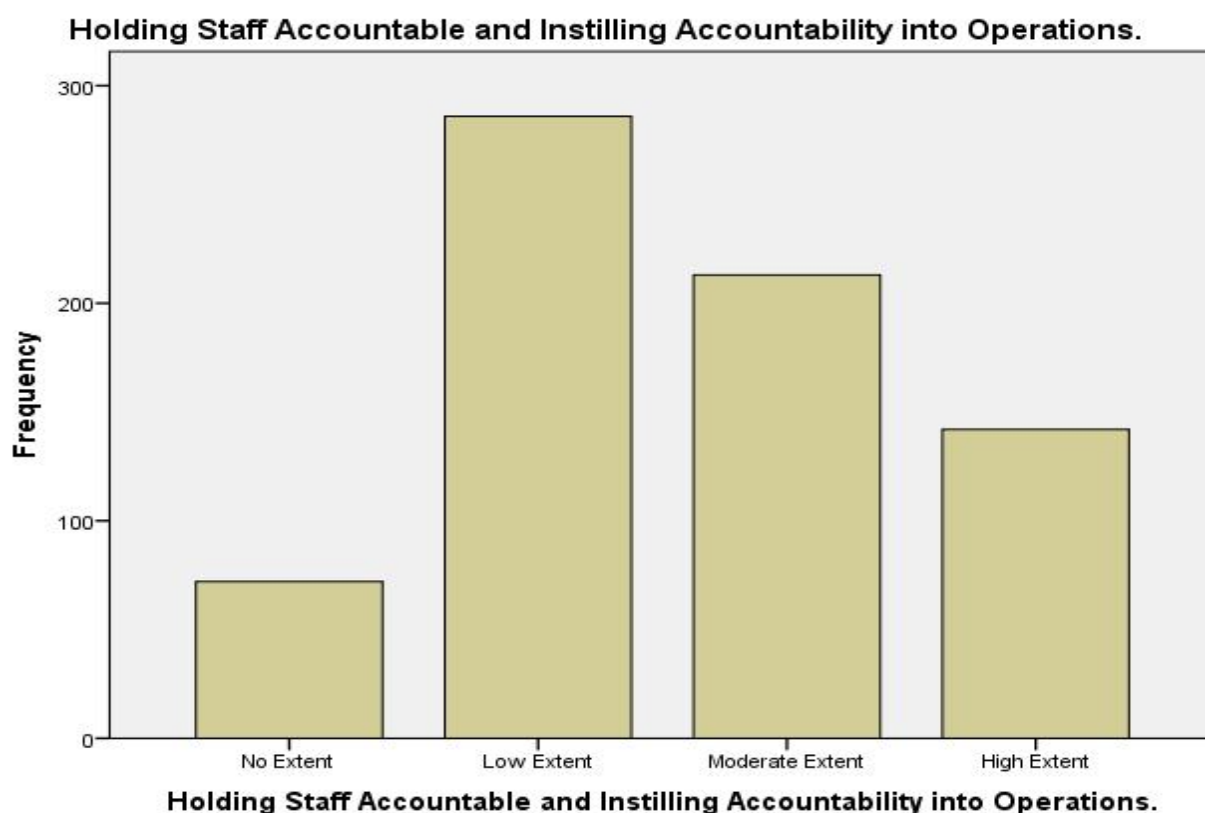


Figure 4.13: Holding Staff Accountable and Instilling Accountability into Operations.

Source: Researcher's Field Work

The result in table 4.13 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in Holding staff accountable and instilling accountability into operations; 213 (29.9%) of the respondents indicated that their local government councils were moderately involved in it; 286 (40.1%) of the respondents indicated that their local government councils were lowly involved in it while 72 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.14: Communicating Ethical Standards and Guidelines to Others.

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	No Extent	215	30.2	30.2	30.2
	Low Extent	71	10.0	10.0	40.1
	Moderate Extent	214	30.0	30.0	70.1
	High Extent	213	29.9	29.9	100.0
	Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2022

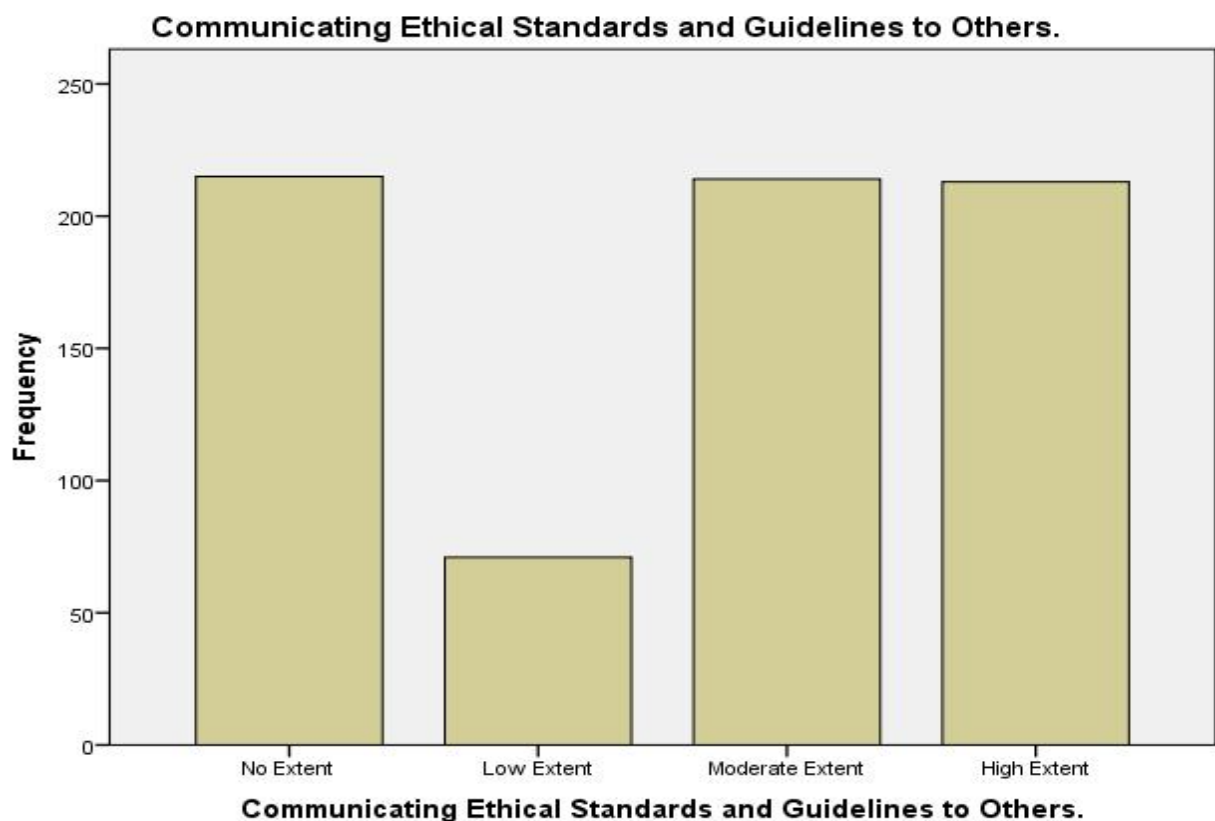


Figure 4.14: Communicating Ethical Standards and Guidelines to Others.

Source: Researcher’s Field Work, 2021

The result in table 4.14 above revealed that 213 (29.9%) of the respondents indicated that their local government councils were highly involved in Communicating ethical standards and guidelines to others; 214 (30.0%) of the respondents indicated that their local government councils were moderately involved in it; 71 (10.0%) of the respondents indicated that their local government councils were lowly involved in it while 215 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.15: Building Relationships among Local, State, and Federal Elected and Appointed Officials to Advocate for the Community.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	285	40.0	40.0	49.9
Moderate Extent	286	40.1	40.1	90.0
High Extent	71	10.0	10.0	100.0
Total	713	100.0	100.0	

Source: Field Work, 2021

Building Relationships among Local, State, and Federal Elected and Appointed Officials to Advocate for the Community.

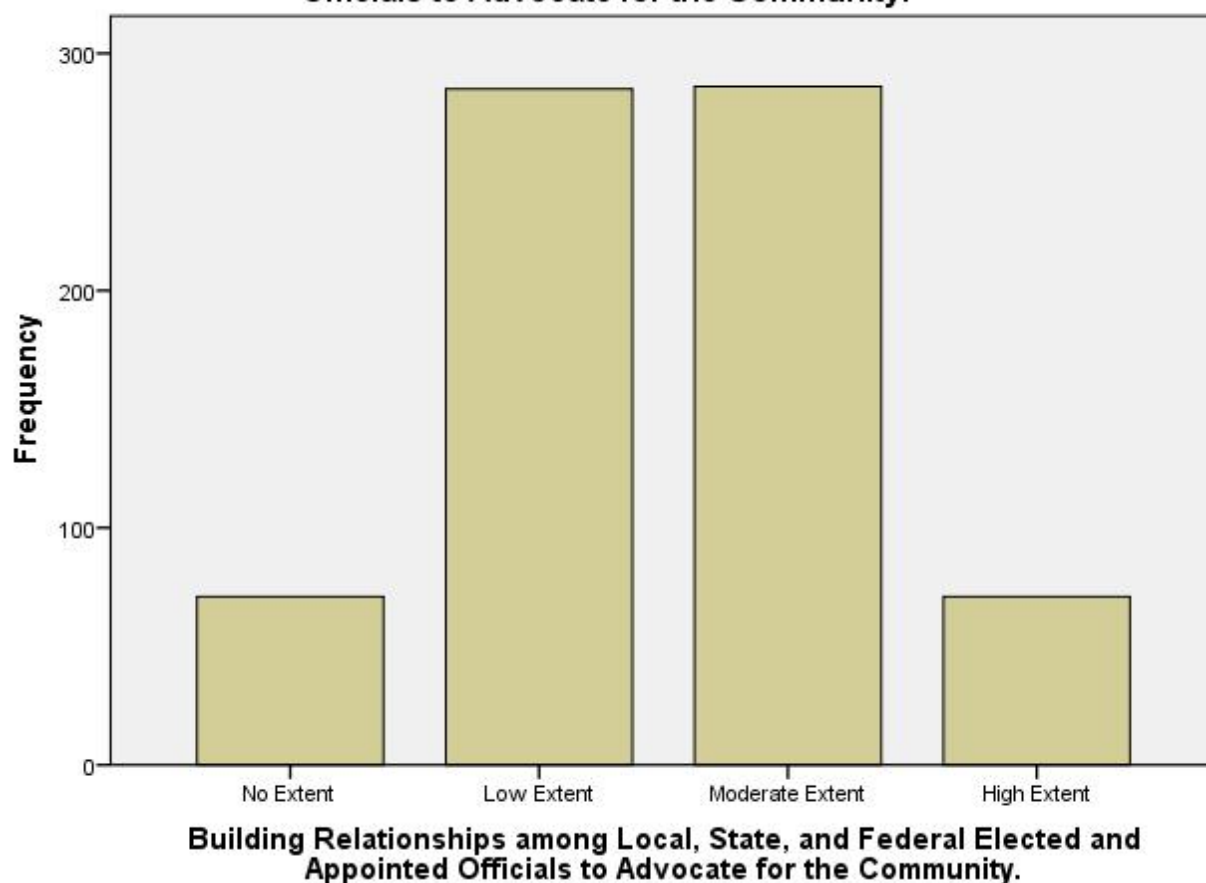


Figure 4.15: Building Relationships among Local, State, and Federal Elected and Appointed Officials to Advocate for the Community

Source: Researcher's Field Work, 2021

The result in table 4.15 above revealed that 71 (10.0%) of the respondents indicated that their local government councils were highly involved in Building relationships among Local, State, and Federal elected and appointed officials to advocate for the community; 286 (40.1%) of the respondents indicated that their local government councils were moderately involved in it;

286 (40.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.16: Ensuring Robust Public Outreach in the Policy –Making Process

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	47	6.6	6.6	6.6
Low Extent	142	19.9	19.9	26.5
Moderate Extent	220	30.9	30.9	57.4
High Extent	304	42.6	42.6	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

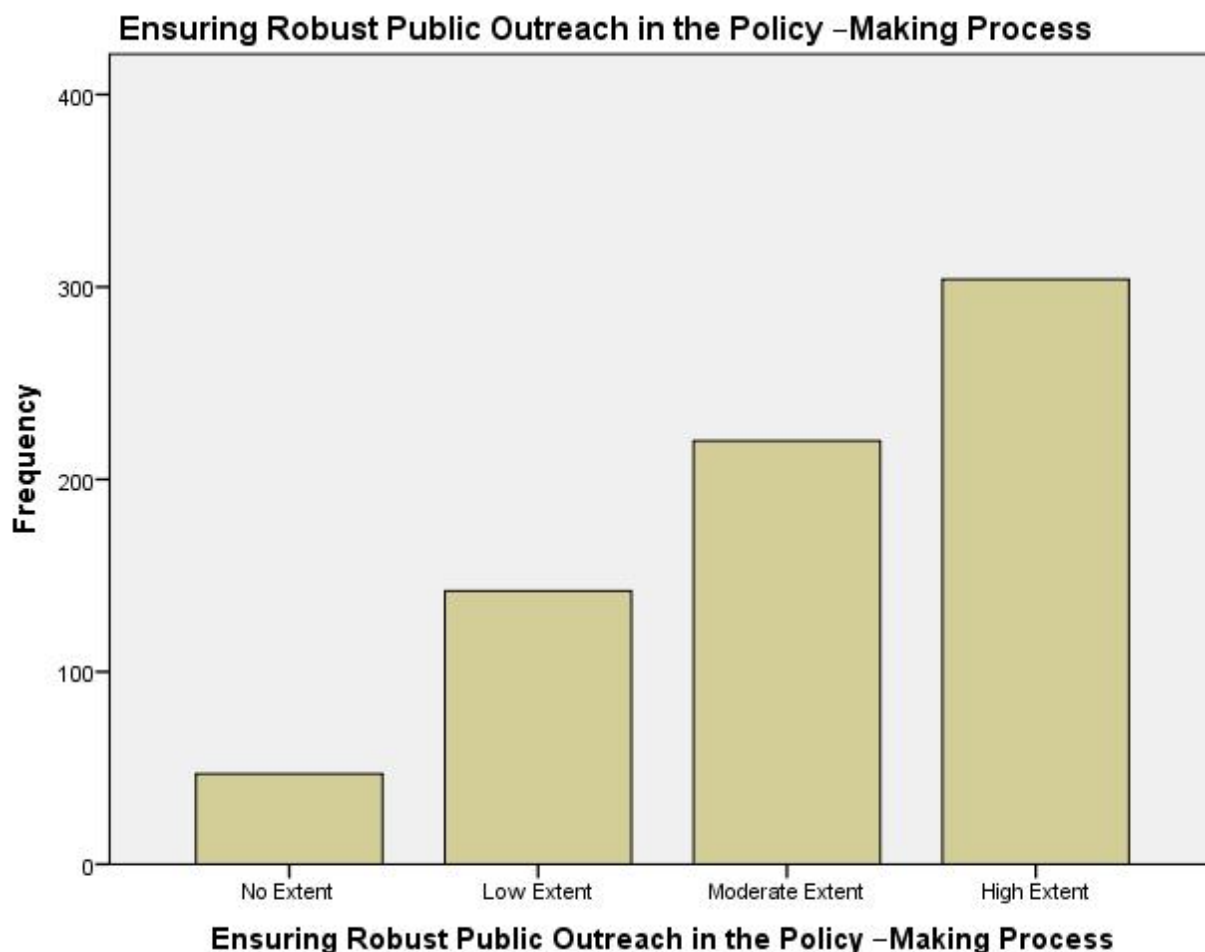


Figure 4.16: Ensuring Robust Public Outreach in the Policy –Making Process
Source: Researcher’s Field Work, 2021

The result in table 4.16 above revealed that 304 (42.6.0%) of the respondents indicated that their local government councils were highly involved in Ensuring robust public outreach in the policy –making process; 220 (30.9%) of the respondents indicated that their local

150

government councils were moderately involved in it; 142 (19.9%) of the respondents indicated that their local government councils were lowly involved in it while 47 (6.6%) of the respondents indicated that their local government councils were not involved in it.

Table 4.17: Respecting the Governing Body’s Role in Setting Direction and Vision, and Helping Staff and the Community Understand the Governing Body’s Role in the Democratic Process

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	357	50.1	50.1	60.0
Moderate Extent	143	20.1	20.1	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

Respecting the Governing Body’s Role in Setting Direction and Vision, and Helping Staff and the Community Understand the Governing Body’s Role in the Democratic Process

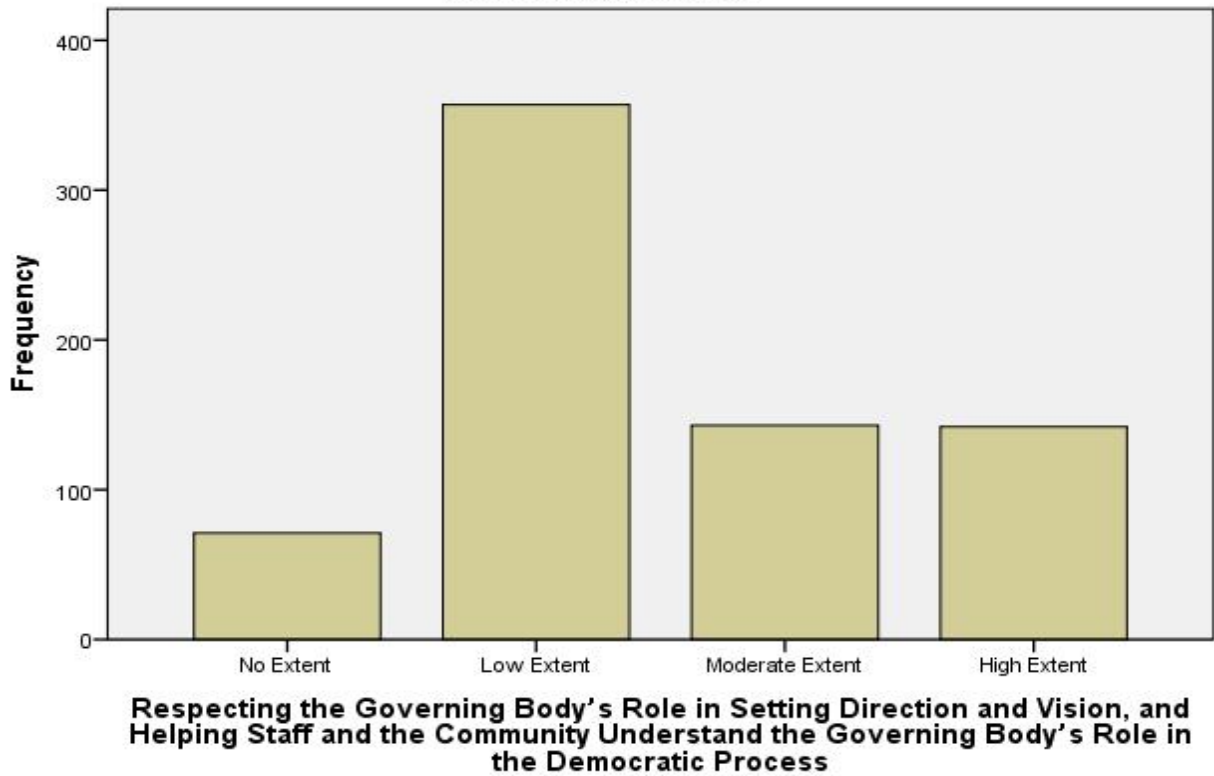


Figure 4.17: Respecting the Governing Body’s Role in Setting Direction and Vision, and Helping Staff and the Community Understand the Governing Body’s Role in the Democratic Process

Source: Researcher’s Field Work, 2021

The result in table 4.17 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in Respecting the governing body’s role in setting direction and vision, and helping staff and the community understand the governing body’s role in the democratic process; 143(20.1%) of the respondents indicated that their local government councils were moderately involved in it; 357 (50.1%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.6%) of the respondents indicated that their local government councils were not involved in it.

Table 4.18: Working to Promote Civility in Public Discourse.

	Frequency	Percent	Valid Percent	Cumulative Percent
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	No Extent	33	4.6	4.6	4.6
	Low Extent	143	20.1	20.1	24.7
Valid	Moderate Extent	357	50.1	50.1	74.8
	High Extent	180	25.2	25.2	100.0
	Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

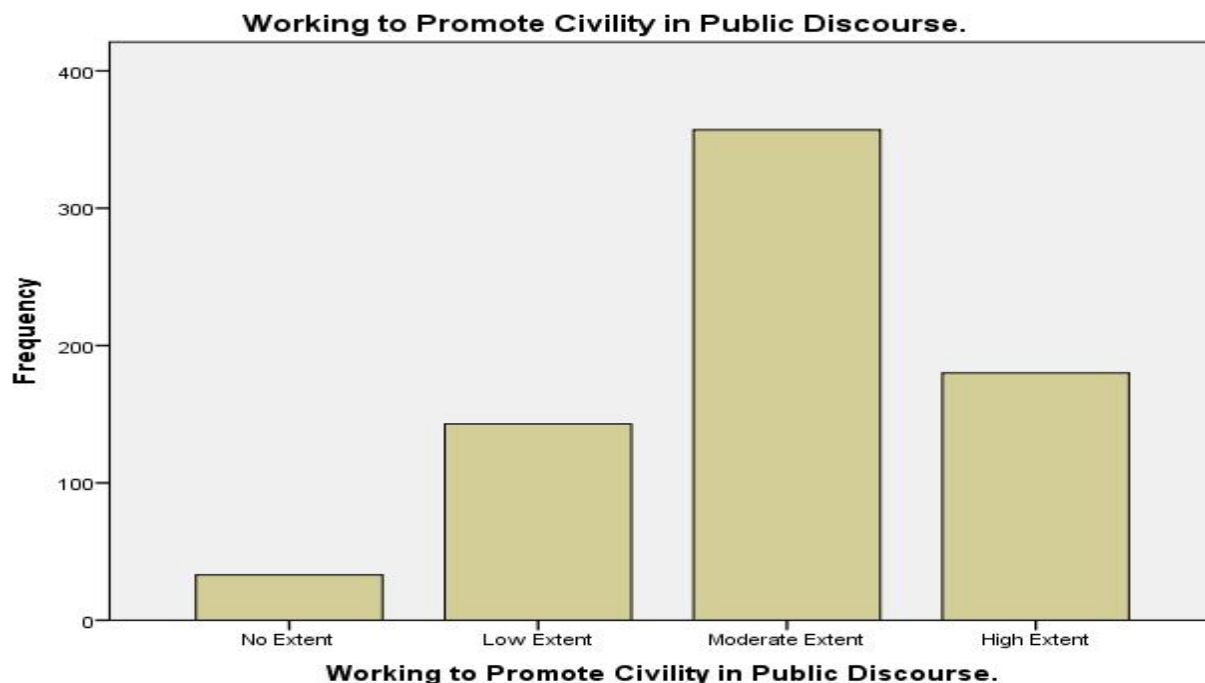


Figure 4.18: Working to Promote Civility in Public Discourse.

Source: Researcher's Field Work, 2021

152

The result in table 4.18 above revealed that 181 (25.4%) of the respondents indicated that their local government councils were highly involved in Working to promote civility in public discourse; 357(50.1%) of the respondents indicated that their local government councils were moderately involved in it; 143 (20.1%) of the respondents indicated that their local government councils were lowly involved in it while 32 (4.5%) of the respondents indicated that their local government councils were not involved in it.

Table 4.19: Advocating for Diverse Viewpoints to be Considered and Helping the Organization Seek Them out When They Are Missing.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Extent	71	10.0	10.0	10.0

Low Extent	142	19.9	19.9	29.9
Moderate Extent	358	50.2	50.2	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

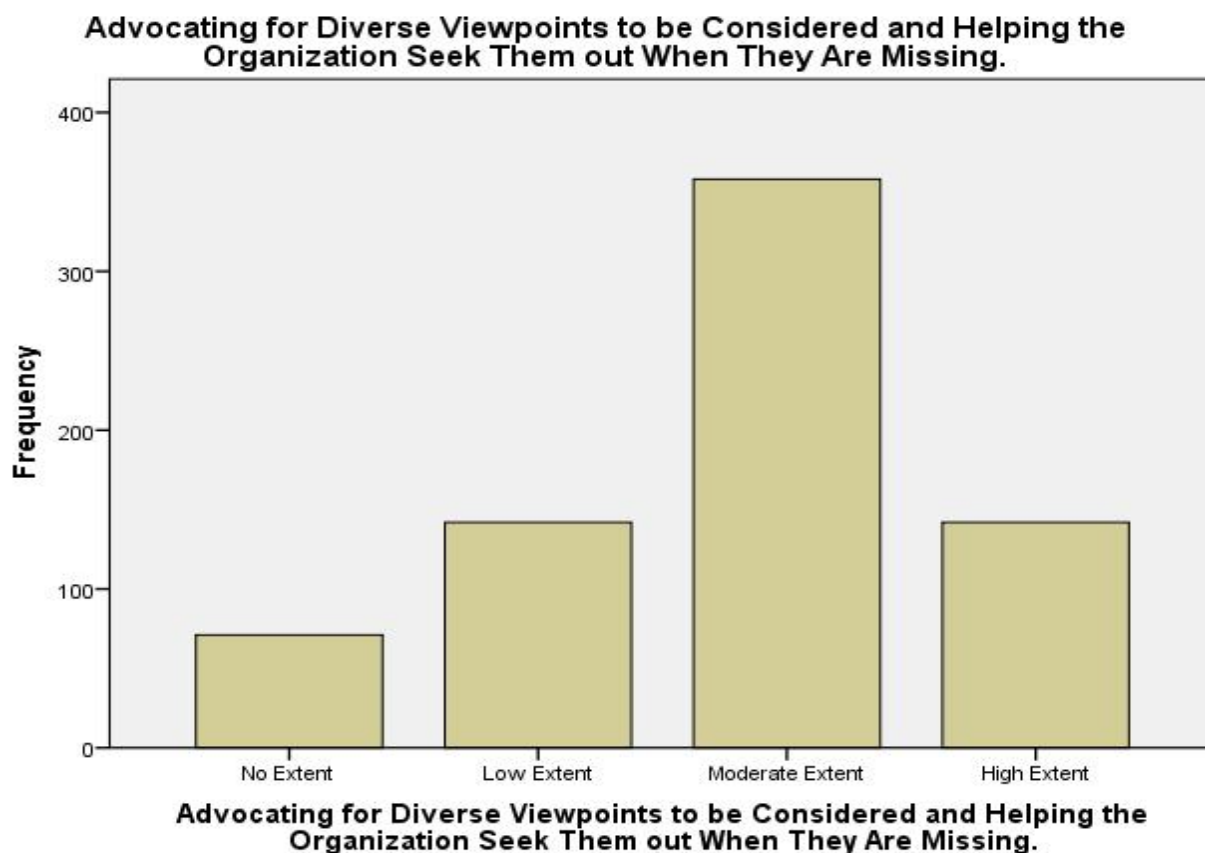


Figure 4.19: Advocating for Diverse Viewpoints to be Considered and Helping the Organization Seek Them out When They Are Missing.

153

Source: Researcher's Field Work, 2021

The result in table 4.20 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in Advocating for diverse viewpoints to be considered and helping the organisation seek them out when they are missing; 358(50.2%) of the respondents indicated that their local government councils were moderately involved in it; 142 (19.9%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.20: Understanding the Perspectives of Elected Officials and Being Mindful of Competing Public Values in Policy Recommendation.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	72	10.1	10.1	10.1
Low Extent	142	19.9	19.9	30.0
Moderate Extent	357	50.1	50.1	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

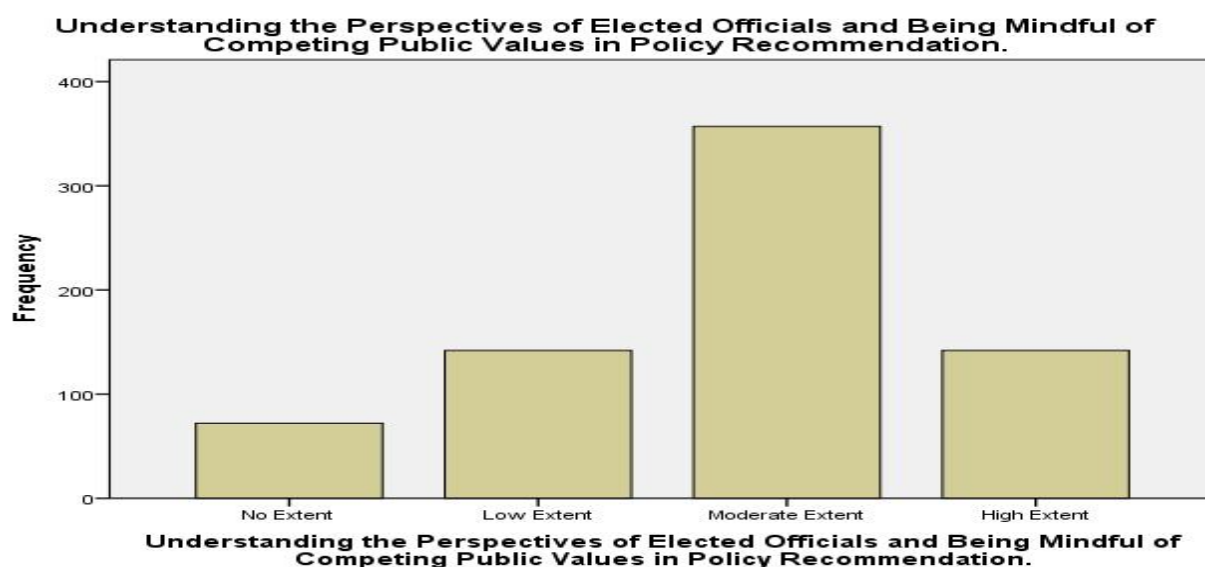


Figure 4.20 : Understanding the Perspectives of Elected Officials and Being Mindful of Competing Public Values in Policy Recommendation

Source: Researcher, Field Work, 2021

154

The result in table 4.21 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in Understanding the perspectives of elected officials and being mindful of competing public values in policy recommendation; 357(50.1%) of the respondents indicated that their local government councils were moderately involved in it; 142 (19.9%) of the respondents indicated that their local government councils were lowly involved in it while 72 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.21: Learning and Respecting a Community's History with Various Political, Social and Economic Issues

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	213	29.9	29.9	39.8
Moderate Extent	214	30.0	30.0	69.8
High Extent	215	30.2	30.2	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Learning and Respecting a Community's History with Various Political, Social and Economic Issues

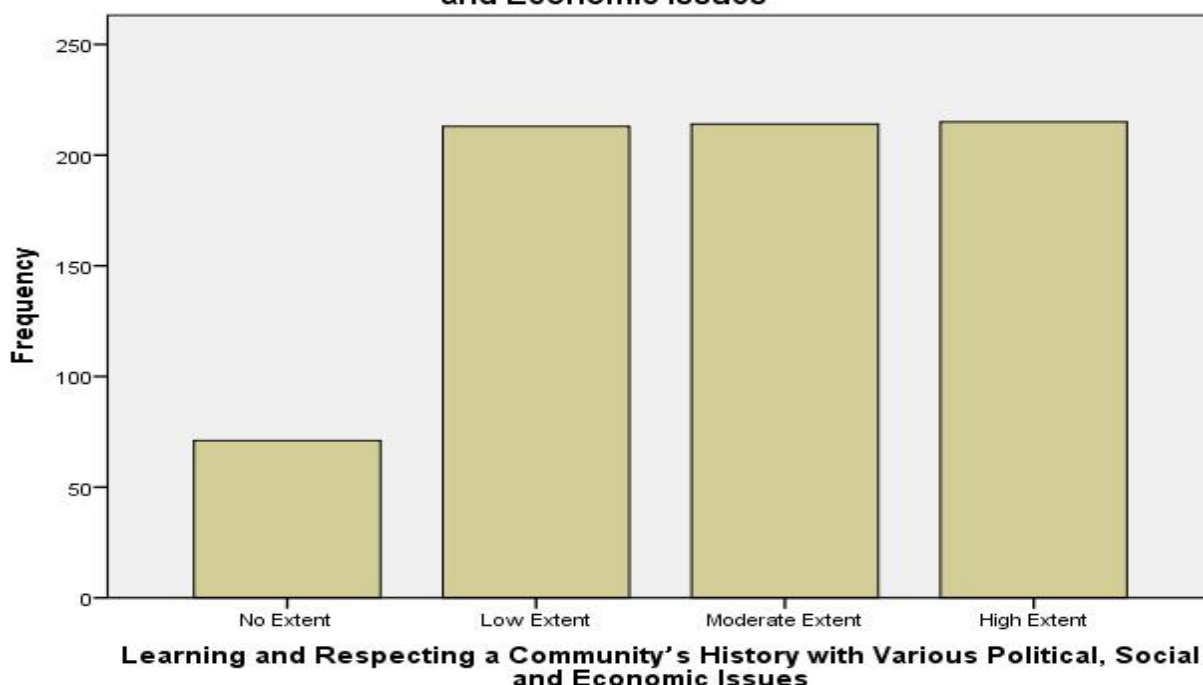


Figure 4.21: Learning and Respecting a Community's History with Various Political, Social and Economic Issues

Source: Researcher's Field Work, 2021

The result in table 4.22 above revealed that 215 (30.2%) of the respondents indicated that their local government councils were highly involved in Learning and respecting a community's history with various political, social and economic issues 214 (30.0%) of the respondents indicated that their local government councils were moderately involved in it; 213(29.9%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.22: Engaging with and Understanding the Viewpoints of Key Stakeholders in the Community; Committing to Ongoing Communication about Expectations, Decisions, and Outcomes

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	213	29.9	29.9	39.8
Moderate Extent	142	19.9	19.9	59.7
High Extent	287	40.3	40.3	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Engaging with and Understanding the Viewpoints of Key Stakeholders in the Community; Committing to Ongoing Communication about Expectations, Decisions, and Outcomes

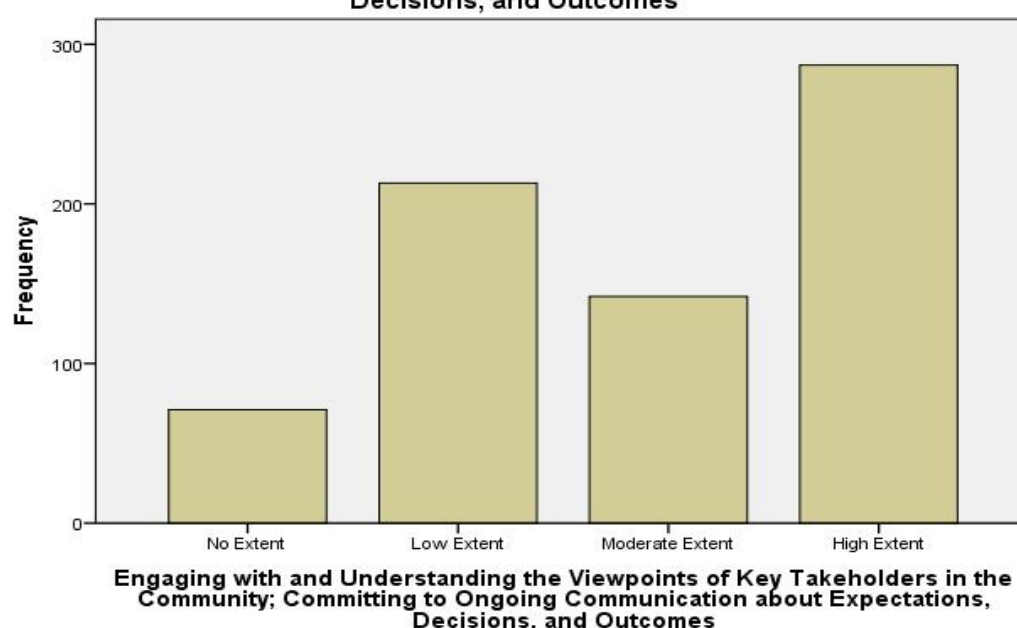


Figure 4.22: Engaging with and Understanding the Viewpoints of Key Stakeholders in the Community; Committing to Ongoing Communication about Expectations, Decisions, and Outcomes

Source: Researcher's Field Work, 2021

156

The result in table 4.22 above revealed that 287 (40.3%) of the respondents indicated that their local government councils were highly involved in engaging with and understanding the viewpoints of key stakeholders in the community; committing to ongoing communication about expectations, decisions, and outcomes; 142 (19.9%) of the respondents indicated that their local government councils were moderately involved in it; 213 (29.9%) of the respondents indicated that their local government councils were lowly involved in it while 71

(10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.23: Understanding Emerging Technologies that Are Designed to Promote Open Dialogue between Local Government and Constituents

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	72	10.1	10.1	10.1
Low Extent	286	40.1	40.1	50.2
Moderate Extent	142	19.9	19.9	70.1
High Extent	213	29.9	29.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

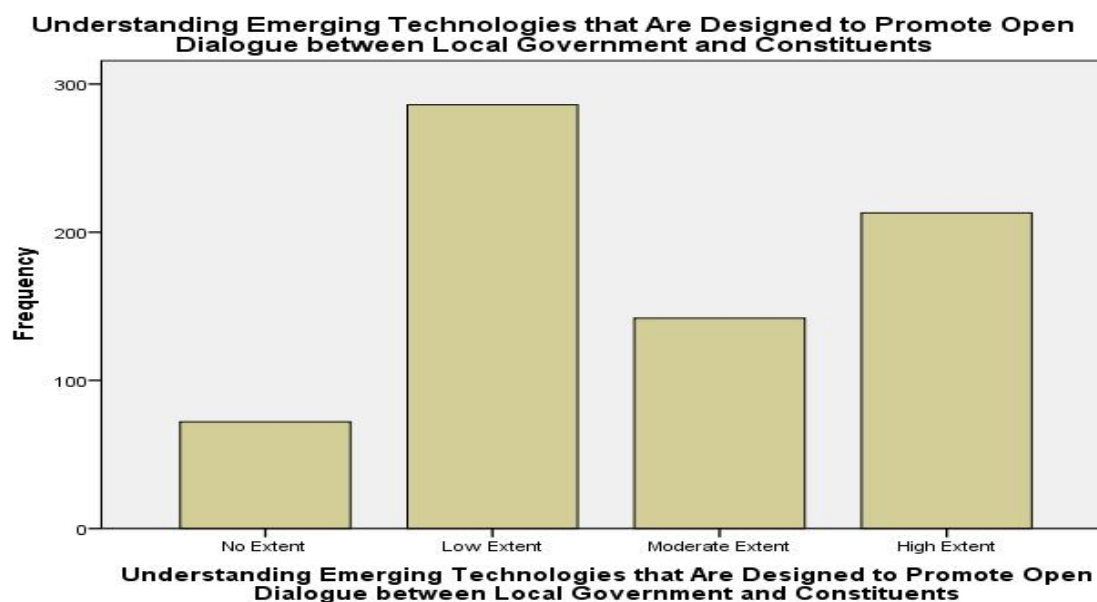


Figure 4.23: Understanding Emerging Technologies that Are Designed to Promote Open Dialogue between Local Government and Constituents

Source: Researcher's Field Work, 2021

The result in table 4.23 above revealed that 213 (29.9%) of the respondents indicated that their local government councils were highly involved in Understanding emerging technologies that are designed to promote open dialogue between local government and constituents; 142(19.9 %) of the respondents indicated that their local government councils were moderately involved in it; 286(40.1%) of the respondents indicated that their local

government councils were lowly involved in it while 72 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.24: Employing a Range of Engagement, Positive Communication, and Conflict Resolution Method.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	215	30.2	30.2	30.2
Low Extent	143	20.1	20.1	50.2
Moderate Extent	213	29.9	29.9	80.1
High Extent	142	19.9	19.9	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

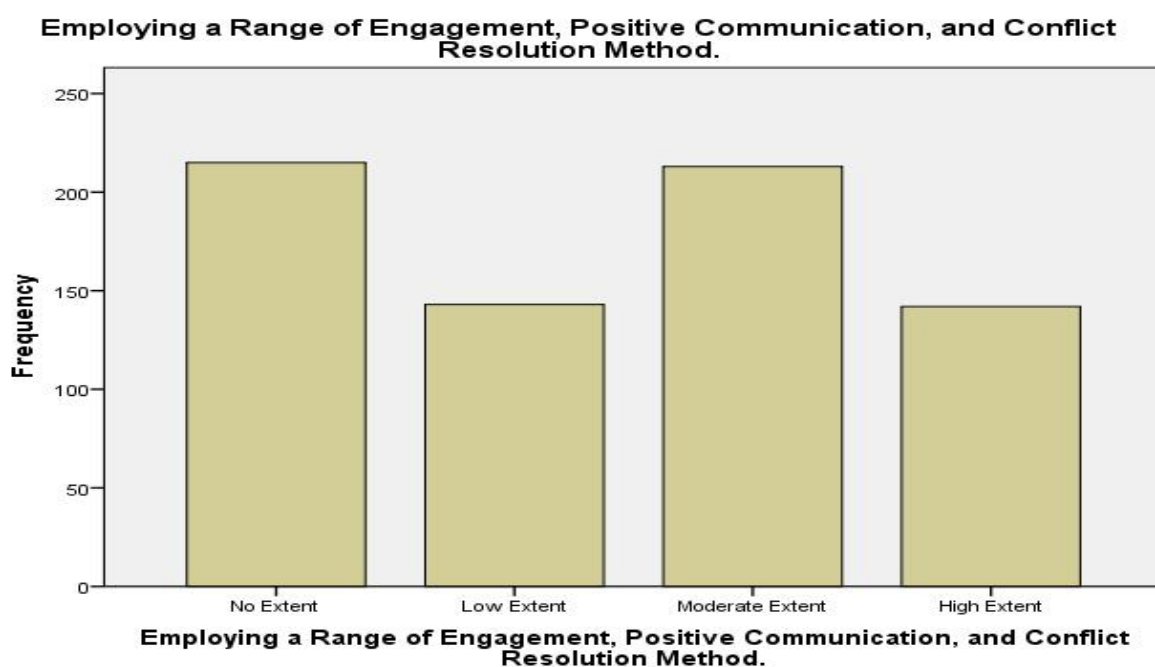


Figure 4.24: Employing a Range of Engagement, Positive Communication, and Conflict Resolution Method

Source: Researcher, Field Work, 202

The result in table 4.25 above revealed that 142 (19.9%) of the respondents indicated that their local government councils were highly involved in “Employing a range of engagement, positive communication, and conflict resolution method. 213 (29.9%) of the respondents indicated that their local government councils were moderately involved in it; 143 (20.1%) of

the respondents indicated that their local government councils were lowly involved in it while 215 (30.2%) of the respondents indicated that their local government councils were not involved in it.

Table 4.25: Authentically Bringing Everyone, Including Traditionally Excluded Individuals and Groups, into Processes, Activities, and Decision Making

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	143	20.1	20.1	30.0
Moderate Extent	215	30.2	30.2	60.2
High Extent	284	39.8	39.8	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

Authentically Bringing Everyone, Including Traditionally Excluded Individuals and Groups, into Processes, Activities, and Decision Making

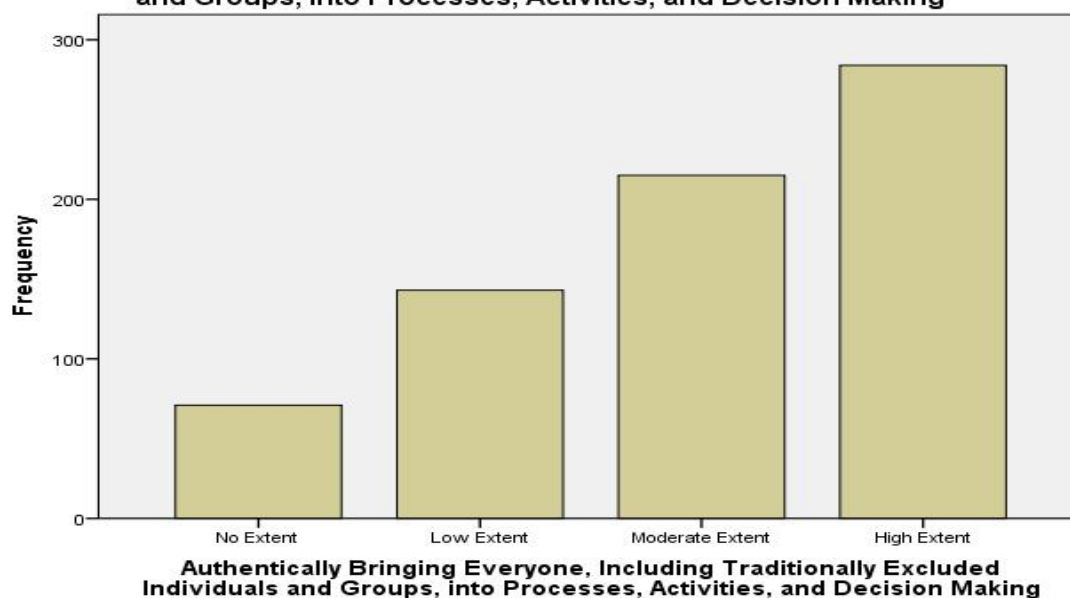


Figure 4.25: Authentically Bringing Everyone, Including Traditionally Excluded Individuals and Groups, into Processes, Activities, and Decision Making

Source: Researcher’s Field Work, 2021

The result in table 4.25 above revealed that 284 (39.8%) of the respondents indicated that their local government councils were highly involved in Authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision making 215 (30.2%) of the respondents indicated that their local government

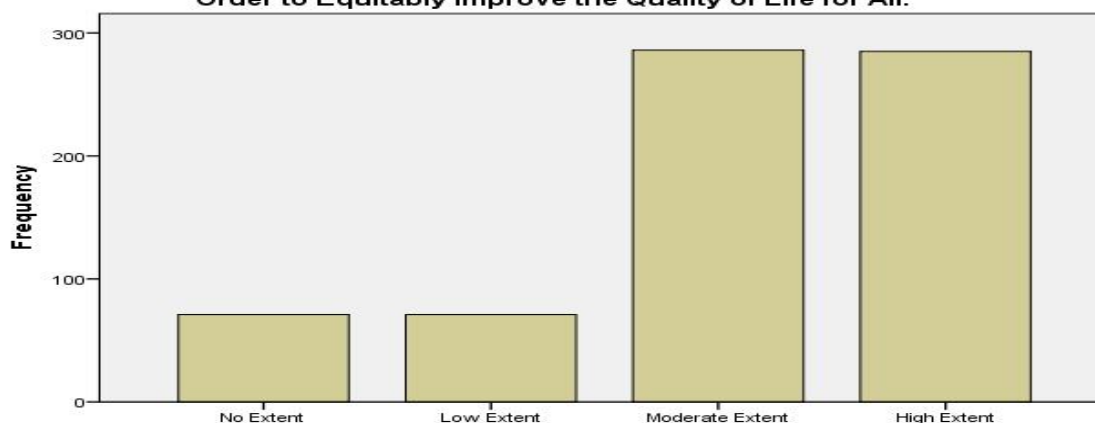
councils were moderately involved in it; 143(20.1%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.26: Taking a Proactive Approach to Service Delivery and Decision Making that Accounts for Underlying Differences in Opportunities, Burdens, and Needs, in Order to Equitably Improve the Quality of Life for All.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	71	10.0	10.0	19.9
Moderate Extent	286	40.1	40.1	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Taking a Proactive Approach to Service Delivery and Decision Making that Accounts for Underlying Differences in Opportunities, Burdens, and Needs, in Order to Equitably Improve the Quality of Life for All.



Taking a Proactive Approach to Service Delivery and Decision Making that Accounts for Underlying Differences in Opportunities, Burdens, and Needs, in Order to Equitably Improve the Quality of Life for All.

Figure 4.26: Taking a Proactive Approach to Service Delivery and Decision Making that Accounts for Underlying Differences in Opportunities, Burdens, and Needs, in Order to Equitably Improve the Quality of Life for All.

Source: Researcher's Field Work, 2021

The result in table 4.26 above revealed that 285 (40.0%) of the respondents indicated that their local government councils were highly involved in Taking a proactive approach to service delivery and decision making those accounts for underlying differences in opportunities, burdens, and needs, in order to equitably improve the quality of life for all. 286

(40.1%) of the respondents indicated that their local government councils were moderately involved in it; 71 (10.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.27: Driving Measures, Goals, and Plans Around Diversity, Equity, and Inclusion within your Organization and Community; Communicating the Vision for Why and How Achieving These Goals will Improve the Organization and Service Delivery.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	142	19.9	19.9	29.9
Moderate Extent	213	29.9	29.9	59.7
High Extent	287	40.3	40.3	100.0
Total	713	100.0	100.0	

Source: Researcher, Field Work, 2021

Driving Measures, Goals, and Plans Around Diversity, Equity, and Inclusion within your Organization and Community; Communicating the Vision for Why and How Achieving These Goals will Improve the Organization and Service Delivery.

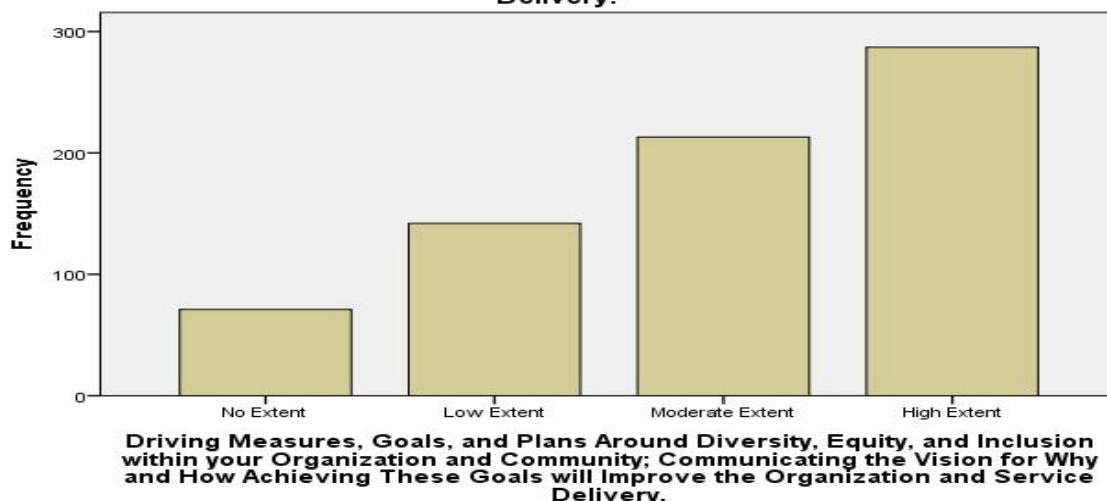


Figure 4.27: Driving Measures, Goals, and Plans Around Diversity, Equity, and Inclusion within your Organization and Community; Communicating the Vision for Why and How Achieving These Goals will Improve the Organization and Service Delivery.

Source: Researcher's Field Work, 2021

The result in table 4.27 above revealed that 287 (40.3%) of the respondents indicated that their local government councils were highly involved in Driving measures, goals, and plans around diversity, equity, and inclusion within your organisation and community;

communicating the vision for why and how achieving these goals will improve the organisation and service delivery. 213 (29.9%) of the respondents indicated that their local government councils were moderately involved in it; 142 (19.9%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.28: Understanding and Championing Sustainable Support Mechanisms Such as Affinity Groups, Mentoring Programs, and Cultural Celebrations

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	143	20.1	20.1	20.1
Low Extent	286	40.1	40.1	60.2
Moderate Extent	71	10.0	10.0	70.1
High Extent	213	29.9	29.9	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

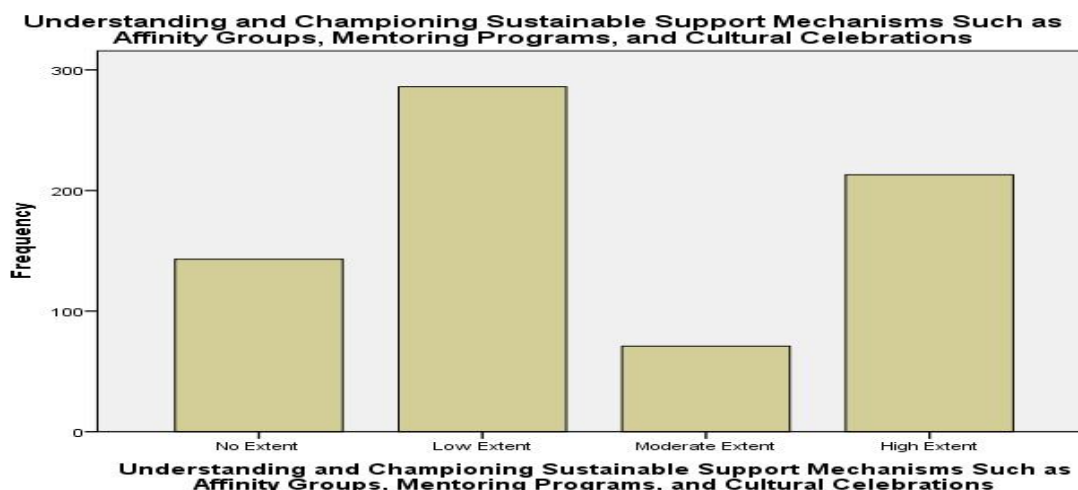


Figure 4.28: Understanding and Championing Sustainable Support Mechanisms Such as Affinity Groups, Mentoring Programs, and Cultural Celebrations

Source: Researcher’s Field Work, 2021

The result in table 4.28 above revealed that 213 (29.9%) of the respondents indicated that

their local government councils were highly involved in “Understanding and championing sustainable support mechanisms such as affinity groups, mentoring programs, and cultural

celebrations 71 (10.0%) of the respondents indicated that their local government councils were moderately involved in it; 286 (40.1%) of the respondents indicated that their local government councils were lowly involved in it while 143 (20.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.29: Educating the Organization on Common Behaviors That Advance Diversity and Inclusion Efforts and Address Implicit Biases

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	71	10.0	10.0	19.9
Moderate Extent	286	40.1	40.1	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher, Field Work, 2021

Educating the Organization on Common Behaviors That Advance Diversity and Inclusion Efforts and Address Implicit Biases

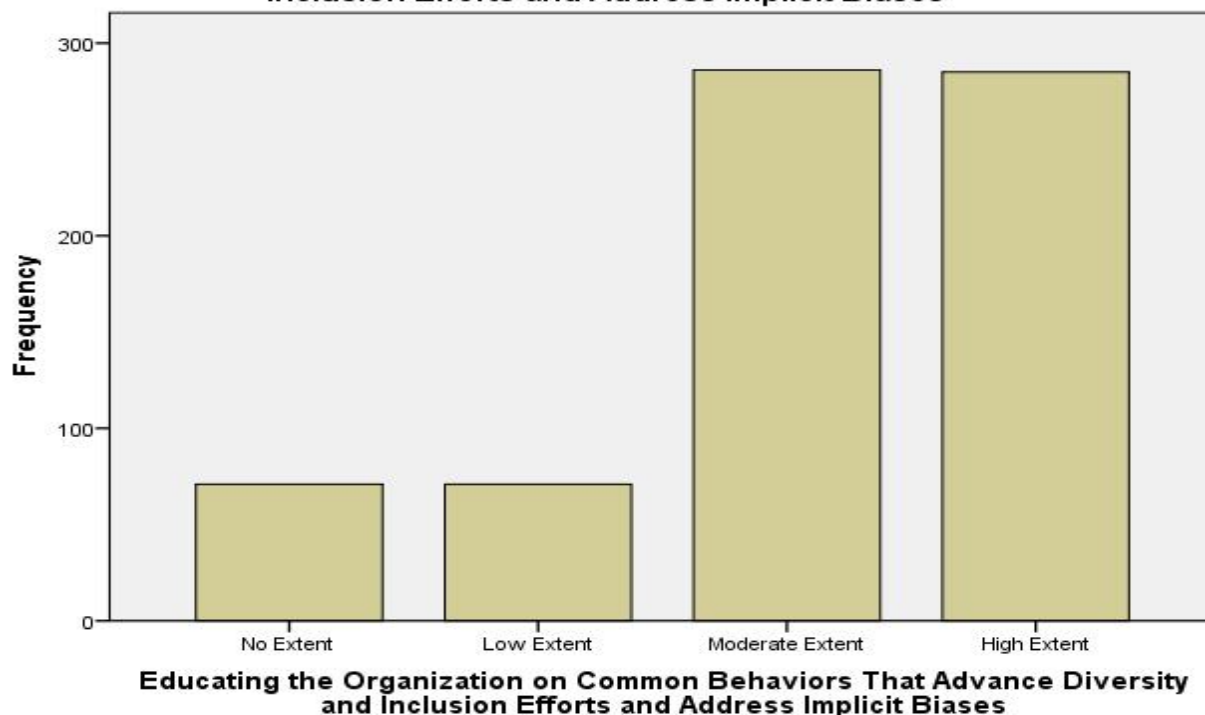


Figure 4.29: Educating the Organization on Common Behaviors That Advance Diversity and Inclusion Efforts and Address Implicit Biases

Source: Researcher's Field Work, 2021

The result in table 4.30 above revealed that 285(40.0%) of the respondents indicated that their

local government councils were highly involved in Educating the organisation on common behaviors that advance diversity and inclusion efforts and address implicit biases 286 (40.1%) of the respondents indicated that their local government councils were moderately involved in it; 71(10.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.30: Being Aware of and Acknowledging Culturally Significant Events and Holy Days for Employees and Community Members

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	46	6.5	6.5	6.5
Low Extent	80	11.2	11.2	17.7
Moderate Extent	315	44.2	44.2	61.9
High Extent	272	38.1	38.1	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Being Aware of and Acknowledging Culturally Significant Events and Holy Days for Employees and Community Members

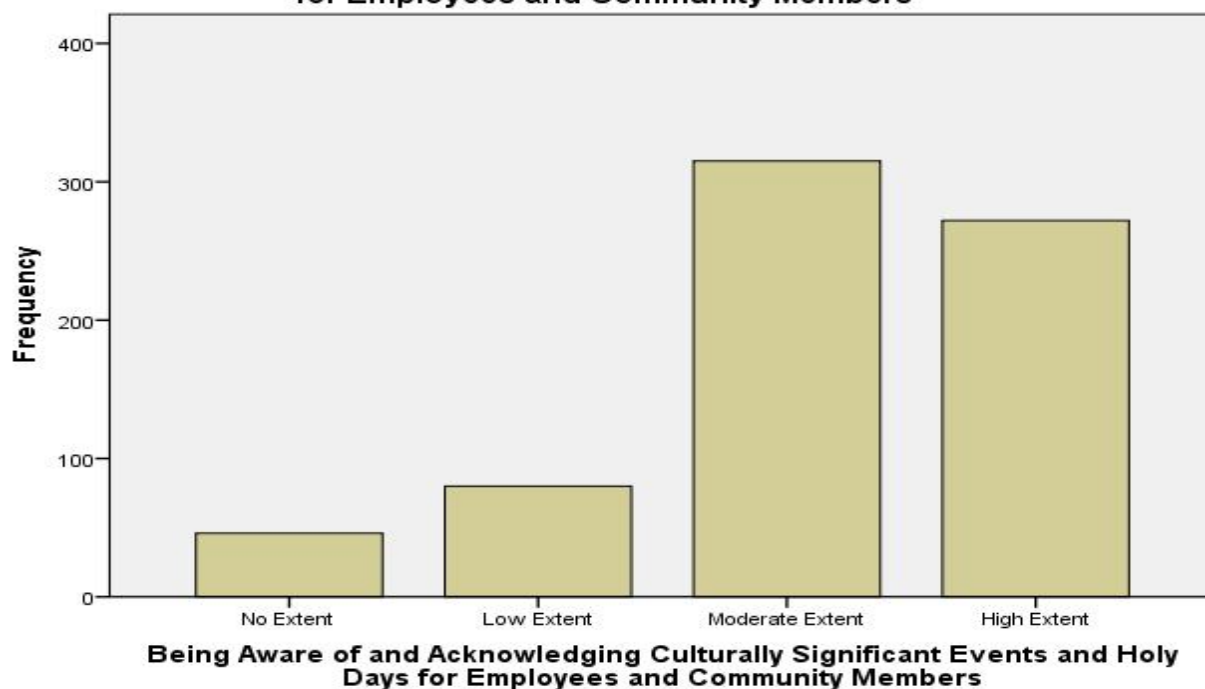


Figure 4.30: Being Aware of and Acknowledging Culturally Significant Events and Holy Days for Employees and Community Members

Source: Researcher's Field Work, 2021

The result in table 4.30 above revealed that 272 (38.1%) of the respondents indicated that their local government councils were highly involved in Being aware of and acknowledging culturally significant events and holy days for employees and community members 315 (44.2%) of the respondents indicated that their local government councils were moderately involved in it; 80 (11.2%) of the respondents indicated that their local government councils were lowly involved in it while 46 (6.5%) of the respondents indicated that their local government councils were not involved in it.

Table 4.31: Creating Opportunities for Employees and Community Members to Learn about Each Other’s Cultural Backgrounds

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	142	19.9	19.9	19.9
Low Extent	142	19.9	19.9	39.9
Moderate Extent	142	19.9	19.9	59.8
High Extent	286	40.1	40.2	100.0
Total	712	99.9	100.0	
Missing System	1	.1		
Total	713	100.0		

Source: Researcher’s Field Work, 2021

Creating Opportunities for Employees and Community Members to Learn about Each Other’s Cultural Backgrounds



Figure 4.31: Creating Opportunities for Employees and Community Members to Learn about Each Other’s Cultural Backgrounds

Source: Researcher’s Field Work, 2021

The result in table 4.31 above revealed that 287 (40.3%) of the respondents indicated that their local government councils were highly involved in Creating opportunities for employees and community members to learn about each other’s cultural backgrounds 142 (19.9%) of the respondents indicated that their local government councils were moderately involved in it; 142 (19.9%) of the respondents indicated that their local government councils were lowly involved in it while 142 (19.9%) of the respondents indicated that their local government councils were not involved in it.

Table 4.32: Energizing the Team to Reach a Higher Level of Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	72	10.1	10.1	10.1
Low Extent	214	30.0	30.0	40.1
Moderate Extent	71	10.0	10.0	50.1
High Extent	356	49.9	49.9	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

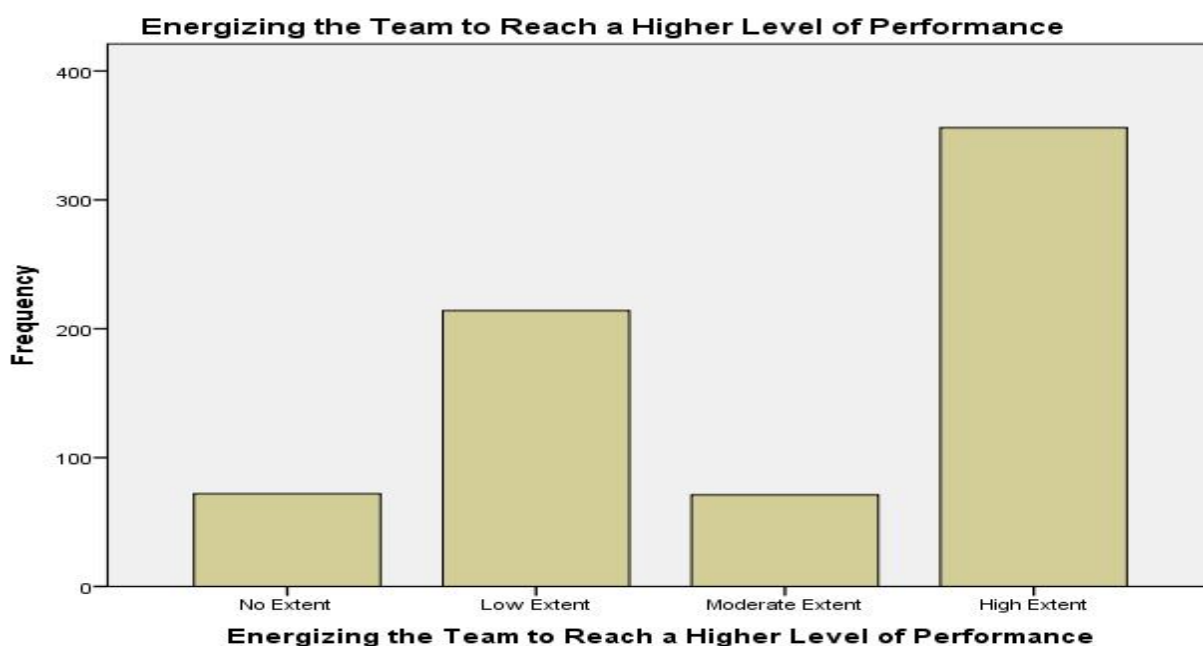


Figure 4:32: Energizing the Team to Reach a Higher Level of Performance

Source: Researcher’s Field Work, 2021

The result in table 4.32 above revealed that 356 (49.9%) of the respondents indicated that

their local government councils were highly involved in Energizing the team to reach a higher level of performance; 71 (10.0%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while 72 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.33: Providing the Team with a Sense of Direction and Purpose, and Balancing the Big Picture Framework with Day- to –Day Operations

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	143	20.1	20.1	20.1
Low Extent	72	10.1	10.1	30.2
Moderate Extent	285	40.0	40.0	70.1
High Extent	213	29.9	29.9	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

Providing the Team with a Sense of Direction and Purpose, and Balancing the Big Picture Framework with Day- to –Day Operations

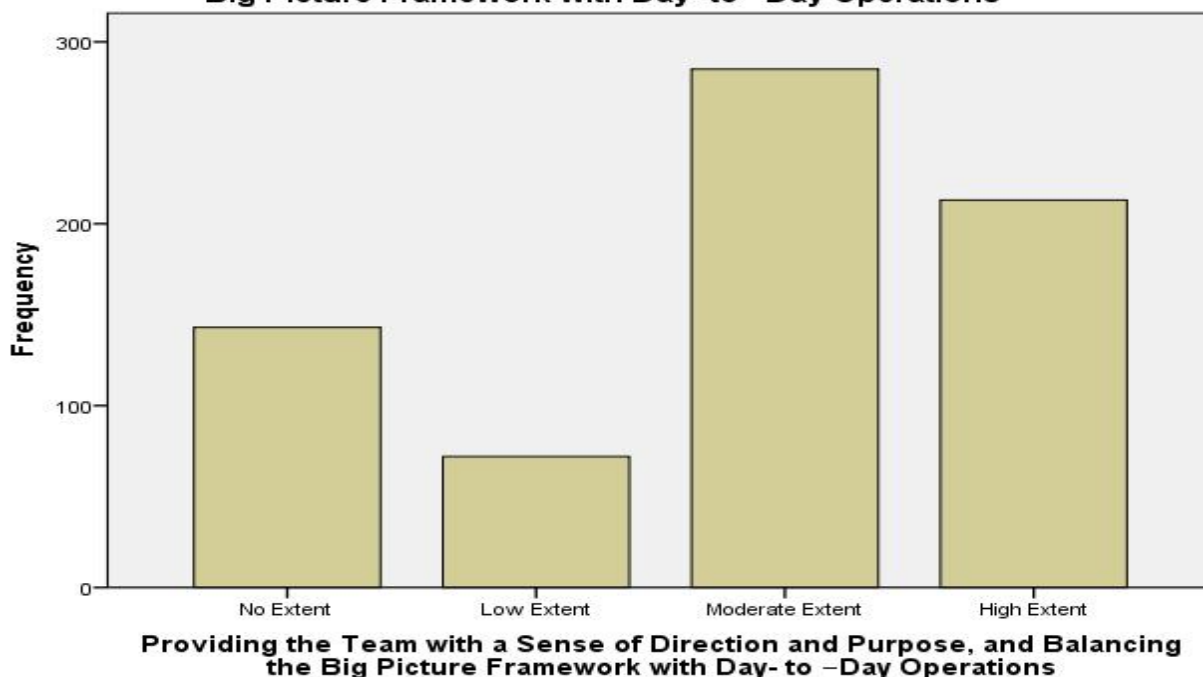


Figure 4.33: Providing the Team with a Sense of Direction and Purpose, and Balancing the Big Picture Framework with Day- to –Day Operations

Source: Researcher’s Field Work, 2021

The result in table 4.33 above revealed that 213 (29.9%) of the respondents indicated that their local government councils were highly involved in Providing the team with a sense of direction and purpose, and balancing the big picture framework with day- to –day operations; 285 (40.1%) of the respondents indicated that their local government councils were moderately involved in it; 72 (10.1%) of the respondents indicated that their local government councils were lowly involved in it while 143 (20.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.34: Prioritizing Collaboration and Efforts that Create a Shared Sense of Success

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	213	29.9	29.9	39.8
Moderate Extent	214	30.0	30.0	69.8
High Extent	215	30.2	30.2	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

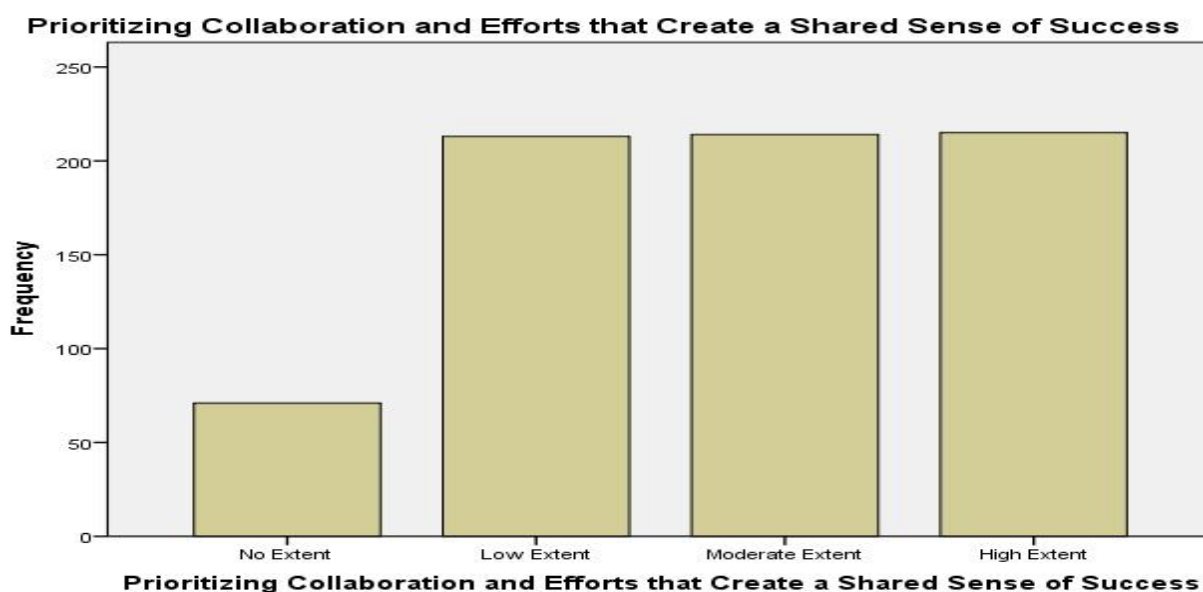


Figure 4.34: Prioritizing Collaboration and Efforts that Create a Shared Sense of Success

Source: Researcher’s Field Work, 2021

The result in table 4.34 above revealed that 215 (30.2%) of the respondents indicated that their local government councils were highly involved in Prioritizing collaboration and efforts that create a shared sense of success; 214 (30.0%) of the respondents indicated that their local government councils were moderately involved in it; 213 (29.9%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.35: Being a Role Model and Demonstrating Behaviour Expected by Others

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	214	30.0	30.0	40.0
Moderate Extent	285	40.0	40.0	79.9
High Extent	143	20.1	20.1	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

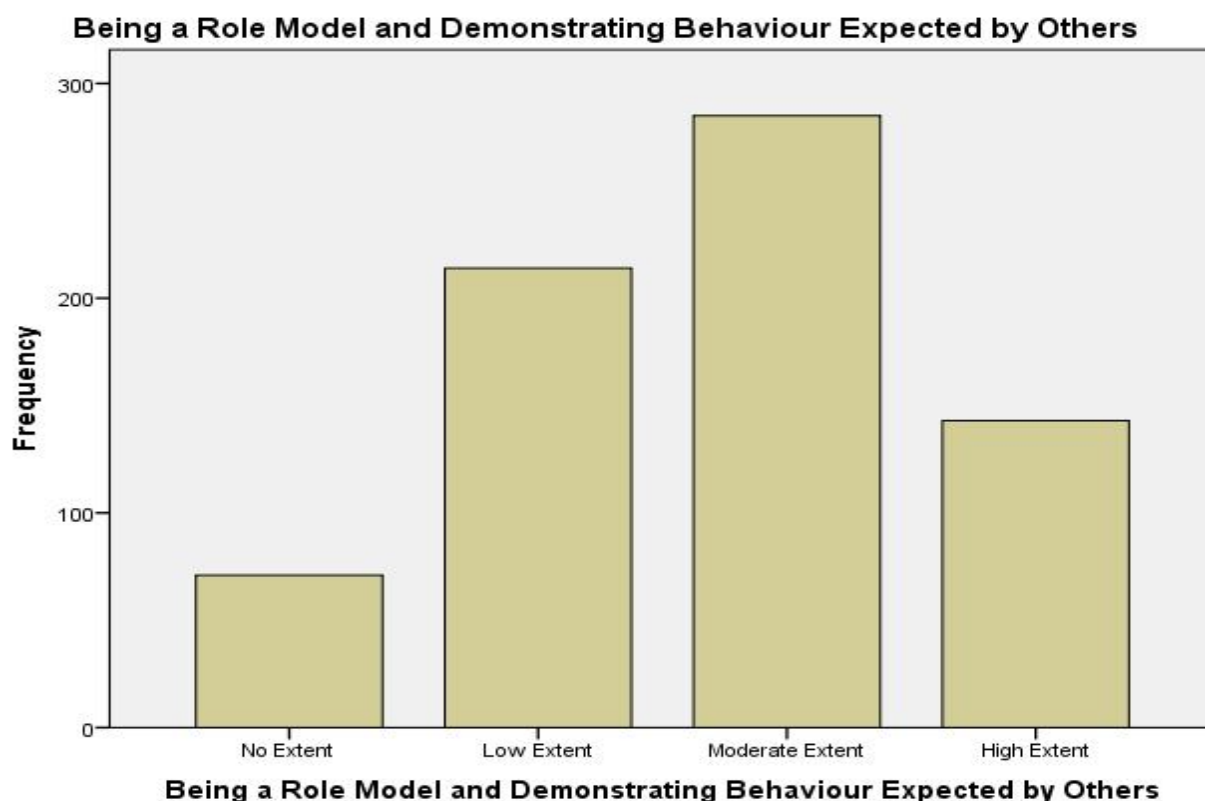


Figure 4.35: Being a Role Model and Demonstrating Behaviour Expected by Others

Source: Researcher's Field Work, 2021

The result in table 4.35 above revealed that 143 (20.1%) of the respondents indicated that

their local government councils were highly involved in Being a role model and demonstrating organisation expected by others; 285 (40.0%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.36: Developing Meaningful Connections with People at all Levels of the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	72	10.1	10.1	10.1
Low Extent	214	30.0	30.0	40.1
Moderate Extent	142	19.9	19.9	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Developing Meaningful Connections with People at all Levels of the Organization

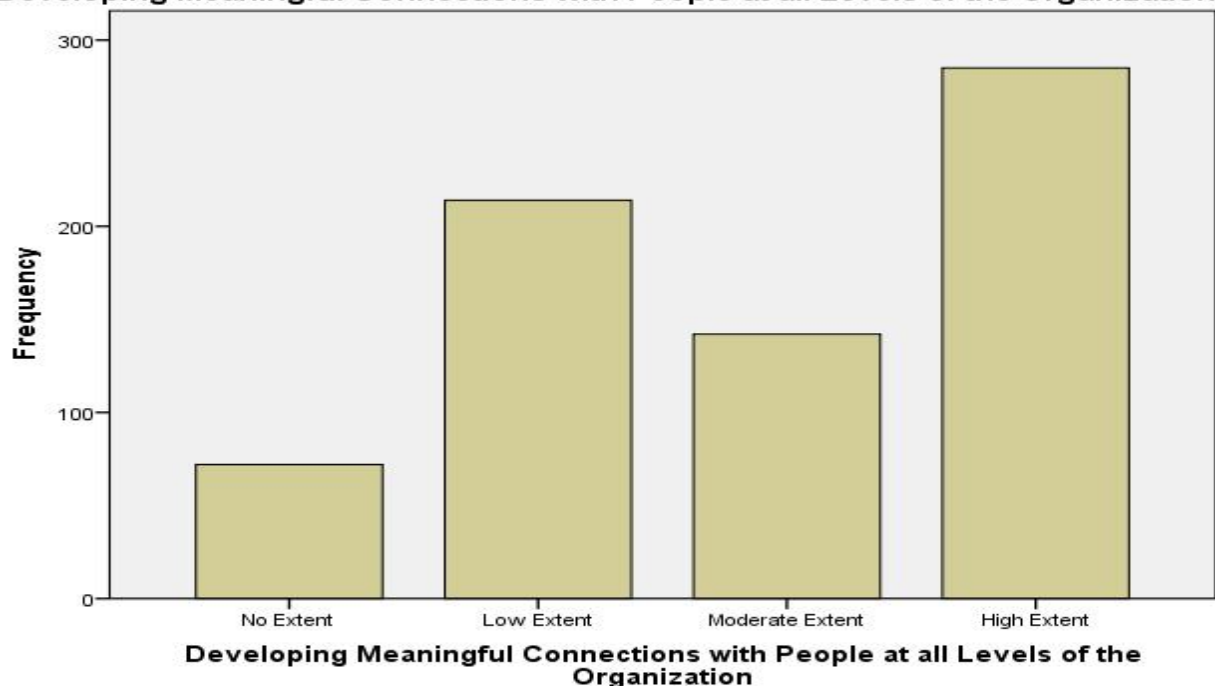


Figure 4.36: Developing Meaningful Connections with People at all Levels of the Organization

Source: Researcher's Field Work, 2021

170

The result in table 4.36 above revealed that; 285 (40.0%) of the respondents indicated that their local government councils were highly involved in Developing meaningful connections with people at all levels of the organisation; 142 (19.9%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while; 72 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.37: Facilitating Teamwork.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	42	5.9	5.9	5.9
Low Extent	142	19.9	19.9	25.8
Moderate Extent	180	25.2	25.2	51.1
High Extent	349	48.9	48.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

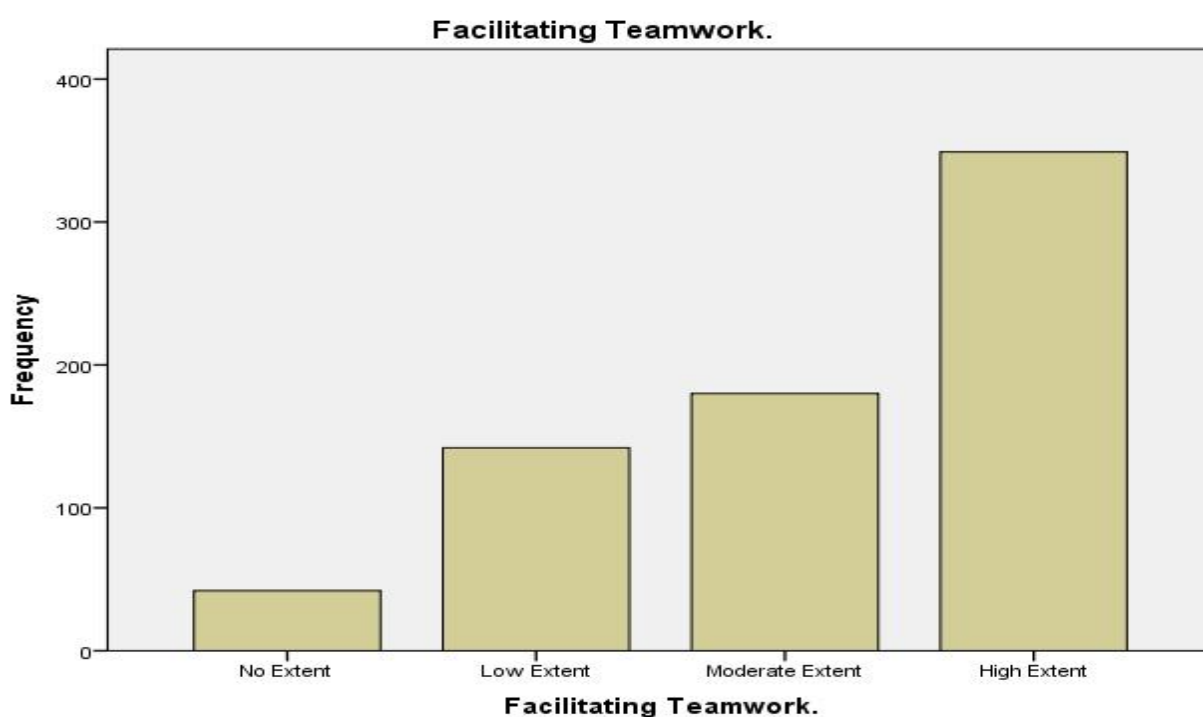


Figure 4.37: Facilitating Teamwork.

Source: Researcher's Field Work, 2021

The result in table 4.37 above revealed that 349 (48.9%) of the respondents indicated that their

171

local government councils were highly involved in facilitating teamwork; 180 (25.2%) of the respondents indicated that their local government councils were moderately involved in it; 142 (19.9%) of the respondents indicated that their local government councils were lowly involved in it while 42 (5.9%) of the respondents indicated that their local government councils were not involved in it.

Table 4.38: Setting Clear Expectations for the Organization and Work Groups

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	214	30.0	30.0	40.0
Moderate Extent	143	20.1	20.1	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

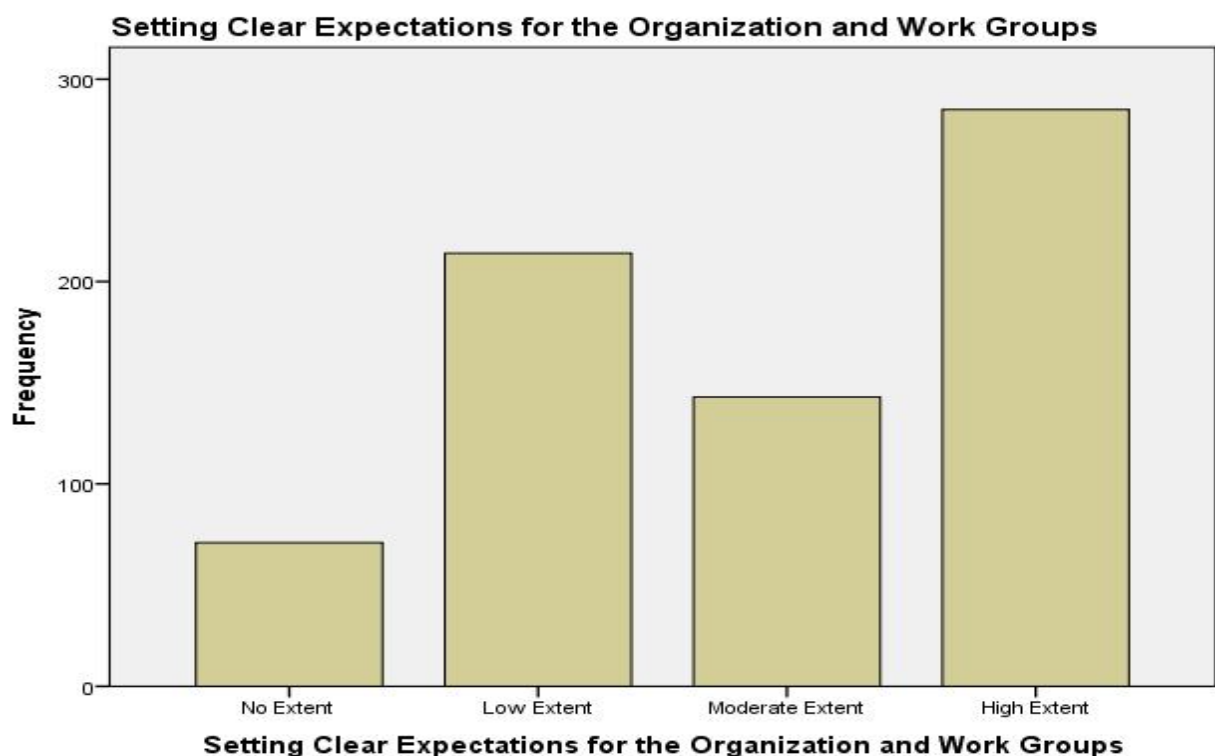


Figure 4.38: Setting Clear Expectations for the Organization and Work Groups

Source: Researcher's Field Work, 2021

The result in table 4.38 above revealed that; 285 (40.0%) of the respondents indicated that

172

their local government councils were highly involved in Setting clear expectations for the organisation and work groups; 143 (20.1%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.39: Creating an Empowering Work Environment that Encourages Responsibility and Decision Making at all Organizational Levels

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	99	13.9	13.9	13.9
Low Extent	156	21.9	21.9	35.8
Moderate Extent	193	27.1	27.1	62.8
High Extent	265	37.2	37.2	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Creating an Empowering Work Environment that Encourages Responsibility and Decision Making at all Organizational Levels

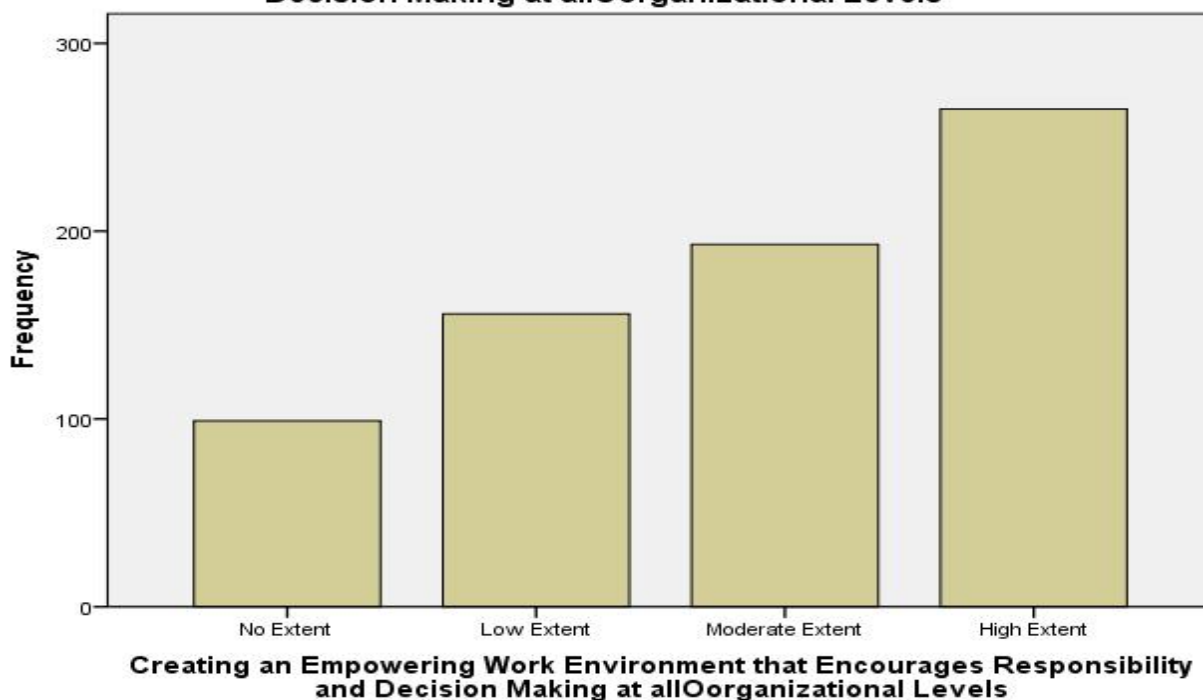


Figure 4.39: Creating an Empowering Work Environment that Encourages Responsibility and Decision Making at all Organizational Levels

Source: Researcher’s Field Work, 2021

The result in table 4.39 above revealed that 265 (37.2%) of the respondents indicated that their local government councils were highly involved in Creating an empowering work environment that encourages responsibility and decision making at all organisational levels;

193 (27.1%) of the respondents indicated that their local government councils were moderately involved in it; 156 (21.9%) of the respondents indicated that their local government councils were lowly involved in it while 99 (13.9%) of the respondents indicated that their local government councils were not involved in it.

Table 4.40: Delegating: Assigning Responsibility to Others and Relying on Staff

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	72	10.1	10.1	10.1
Low Extent	286	40.1	40.1	50.2
Moderate Extent	142	19.9	19.9	70.1
High Extent	213	29.9	29.9	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

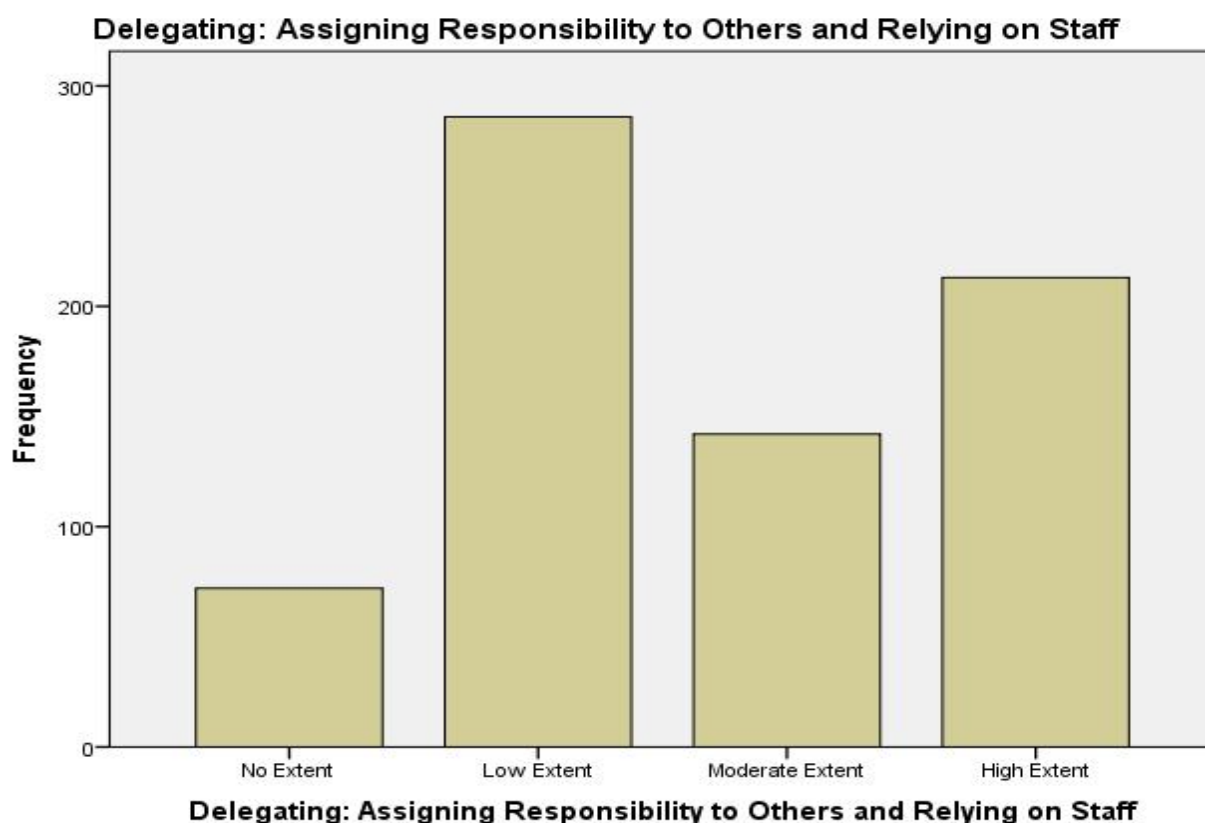


Figure 4.40: Delegating: Assigning Responsibility to Others and Relying on Staff
Source: Researcher's Field Work, 2021

The result in table 4.40 above revealed that 213 (29.9%) of the respondents indicated that

174

their local government councils were highly involved in Delegating: assigning responsibility to others and relying on staff 142 (19.9%) of the respondents indicated that their local government councils were moderately involved in it; 286 (40.1%) of the respondents indicated that their local government councils were lowly involved in it while 72 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.41: Coaching and Mentoring: Providing Direction, Support, and Feedback to Enable Others to Meet their Full Potentials

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	285	40.0	40.0	49.9
Moderate Extent	214	30.0	30.0	79.9
High Extent	143	20.1	20.1	100.0
Total	713	100.0	100.0	

Coaching and Mentoring: Providing Direction, Support, and Feedback to Enable Others to Meet their Full Potentials

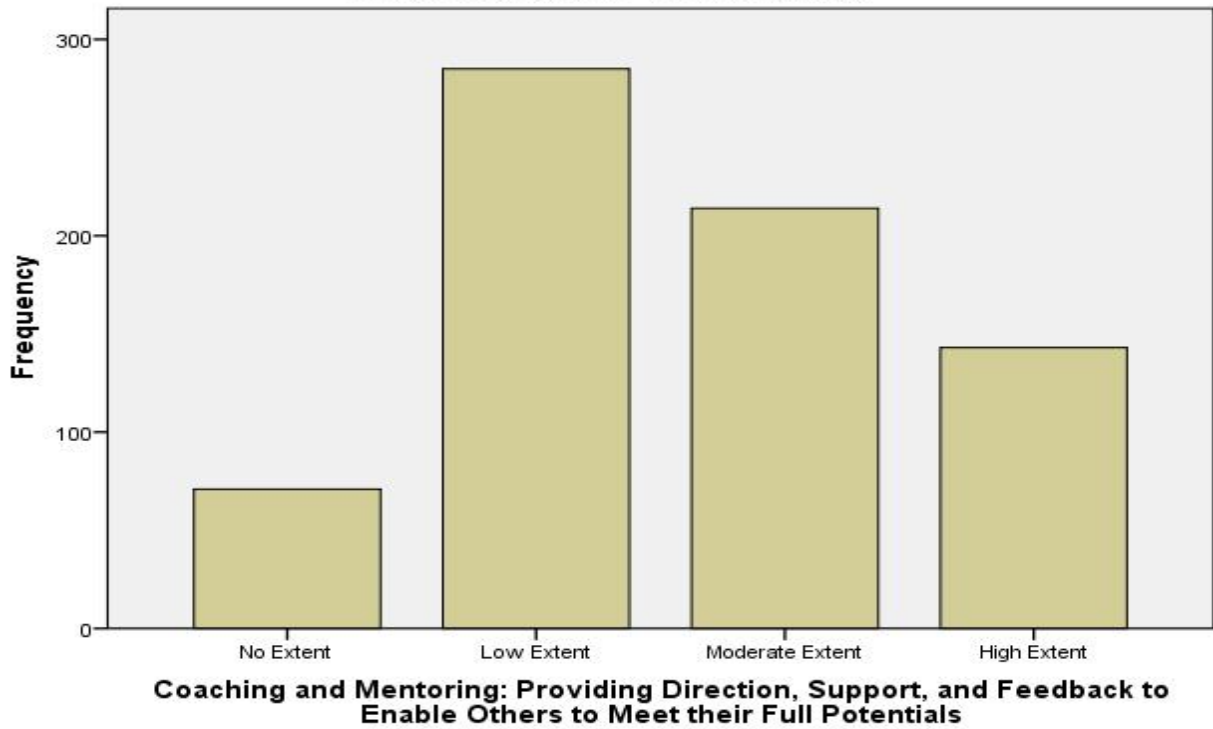


Figure 4.41: Coaching and Mentoring: Providing Direction, Support, and Feedback to Enable Others to Meet their Full Potentials

Source: Researcher’s Field Work, 2021

The result in table 4.41 above revealed that; 143 (20.1%) of the respondents indicated that

175

their local government councils were highly involved in “Coaching and mentoring: providing direction, support, and feedback to enable others to meet their full potentials; 214 (30.0%) of the respondents indicated that their local government councils were moderately involved in it; 285 (40.0%) of the respondents indicated that their local government councils were lowly involved in it while; 71 (10.1%) of the respondents indicated that their local government councils were not involved in it.

Table 4.42: Conducting Effective Performances Evaluations, Reviewing Success and Opportunities for Achievement of Goals and Work Objectives, Providing Constructive Feedback, and Identifying Others Developmental Needs and Available Ways to Address Those Needs

	Frequenc y	Percent	Valid Percent	Cumulative Percent

Valid	No Extent	71	10.0	10.0	10.0
	Low Extent	144	20.2	20.2	30.2
	Moderate Extent	213	29.9	29.9	60.0
	High Extent	285	40.0	40.0	100.0
	Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

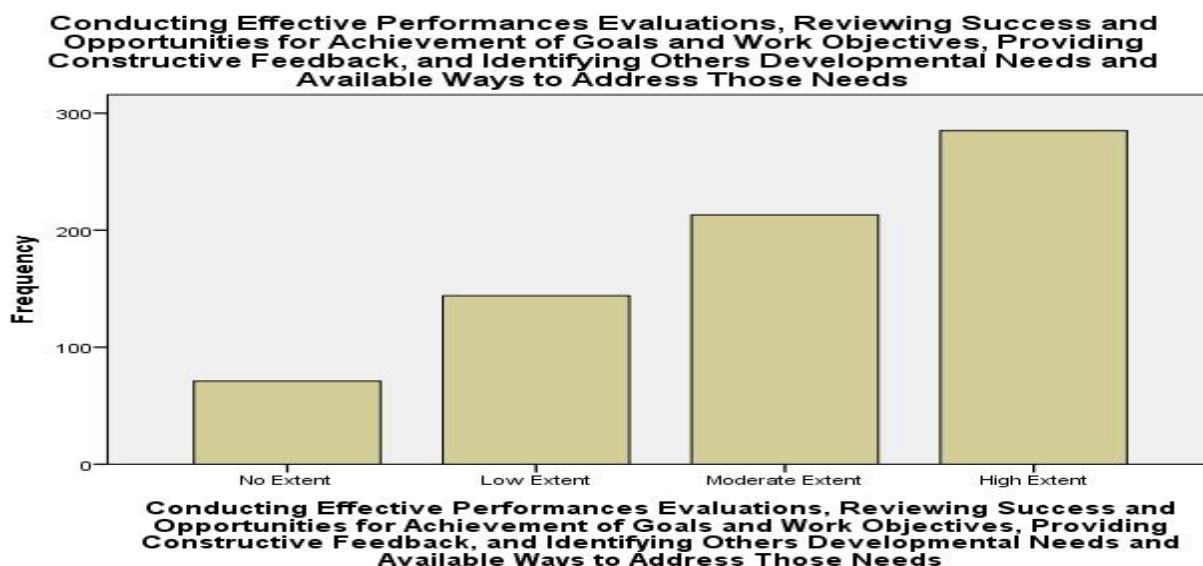


Figure 4.42: Conducting Effective Performances Evaluations, Reviewing Success and Opportunities for Achievement of Goals and Work Objectives, Providing Constructive Feedback, and Identifying Others Developmental Needs and Available Ways to Address Those Needs

Source: Researcher's Field Work, 2021

176

The result in table 4.42 above revealed that; 285 (40.0%) of the respondents indicated that their local government councils were highly involved in Conducting effective performances evaluations, reviewing success and opportunities for achievement of goals and work objectives, providing constructive feedback, and identifying others developmental needs and available ways to address those needs; 213 (29.9%) of the respondents indicated that their local government councils were moderately involved in it; 144 (20.2%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0 %) of the respondents indicated that their local government councils were not involved in it.

Table 4.43: Creating a Positive Atmosphere where Interactions Are Based in Respect and Professionalism

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low Extent	143	20.1	20.1	20.1
Moderate Extent	357	50.1	50.1	70.1
High Extent	213	29.9	29.9	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

Creating a Positive Atmosphere where Interactions Are Based in Respect and Professionalism

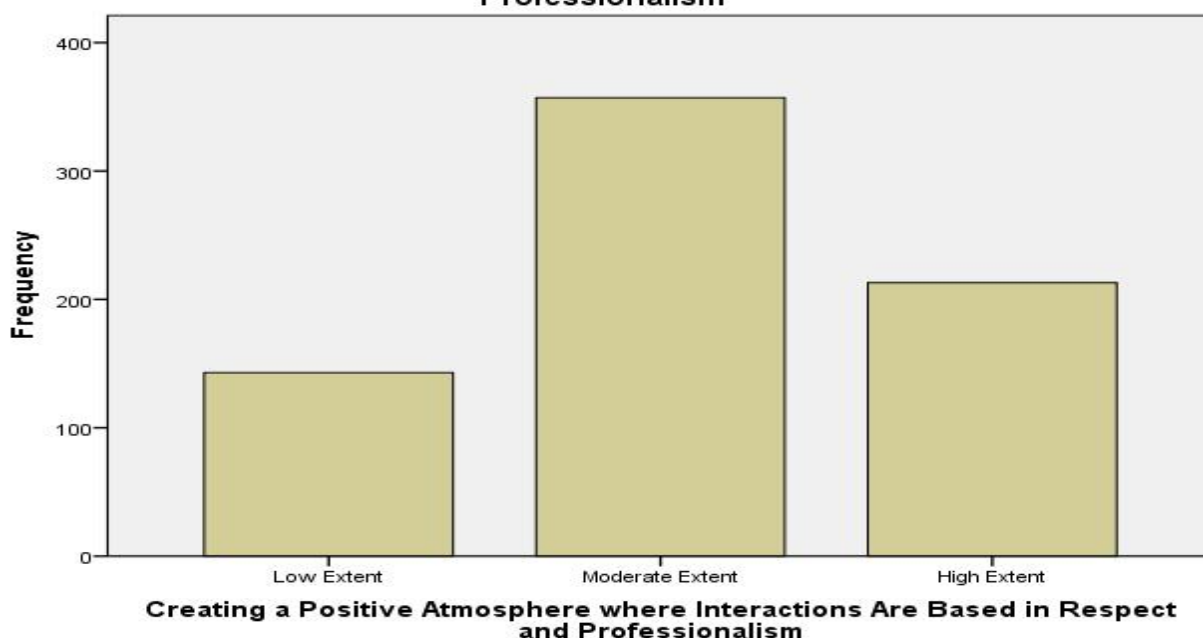


Figure 4.44: Creating a Positive Atmosphere where Interactions Are Based in Respect and Professionalism

Source: Researcher's Field Work, 2021

177

The result in table 4.43 above revealed that; 213 (29.9%) of the respondents indicated that their local government councils were highly involved in Creating a positive atmosphere where interactions are based in respect and professionalism; 357 (50.1%) of the respondents indicated that their local government councils were moderately involved in it while; 143 (20.1%) of the respondents indicated that their local government councils were lowly involved in it

Table 4.44: Modeling Healthy Work Habits to your Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low Extent	357	50.1	50.1	50.1

Moderate Extent	71	10.0	10.0	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

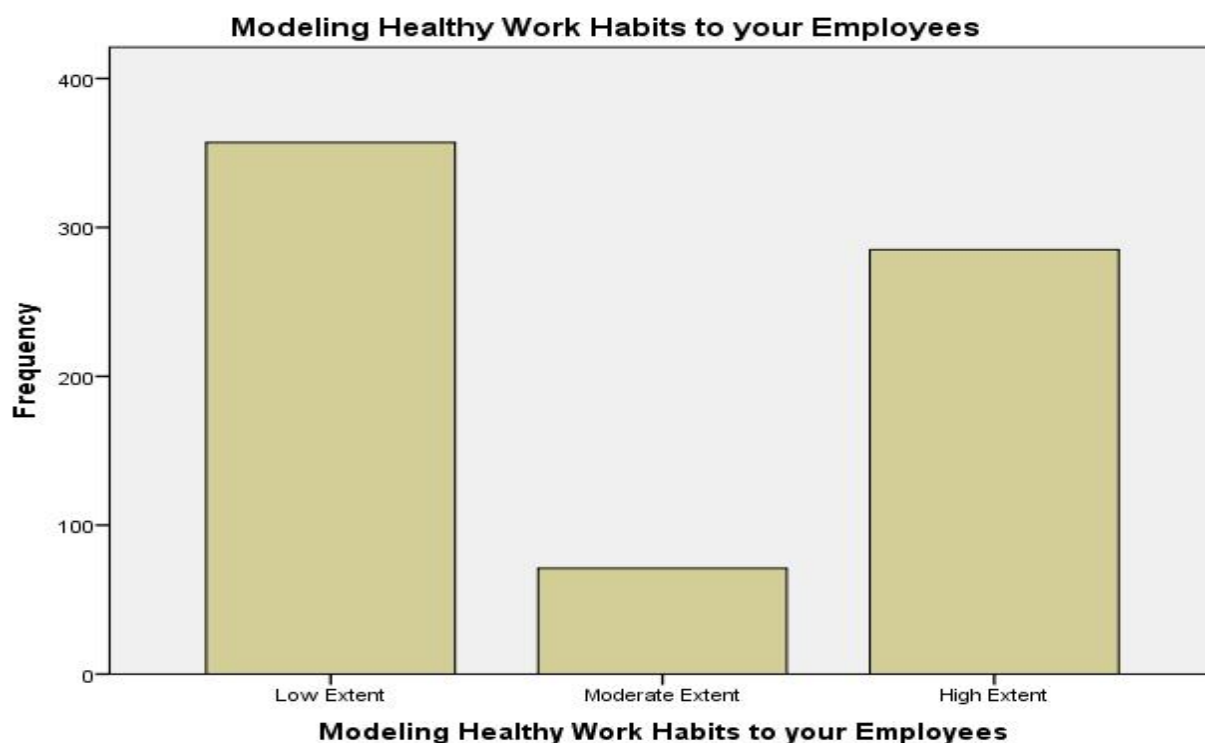


Figure 4.45: Modeling Healthy Work Habits to your Employees

Source: Researcher's Field Work, 2021

The result in table 4.44 above revealed that; 285 (40.0%) of the respondents indicated that

178

their local government councils were highly involved in Modeling healthy work habits to your employees; 71(10.0%) of the respondents indicated that their local government councils were moderately involved in it while; 357 (50.1%) of the respondents indicated that their local government councils were lowly involved in it.

Table 4.45: Modeling a Healthy Lifestyle to your Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Extent	71	10.0	10.0	10.0

Low Extent	143	20.1	20.1	30.0
Moderate Extent	285	40.0	40.0	70.0
High Extent	214	30.0	30.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

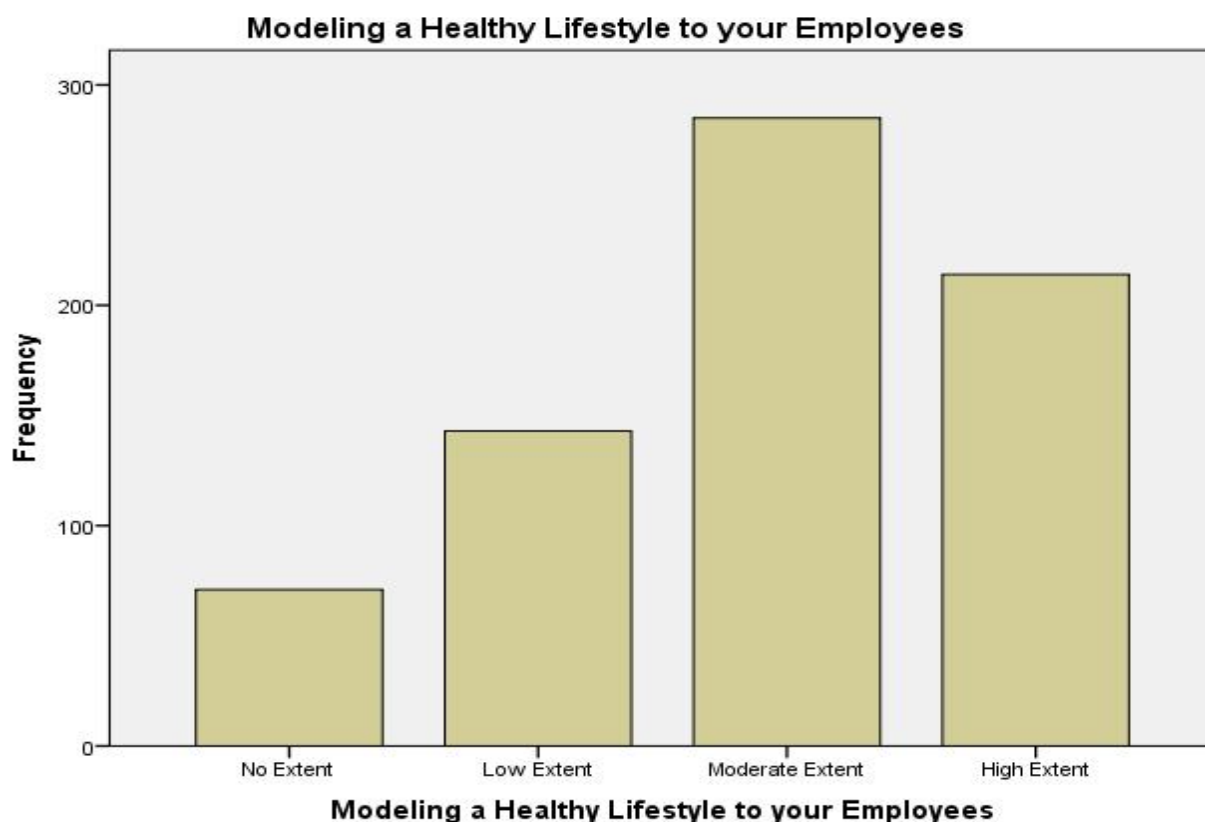


Figure 4.45: Modeling a Healthy Lifestyle to your Employees

Source: Researcher's Field Work, 2021

The result in table 4.45 above revealed that; 214 (30.0%) of the respondents indicated that

179

their local government councils were highly involved in Modeling a healthy lifestyle to your employees; 285 (40.0%) of the respondents indicated that their local government councils were moderately involved in it; 143 (20.1%) of the respondents indicated that their local government councils were lowly involved in it while; 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.46: Actively Encouraging a Personal and Professional Growth and Development Mindset Throughout the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Extent	71	10.0	10.0	10.0
Moderate Extent	357	50.1	50.1	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

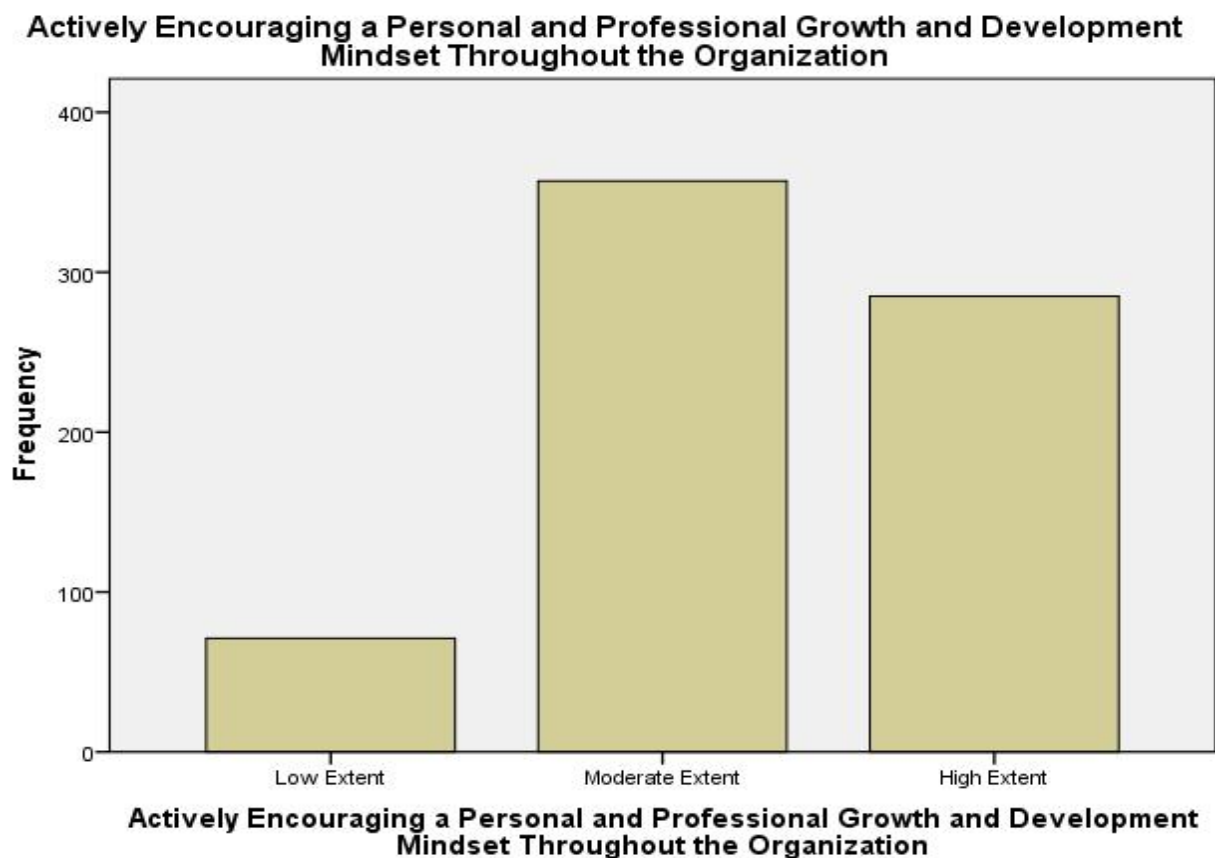


Figure 4.46: Actively Encouraging a Personal and Professional Growth and Development Mindset Throughout the Organization

Source: Researcher, Field Work, 2021

The result in table 4.46 above revealed that; 285 (40.0%) of the respondents indicated that

180

their local government councils were highly involved in; 357 (50.1%) of the respondents indicated that their local government councils were moderately involved in it while; 71 (10.0%) of the respondents indicated that their local government councils were lowly involved in it

Table 4.47: Seeking and Providing Support when Career Setbacks Occur

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	214	30.0	30.0	40.0
Moderate Extent	143	20.1	20.1	60.0
High Extent	285	40.0	40.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

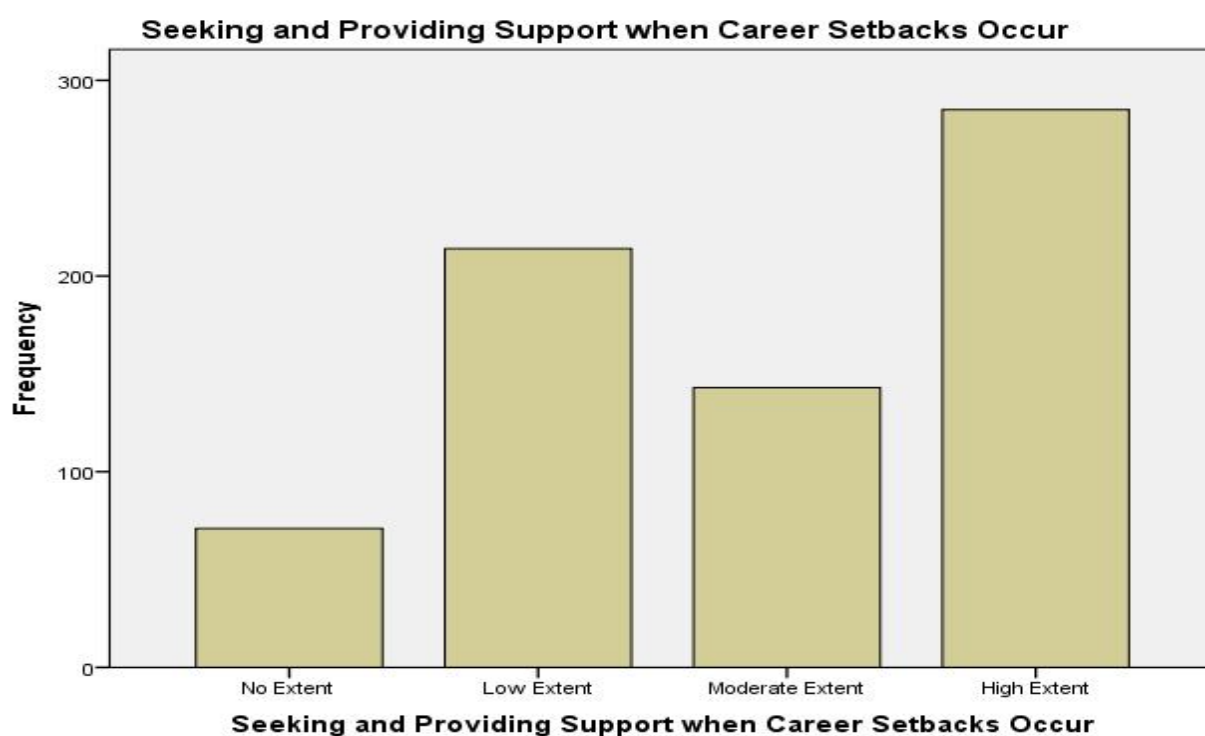


Figure 4.47: Seeking and Providing Support when Career Setbacks Occur

Source: Researcher's Field Work, 2021

The result in table 4.47 above revealed that 285 (40.0%) of the respondents indicated that their local government councils were highly involved in Seeking and providing support when

career setbacks occur; 143 (20.1%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while; 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.48: Periodically establishing personal development goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Extent	214	30.0	30.0	30.0
Moderate Extent	215	30.2	30.2	60.2
High Extent	284	39.8	39.8	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021



Figure 4.48: Periodically establishing personal development goals

Source: Researcher's Field Work, 2021

The result in table 4.48 above revealed that; 284 (39.8%) of the respondents indicated that their local government councils were highly involved in Periodically establishing personal

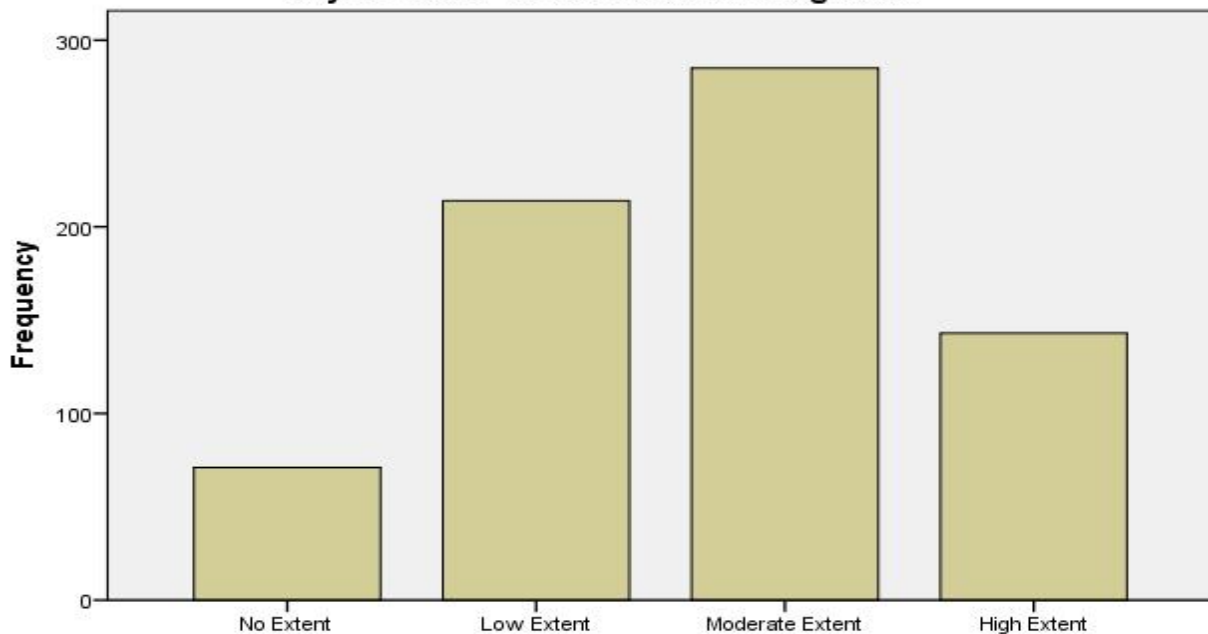
development goals; 215 (30.2%) of the respondents indicated that their local government councils were moderately involved in it while; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it.

Table 4.49: Successfully Integrating Work and Personal Responsibilities; Periodically Assessing yourself and Seeking Input from Trusted others on their Assessment of your Work – Life Balance or Integration

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	71	10.0	10.0	10.0
Low Extent	214	30.0	30.0	40.0
Moderate Extent	285	40.0	40.0	79.9
High Extent	143	20.1	20.1	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

Successfully Integrating Work and Personal Responsibilities; Periodically Assessing yourself and Seeking Input from Trusted others on their Assessment of your Work – Life Balance or Integration



Successfully Integrating Work and Personal Responsibilities; Periodically Assessing yourself and Seeking Input from Trusted others on their Assessment of your Work – Life Balance or Integration

Figure 4.49: Successfully Integrating Work and Personal Responsibilities; Periodically Assessing yourself and Seeking Input from Trusted others on their Assessment of your Work – Life Balance or Integration

Source: Researcher’s Field Work, 2021

The result in table 4.49 above revealed that; 143 (20.1%) of the respondents indicated that

their local government councils were highly involved in Successfully integrating work and personal responsibilities; periodically assessing yourself and seeking input from trusted

others on their assessment of your work – life balance or integration; 285 (40.0%) of the respondents indicated that their local government councils were moderately involved in it; 214 (30.0%) of the respondents indicated that their local government councils were lowly involved in it while 71 (10.0%) of the respondents indicated that their local government councils were not involved in it.

Table 4.50: Continually Practicing Mindfulness of your Stress Levels

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	84	11.8	11.8	11.8
Low Extent	207	29.0	29.0	40.8
Moderate Extent	179	25.1	25.1	65.9
High Extent	243	34.1	34.1	100.0
Total	713	100.0	100.0	

Source: Researcher’s Field Work, 2021

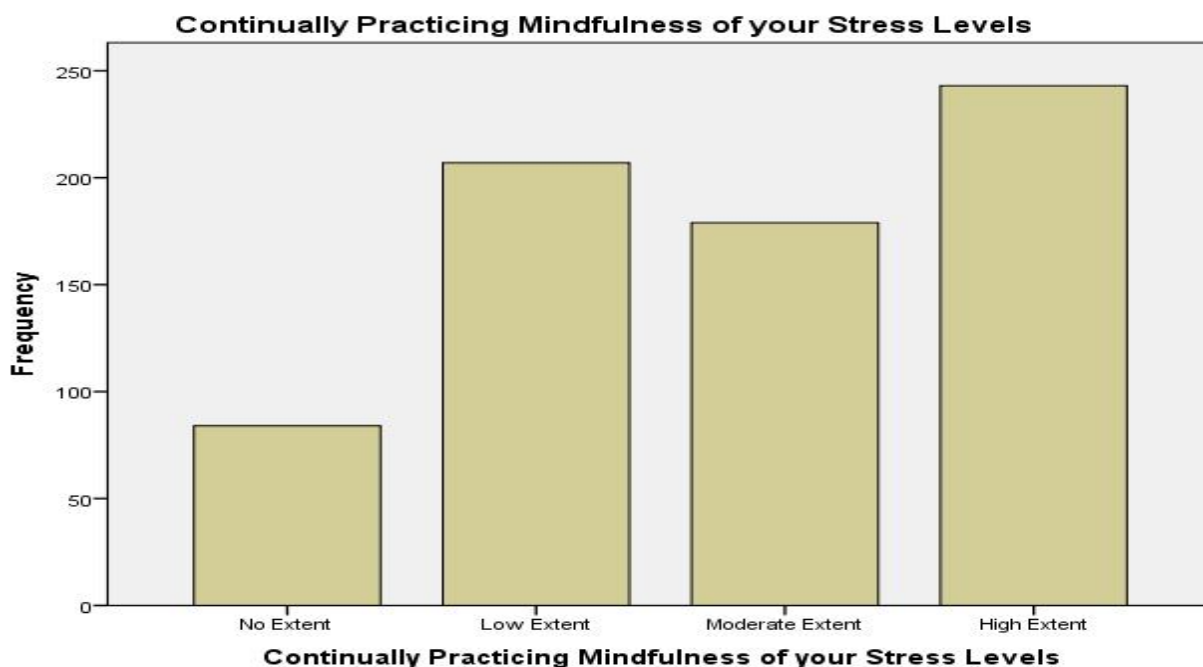


Figure 4.50: Continually Practicing Mindfulness of your Stress Levels

Source: Researcher Field Work, 2021

The result in table 4.50 above revealed that; 249 (34.1%) of the respondents indicated that

their local government councils were highly involved in Continually practicing mindfulness of your stress levels 179 (25.1%) of the respondents indicated that their local government

councils were moderately involved in it; 207 (29.0%) of the respondents indicated that their local government councils were lowly involved in it while; 84 (11.8%) of the respondents indicated that their local government councils were not involved in it.

Table 4.51: Identifying Areas where you Would Like to Gain Knowledge or Skills and Developing a Plan to Acquire those Skills and Knowledge.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Extent	70	9.8	9.8	9.8
Low Extent	64	9.0	9.0	18.8
Moderate Extent	372	52.2	52.2	71.0
High Extent	207	29.0	29.0	100.0
Total	713	100.0	100.0	

Source: Researcher's Field Work, 2021

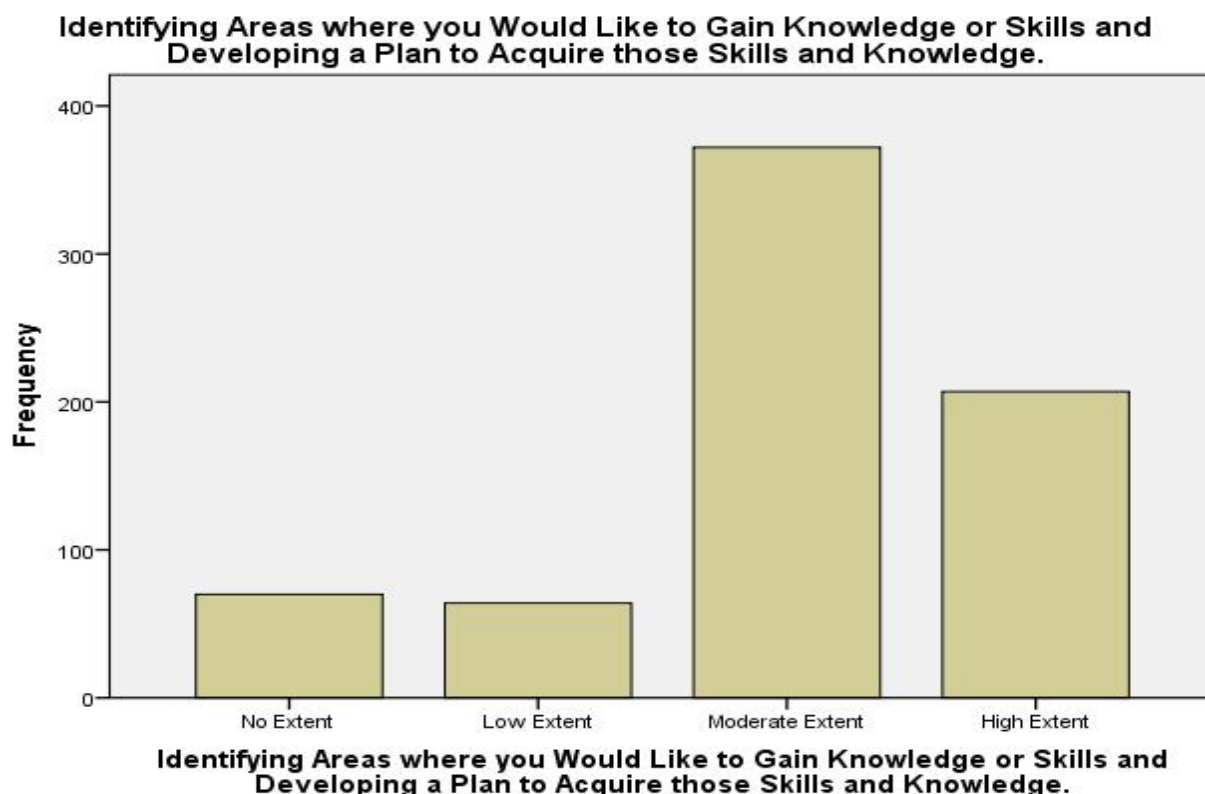


Figure 4.51: Identifying Areas where you Would Like to Gain Knowledge or Skills and Developing a Plan to Acquire those Skills and Knowledge.

Source: Researcher's Field Work, 2021

The result in table 4.51 above revealed that 207 (29.9%) of the respondents indicated that their local government councils were highly involved in Identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge;

372 (52.2%) of the respondents indicated that their local government councils were moderately involved in it; 64 (9.0%) of the respondents indicated that their local government councils were lowly involved in it while; 70 (9.8%) of the respondents indicated that their local government councils were not involved in it.

Testing of Research Questions

Research Question One: What is the extent of personal and professional integrity (i.e. being fair, honest, and ethical in all personal and professional relationships and activities) in selected Local Government Councils in Ekiti State? This was tested with the frequency distribution of responses to measures of personal and professional integrity (such as being fair, honest and ethical). The result is clearly shown in table 4.52 below:

Table 4.52: Frequency Distribution Of Involvement In The Practice Of Personal And Professional Integrity In The Selected Local Government Councils

S/N	Items:	High Extent (4)	Moderate Extent (3)	Low Extent (2)	No Extent (1)
1.	Fostering ethical behavior throughout the organisation through exemplary personal actions.	142 (19.9%)	357 (50.1%)	143 (20.1%)	71 (10.0%)
2.	Ensuring the decision-making model reflects integrity, honesty, and openness.	286 (40.1 %)	143 (20.1%)	213 (29.9%)	71 (10.0%)

Management Dimension:					
3.	Conducting professional relationships and activities fairly, honestly, ethically, and in conformance with the Local government Code of Ethics and the policies of your local government to maintain public confidence in profession and local government.	71 (10.0%)	357 (50.1%)	214 (30.0%)	71 (10.0%)
4.	Performing official and personal affairs in a manner that clearly conveys that you cannot be improperly influenced.	142 (19.9%)	143 (20.1%)	357 (50.1%)	71 (10.0%)
5.	Fostering ethical behavior throughout the organisation through staff training on administrative ethics and the Local government Code of Ethics.	71 (10.0%)	358 (50.2%)	213 (29.9%)	71 (10.0%)
6.	Holding staff accountable and instilling accountability into operations.	142 (19.9%)	213 (29.9%)	286 (40.1%)	72 (10.1%)
7.	Communicating ethical standards and guidelines to others.	213 (29.9%)	214 (30.0%)	71 (10.0%)	215 (30.2%)

Source: Researcher's field work 2021

The result in Table 4.52 revealed clearly that the proportion of respondents who indicated involvement of their local government councils in the practice of personal and professional integrity (i.e. from high involvement to low involvement) were more than the proportion of

the respondents who indicated none involvement of their local government councils in the practice of personal and professional integrity in their local government councils. Therefore, result from research question 1 indicate there is to a large extent personal and professional integrity among the staff of these selected local government councils.

Research Question Two: What is the extent of community engagement (i.e. ensuring and managing community involvement in Local Government to support good decision making) in selected Local Government Councils in Ekiti State? This was tested with the frequency distribution of responses to measures of community engagement. The result is clearly shown in table 4.53 below:

Table 4.53: Frequency Distribution of Involvement in The Practice Of Community Engagement In The Selected Local Government Councils

S/N	Items: To what extent is your Local Government involved in this?	High Extent (4)	Moderate Extent (3)	Low Extent (2)	No Extent (1)
8.	Leadership Dimension: Building relationships among Local, State, and Federal elected and appointed officials to advocate for the community.	71 (10.0%)	286 (40.1%)	285 (40.0%)	71 (10.0%)
9.	Ensuring robust public outreach in the policy –making process	304 (42.6%)	220 (30.9%)	142 (19.9%)	47 (6.6%)
10.	Respecting the governing body’s role in setting direction and vision, and helping staff and the community	142 (19.9%)	143 (20.1%)	357 (50.1%)	71 (10.0%)

11.	understand the governing body's role in the democratic process Working to promote civility in public discourse.	181 (25.4%)	357 (50.1%)	143 (20.1%)	32 (4.5%)
12.	Advocating for diverse viewpoints to be considered and helping the organisation seek them out when they are missing.	142 (19.9%)	357 (50.1%)	142 (19.9%)	72 (10.1%)
13.	Understanding the perspectives of elected officials and being mindful of competing public values in policy recommendation.	142 (19.9%)	357 (50.1%)	142 (19.9%)	72 (10.1%)
	Management Dimension:				
14.	Learning and respecting a community's history with various political, social and economic issues	215 (30.2%)	214 (30.0%)	213 (29.9%)	71 (10.0%)
15.	Engaging with and understanding the viewpoints of key stakeholders in the community; committing to ongoing communication about expectations, decisions, and outcomes	287 (40.3%)	142 (19.9%)	213 (29.9%)	71 (10.0%)
16.	Understanding emerging technologies that are designed to promote open dialogue between local government and constituents	213 (29.9%)	142 (19.9%)	286 (40.1%)	72 (10.1%)
17.	Employing a range of engagement, positive communication, and conflict resolution method.				

Source: Researcher's field work 2021

The result in Table 4.53 revealed clearly that the proportion of respondents who indicated involvement of their local government councils in the practice of community engagement

189

were more than the proportion of the respondents who indicated none involvement of their local government councils in the practice of community engagement in their local government councils. Therefore, result from research question 2 indicate that there is to a large extent the involvement of community engagement in the selected local government councils.

Research Question Three: How is equity and inclusion (i.e. creating and environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organisation and the community) in the selected Local Government Councils in Ekiti State? This was tested with the frequency distribution of responses to measures of involvement in equity and inclusion. The result is clearly shown in table 4.54 below.

Table 4.54: Frequency Distribution of Involvement in the Practice of Equity and Inclusion in the Selected Local Government Councils

S/N	Items:	High Extent	Moderate Extent	Low Extent	No Extent
18.	Leadership: Authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision making	284 (39.8%)	215 (30.2%)	143 (20.1%)	71 (10.0%)
19.	Taking a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens, and needs, in order to equitably	285 (40.0%)	286 (40.1%)	71 (10.0%)	71 (10.0%)

	improve the quality of life for all.				
	Management:				
20.	Driving measures, goals, and plans around diversity, equity, and inclusion within your organisation and community; communicating the vision for why and how achieving these goals will improve the organisation and service delivery.	287 (40.5%)	213 (29.9%)	142 (19.9%)	71 (10.0%)
21	Understanding and championing sustainable support mechanisms such as affinity groups, mentoring programs, and cultural celebrations	213 (29.9%)	71 (10.0%)	286 (40.1%)	143 (20.1%)
22	Educating the organisation on common behaviors that advance diversity and inclusion efforts and address implicit biases	285 (40.0%)	286 (40.1%)	71 (10.0%)	71 (10.0%)
23	Being aware of and acknowledging culturally significant events and holy days for employees and community members	272 (38.1%)	315 (44.2%)	80 (11.2%)	46 (6.5%)
24	Creating opportunities for employees and community members to learn about each other's cultural backgrounds, lives, and interests; building relationships through increased understanding e.t.c.	287 (40.3%)	142 (19.9%)	142 (19.9%)	142 (19.9%)

Source: Researcher's field work 2021

The result in Table 4.54 revealed clearly that the proportion of respondents who indicated involvement of their local government councils in the practice of equity and inclusion were more than the proportion of the respondents who indicated none involvement of their local

government councils in the practice of equity and inclusion in their local government councils. Therefore, the result from research question 3 indicates that there is to a large extent the practice of Equity and Inclusion in the selected local government councils.

191

Research Question Four: How is staff effectiveness (i.e. taking responsibility for the development, performance, and success of employees throughout the organisation) perceived in selected Local Government Council in Ekiti State? This was tested with the frequency distribution of responses to measures of involvement in equity and inclusion. The result is clearly shown in table 4.55 below:

Table 4.55: Frequency Distribution of Involvement in the Practice of Staff Effectiveness In The Selected Local Government Councils

S/N	Items:	High Extent	Moderate Extent	Low Extent	No Extent
	To what extent is your Local Government involved in this?				
25.	Leadership: Energizing the team to reach a higher level of performance	356(49.9%)	71 (10.0%)	214(30.0%)	72 (10.1%)
26.	Providing the team with a sense of direction and purpose, and balancing the big picture framework with day-to –day operations	213(29.9%)	285 (40.0%)	72 (10.1%)	143 (20.1%)
27.	Prioritizing collaboration and efforts that create a shared sense of success	215 (30.2%)	214 (30.0%)	213 (29.9%)	71 (10.0%)
28.	Being a role model and demonstrating organisation expected by others	143 (20.1%)	285 (40.0%)	214(30.0%)	72 (10.0%)
29.	Developing meaningful connections with people at all levels of the organisation	285 (40.0%)	142 (19.9%)	214 (30.0%)	71 (10.0%)

30.	Facilitating teamwork.	349 (48.9%)	180(25.2%)	142 (19.9%)	42 (5.9%)
31.	Management: Setting clear expectations for the organisation and work groups	285 (40.0%)	143 (20.1%)	214 (30.0%)	71 (10.0%)
32.	Creating an empowering work environment that encourages responsibility and decision making at all organisational levels	265 (37.2%)	193 (27.1%)	156 (21.9%)	99 (13.9%)
33.	Delegating: assigning responsibility to others and relying on staff	213 (29.9%)	142 (19.9%)	286 (40.1%)	72 (10.1%)
34.	Coaching and mentoring: providing direction, support, and feedback to enable others to meet their full potentials	143 (20.1%)	214 (30.0%)	285 (40.0%)	71 (10.0%)
35.	Conducting effective performances evaluations, reviewing success and opportunities for achievement of goals and work objectives, providing constructive feedback, and identifying others developmental needs and available ways to address those needs	285 (40.0%)	213 (29.9%)	144 (20.2%)	71 (10.0%)
36.	Creating a positive atmosphere where interactions are based in respect and professionalism	213 (29.9%)	357 (50.1%)	143 (20.1%)	

Source: Researcher's field work 2021

The result in Table 4.55 revealed clearly that the proportion of respondents who indicated involvement of their local government councils in the practice of equity and inclusion were more than the proportion of the respondents who indicated none involvement of their local

government councils in the practice of equity and inclusion in their local government councils. Therefore, the result from research question 4 indicates there is to large extent that the staff in selected local government councils are effective.

Research Question Five: What is the extent of personal resiliency and development

193

(i.e. demonstrating a commitment to a balanced life through on-going self-renewal and development in order to increase personal capacity) in selected Local Government Councils in Ekiti State? This was tested with the frequency distribution of responses to measures of involvement in equity and inclusion. The result is clearly shown in table 4.56 below

Table 4.56: Frequency Distribution of Involvement in the Practice Of Personal Resiliency And Development In The Selected Local Government Councils

1	Items: To what extent is your Local Government involve in this?	High Extent (4)	Moderate Extent (3)	Low Extent (2)	No Extent (1)
37.	Leadership: Modeling healthy work habits to your employees	285(40.0%)	71 (10.0%)	357 (50.1%)	
38.	Modeling a healthy lifestyle to your employees	214 (30.0%)	285 (40.0%)	143 (20.1%)	71 (10.0%)
39.	Actively encouraging a personal and professional growth and development mindset throughout the organisation	285 (40.0%)	357 (50.1%)	71 (10.0%)	
40.	Seeking and providing support when career setbacks occur	285 (40.0%)	143 (20.1%)	214(30.0%)	71 (10.0%)
41.	Management:	284	215 (30.2%)	214 (30.0%)	

	Periodically establishing personal development goals	(39.8%)			
42.	Successfully integrating work and personal responsibilities; periodically assessing yourself and seeking input from trusted others on their assessment of your work – life balance or integration	143 (20.1%)	285 (40.0%)	214 (30.0%)	71(10.0%)
43.	Continually practicing mindfulness of your stress levels	249 (34.1%)	179 (26.1%)	207 (29.0%)	84 (11.8%)
44.	Identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge.	207 (29.0%)	372 (52.2%)	64 (9.0%)	70 (9.8%)

Source: Researcher’s field work 2021

The result in Table 4.56 revealed clearly that the proportion of respondents who indicated involvement of their local government councils in the practice of equity and inclusion were more than the proportion of the respondents who indicated none involvement of their local government councils in the practice of equity and inclusion in their local government councils. Therefore, the result from research question 5 indicates that is to large extent the involvement of personal resiliency and development in the selected local government councils.

4.4 Discussion of Findings

This section provides a discussion on the objectives of this study. It further synchronized the findings with related studies on the subject matter. However, it attested to the divergent views between the study findings and existing literature. This study examined “21st century public administration competencies and sustainable local government administration in selected local government areas of Ekiti state Nigeria”, it is set out to achieve five specific objectives. Firstly, to investigate the personal and professional integrity in selected local government

councils of Ekiti state Nigeria. Secondly, to examine the extent of community engagement to support good decision making; thirdly, to assess the extent of equity and inclusion within the period under the study area; fourthly, to analyse the extent of staff effectiveness and to examine the extent of personal resiliency and development within the period in the study area. The findings of the study from the first objective of the study showed that 358 (50.2%) of the

195

respondents agreed to moderate extent of fostering ethical behavior throughout the organisation through staff training on administrative ethics and the local government code of ethics as the extent personal and professional integrity in selected local government councils in Ekiti state, Nigeria. 357 (50.1%) of the respondents agreed to moderate extent of fostering ethical behaviour throughout the organisation through exemplary personal actions in the study area. Also, 357 (50.1%) of the respondents agreed to moderate extent of conducting professional relationships to maintain public confidence in the study area. The findings of this study agree with the views of political leadership structure and service delivery in Irewole Local Government of Osun State. The study revealed that effective leadership is a critical ingredient in achieving organisational success. Leadership gives vision and directions, influences the followers towards achieving a goal and for this to be sustainable at the grassroots level, public officers must conduct their day-to-day activities to earn community confidence. Also, employees at the grassroots must carried out their duties in line with the laid down rules and regulation. The study concluded that government exists primarily to secure lives and properties and to provide services that will make life worth living. The findings of this study align with the view on efficacy and effectiveness of a leader¹. The study revealed that leadership is a social influence in which an individual influence other to achieve organisational objectives through a coherent and cohesive direction. There are essential qualities a leader must possess, which range from good character, prudence, vision, tact and many more capacity to lead by example because people tend to ascribe leadership to those who will help or have helped them to achieve an important objectives or goals. A good leader

must ensure professionalism to earn public confidence i.e., leading by example. The study concluded that employees of an organisation must adhere to ethical organisation to carry out their duty.

Results from the second objective revealed that 358 (50.2%) of the respondents agreed to advocating for diverse viewpoints to be considered and helping the organisation seek them

196

out when they are missing as the extent of community engagement to support good decision making in the study area. 357 (50.1%) of the respondents agreed to moderate extent of working to promote civility in public discourse. Also, 357 (50.1%) of the respondents agreed to moderate extent of understanding the perspectives of elected officials and being mindful of competing public values in policy recommendation in the study area. This in agreement with the management and leadership. The study revealed that leadership is by coping with the change whilst management, by contrast, is about dealing with complexity and further stated that good leadership involves dynamic change whilst good management results in consistency in organisational goals and a degree of order. Leadership relies on qualities such as honesty, courage, integrity, sincerity, confidence, humility, passion, sensitivity, positive attitude, wisdom, determination and many other management skills and also being mindful of public view of their style of leadership. Management basically relies on skills which involve planning, organising, coordinating, reporting and budgeting. The study concluded that leaders either in public or private organisation must work to promote organisational interest. The findings of this study also agree on political leadership and corruption in Nigeria since 1960². The study revealed leadership remains an integral part of all government and governance. The failure of government, especially in the black race of Africa could be traced to bad leadership. Weak leadership would definitely contribute to the government failure and if any government succeeds, it could be traced to strong leadership. Political Leadership has the responsibility of managing the affairs and resources of a political entity through decision-

making structures and institutions so as to attain continuous development. Political leadership could also be seen as the human element that controls the machinery of government on behalf of the particular domain. This involves people who hold positions of decision making in government, whether by election, appointment, conquest, coup d'état or other means. The study concluded that public officers must be mindful of their actions.

Findings from the third objective showed that 315 (44.2%) of the respondents agreed to

197

moderate extent of being aware of and acknowledging culturally significant events and holy days for employees and community members as the extent of equity and inclusion in selected local councils of Ekiti state, Nigeria. 287 (40.3%) of the respondents also agreed to high extent of creating opportunities for employees and community members to learn about each other's cultural background. Also, 287 (40.3%) of the respondents agreed to high extent of driving measures, goals, and plans around diversity to improve the councils for service delivery in the study area. The findings of this study agree with the view on the politics of accessing leadership in Nigeria context³. The study revealed that political leaders can either be elected or appointed within the formal setting, with the mandate to expand the frontiers of the welfare of citizens either through the enterprise of law making or the implementation of that law validly made by the competent organ of government and also positioned the local councils for effective service delivery. The study concluded that there must be cordial relationship between public officers and community members in terms of service delivery. The findings of this study is in agreement with the view on the dynamics of population on public administration in Nigeria⁴. The study revealed that for both elected and appointed local councils, leadership plays a very significant role. In fact, the leadership styles of the elected and appointed local council executives differ. The leaders are seen as symbols of some sort for the local councils. In appointed local councils, for example, the sole administrators or the Chairmen, Caretaker Committees are the leaders from whom all other functionaries of the

Local Government councils take directives. However political leadership under elected councils assume the position after a successful electoral process, unlike the appointed executives who are nominated to manage the Local Councils pending the election of substantive Chairmen for the Local Councils in the state. The study concluded that elected council officers are better positioned for service delivery at the grassroots.

Findings from the fourth objective revealed that 357 (50.1%) of the respondents agreed to moderate extent of creating a positive atmosphere where interactions are based on respect and

198

professionalism of staff effectiveness in selected local councils of Ekiti state, Nigeria, 356 (49.9%) of the respondents agreed to high extent of energizing the team to reach a higher level of performance. Also, 349 (48.9%) of the respondents agreed to high extent of facilitating teamwork in the study area. The findings of this study agree on assessment of the operation of local governments under civil democracy in Nigeria⁵. The study revealed the excessive interference of higher level of government in Local Government in the area of finance, has cause it to remained inactive despite the fact that local government serves as an instrument of socio-infrastructure development. This financial challenge occurs due to the way and manner the State Government controls the finance of Local Government. Lack of required funds has constituted one of the major factors impeding local government to provide and maintain the essential infrastructure that could engender socio-economic development at the grassroots. For instance, just about 4% of their allocation usually is expended on capital expenditure, while the huge remaining 96% expended on recurrent expenditure. It was concluded that team work is the key of facilitating development at the grassroots.

Results from the fifth objective showed that that 372 (52.2%) of the respondents agreed to moderate extent of identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge as the extent of personal resiliency and development in selected local councils of Ekiti state, Nigeria, 357 (50.1%) of the respondents agreed to moderate extent to actively encouraging a personal and professional

growth and development mindset throughout the organisation. Also, 285 (40.0%) of the respondents agreed to high extent of seeking and providing support when career setbacks occurred in the study area. The findings of this study is in agreement on continuity and change in local government administration and the politics of underdevelopment⁵. The study revealed that the inability of Local Government to facilitate rural infrastructure on the incessant changes in policies and structures of Local Government in Nigeria; he is of the opinion that this incessant changes in policies, political leadership and management constitute

199

some problems to the operations and performance of the level of government in facilitating the necessary infrastructures. Low-level participation of the people at the grassroots concerning the governance also constitutes a challenge for adequate infrastructure at the local level. The decision should spring from the bottom, that is, from the people, to record popular participation and involvement of the populace in their development.

4.5 Interpretation of Results

The results of the study from objective one revealed that 358 (50.2%) of the respondents agreed to moderate extent of fostering ethical behavior throughout the organisation through staff training on administrative ethics and the local government code of ethics as the extent personal and professional integrity in selected local government councils in Ekiti state, Nigeria. 357 (50.1%) of the respondents agreed to moderate extent of fostering ethical behavior throughout the organisation through exemplary personal actions in the study area. Also, 357 (50.1%) of the respondents agreed to moderate extent of conducting professional relationships to maintain public confidence in the study area. Results of findings from the second objective of the study revealed that 358 (50.2%) of the respondents agreed to advocating for diverse viewpoints to be considered and helping the organisation seek them out when they are missing as the extent of community engagement to support good decision making in the study area. 357 (50.1%) of the respondents agreed to moderate extent of working to promote civility in public discourse. Also, 357 (50.1%) of the respondents agreed

to moderate extent of understanding the perspectives of elected officials and being mindful of competing public values in policy recommendation in the study area.

Results from the third objective showed that 315 (44.2%) of the respondents agreed to moderate extent of being aware of and acknowledging culturally significant events and holy days for employees and community members as the extent of equity and inclusion in selected local councils of Ekiti state, Nigeria. 287 (40.3%) of the respondents also agreed to high

200

extent of creating opportunities for employees and community members to learn about each other's cultural background. Also, 287 (40.3%) of the respondents agreed to high extent of driving measures, goals, and plans around diversity to improve the councils for service delivery in the study area.

Furthermore, results from the fourth objective of the study showed that 357 (50.1%) of the respondents agreed to moderate extent of creating a positive atmosphere where interactions are based in respect and professionalism of staff effectiveness in selected local councils of Ekiti state, Nigeria, 356 (49.9%) of the respondents agreed to high extent of energizing the team to reach a higher level of performance. Also, 349 (48.9%) of the respondents agreed to high extent of facilitating teamwork in the study area. In additions, findings from the fifth objective of the study revealed that 372 (52.2%) of the respondents agreed to moderate extent of identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge as the extent of personal resiliency and development in selected local councils of Ekiti state, Nigeria, 357 (50.1%) of the respondents agreed to moderate extent to actively encouraging a personal and professional growth and development mindset throughout the organisation. Also, 285 (40.0%) of the respondents agreed to high extent of seeking and providing support when career setbacks occur in the study area.

4.6 Summary of Table of Findings

The summary of Tables of the first objective of the study designed to achieved the extent of personal and professional integrity in selected local councils of Ekiti state, Nigeria. Seven variables were designed to realise this: 358 of the respondents agreed to moderate extent of fostering ethical behavior throughout the organisation through staff training on administrative ethics and the local government code of ethics; 357 of the respondents agreed to moderate extent of fostering ethical behavior throughout the organisation through exemplary personal actions; Also, 357 of the respondents agreed to moderate extent of Conducting professional relationships to maintain public confidence as the extent of personal and professional

201

integrity in selected local government councils in Ekiti state, Nigeria.

The findings from Tables of the second objective showed the responses of the respondents on the extent of community engagement to support good decision making in the study area. Ten assertion was designed to achieved this specific objective. The study revealed that 358 (50.2%) of the respondents agreed to advocating for diverse viewpoints to be considered and helping the organisation seek them out when they are missing; 357 (50.1%) of the respondents agreed to moderate extent of Working to promote civility in public discourse while, 357 (50.1%) of the respondents agreed to moderate extent of understanding the perspectives of elected officials and being mindful of competing public values in policy recommendation as the extent of community engagement to support good decision making in the study area.

Tables of findings of objective three showed the responses of respondents on the seven variables designed to achieved the extent of equity and inclusion in selected local councils of Ekiti state, Nigeria. The results revealed that 315 of the respondents agreed to moderate extent of being aware of and acknowledging culturally significant events and holy days for employees and community members; 287 of the respondents also agreed to high extent of creating opportunities for employees and community members to learn about each other's

cultural background while, 287 of the respondents agreed to high extent of driving measures, goals, and plans around diversity to improve the councils for service delivery in the study area.

Findings of tables of objective fourth, thirteen variables were designed to achieved staff effectiveness in selected local councils of Ekiti state, Nigeria. The results showed that 357 of the respondents agreed to moderate extent of creating a positive atmosphere where interactions are based in respect and professionalism of 356 of the respondents agreed to high extent of energizing the team to reach a higher level of performance. Also, 349 of the

202

respondents agreed to high extent of facilitating teamwork in the study area. In additions, tables of findings of the fifth objective of the study, eight variables were designed to achieved this. The results showed 372 of the respondents agreed to moderate extent of identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge; 357 of the respondents agreed to moderate extent to actively encouraging a personal and professional growth and development mindset throughout the organisation. Also, 285 of the respondents agreed to high extent of seeking and providing support when career setbacks occur as the extent of personal resiliency and development in selected local councils of Ekiti state, Nigeria,

Endnotes

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4. I. O. Aransi, *The Dynamics of Population on Public Administration in Nigeria*, **a Periodical Journal of Development Alternatives and Area Studies** (Volume 24, Issue 1-2, 2005).
5. A. Obon, *An Assessment of the Operation of Local Government Under Civic Democracy in Nigeria*, **A Journal of Administration** (22,45-2004)
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Chapter Five

Conclusion

This chapter comprises three sections, namely: Summary wherein the findings of the study were summarized; conclusion, where conclusive statements were made on the subject matter of the study; recommendations, in which policy statements were reeled out to ensure local government administration is positioned for effective development, given the fact that, it is the nearest form of government to the citizenry.

5.1. Summary of Findings

The study focused on 21st century public administration skills and competencies towards sustainable local government administration in Ekiti state, Nigeria. Chapter one of the study discussed the background to the study, statement of the research problem, research questions, and objectives of the study, scope of the study, the significance of the study and definition of terms. Literature reviews were discussed in chapter two of the study on conceptual, empirical and theoretical review. Chapter three explained the methodology. Data presentation, analysis and discussion of findings on the five specific objectives of the study were discussed in chapter four.

The study revealed that the extent of personal and professional integrity of employees in selected local government councils of Ekiti State, Nigeria are fostering ethical behavior throughout the organisation through staff training on administrative ethics and the local government code of ethics (50.2%); fostering ethical behavior throughout the organisation through exemplary personal actions (50.1%) and conducting professional relationships to maintain public confidence as the extent of personal and professional integrity (50.1%) among others. The results of the study also revealed the extent of community engagement to support good decision making in the study area are advocating for diverse viewpoints to be considered and helping the organisation seek them out when they are missing (50.2%); working to promote civility in public discourse (50.1%) and understanding the perspectives

205

of elected officials and being mindful of competing public values in policy recommendation as the extent of community engagement to support good decision making (50.1%) in the study area.

Furthermore, the results revealed the extent of equity and inclusion of the employees and the community members as being aware of and acknowledging culturally significant events and holy days for employees and community members (44.2%); creating opportunities for employees and community members to learn about each other's cultural background (40.3%); driving measures, goals, and plans around diversity to improve the councils for service delivery (40.3%) in the study area. Also, the results revealed the extent of staff effectiveness as creating a positive atmosphere where interactions are based in respect and professionalism (50.1%); energizing the team to reach a higher level of performance (49.9%) and facilitating teamwork (48.9%) in the study area.

In addition, the results revealed the extent of personal resiliency and development as identifying areas where you would like to gain knowledge or skills and developing a plan to

acquire those skills and knowledge (52.2%); to actively encouraging a personal and professional growth and development mindset throughout the organisation (50.1%) Also, seeking and providing support when career setbacks occurred (40.0%) in the study area.

5.2 Conclusion

The study concluded that the local government councils in Ekiti State were found to be involved in the practice of personal and professional integrity which summarily entailed that the local government councils were found to display fairness, honesty and ethical organisation. Also, display the practice of community engagement. This connotes that the local government councils were found to be involved in the practice of ensuring and managing community involvement in local government administration to support good decision making,

206

5.3 Recommendations based on the Findings

Based on the findings of the study, these policy recommendations were presented to enhance public administration competencies and to ensure sustainable local government administration in Nigeria.

1. Concerted efforts should be geared towards ensuring the active involvement and participation of the local populace in the development of their own community. This can be achieved via involvement of the citizens in the formulation, implementation and evaluation of policy that affects them.
2. In order to ensure personal and professional integrity of local government employees the salary structure and welfare of the staff must be top priority of government. This will go a long way to ensure sustainability of grassroots administration.

3. The local government councils should invest in training to inculcate ethical behavior in their employees and to have comprehensive understanding of administrative ethics and the Local government Code of Ethics.
4. In order to ensure administrative competencies and sustainable grassroots administration in Nigeria, public officers at the grassroots level both elected, appointed and employees of the council must be held accountable for their action.
5. Essentially, National development cannot be effectively consolidated anywhere in the world if grassroots development is neglected. Similarly, for good governance to thrive much energy, time and resources must be invested in local government system.

5.4 Contribution to Knowledge

a. **Conceptually:** This study has been able to conceptualized the underlisted concept as:

Local: Local can be taken to mean a sense of community feeling that is the different units, comprising people with similar customs and traditions who share the basic fact about their

207

common problems which makes the people to belong to a community of persons.

Government: A government can be described as the institutions through which the state realizes its aims. Government is therefore a prerequisite for every state.

Local Government: This is a type of public administration that, in the vast majority of cases, is the lowest layer of government within a given state. The word is used to distinguish between state-level offices, which are referred to as the central government, national government, or (where suitable) federal government, and supranational government, which deals with interstate governing organisations.

Sustainability: is defined as the ability to meet current demands while not jeopardizing future generations' ability to meet their own needs.

Competencies: are a set of integrated knowledge, skills, talents, and characteristics that translate into behaviors and help define, in greater depth, what is required to execute the job successfully.

Public Administration: It is the effort to influence and coordinating personnel and other resources to achieve certain aims. Or, to put it another way, it is the management and control of persons and resources in order to realize the goals of administration.

b. Conceptual Framework: In the discourse of this study, two variables were identified, the independent (local government administration) and dependent variable (public administration). Local government remains the closest to the people and it is created to assist the grassroots people to meet the basic needs in order to achieved these activities must be carried out by the employees of the councils which brings administration into place. Sustainable local government administration required effective and efficient public

208

administration process via staff training on administrative ethics and the Local government Code of Ethics. However, there are specific factors that will determine sustainable local government administration. The following factors were identified.

1. Democratic Government
2. Employees Adherence to Code and Conducts
3. Citizens Participation

As indicated above, democratic government at the grassroots with commitment of the employees to code of conducts in their day-to-day operations and involvement of the

community members in decision making process of the councils would ensure sustainable local government administration.

c. **Theoretically:** This study has been able to emphasize on the importance of efficiency service theory to sustainable local government administration. The advocates of efficiency services believe that since local governments are product of decentralization, efficient services at the local government level cannot provide satisfactorily without decentralization. Because many states are huge in both area and population, decentralization is regarded to be necessary. As a result, administering all sections of the country from the central becomes extremely challenging. Devolution via grassroots administration allowed for the formation of lower unit and governmental power centers that could serve an equally small population.

The burden of governance in the modern world is undeniably increasing. Natural and man-made disasters both have an impact on a country's daily life. As a result, the federal administration ought only to deal with general matters, while slight and resident matters should be handled by smaller government entities. Likewise, local authorities are responsible for bridging the communication gap between rural citizens and higher levels of government. Local residents are often unaware of the existence of higher levels of government, while higher levels of government are often preoccupied with national matters, leaving little time to

address local concerns. The local government serves as a means of bridging the gap in communication between the two.

d. **Empirically:** This study has been able to contribute to existing body of knowledge on public administration competencies and sustainable local government administration in Nigeria. The first contribution to knowledge empirically is the study area, several studies has been conducted on local government administration in Nigeria however, little or no attention has been given to examine public administration competencies via the lens of sustainable

local government administration in selected local government councils of Ekiti state, Nigeria. Also, existing study on the subject matter have not been able to capture the five specific objective of this study which are: extent of personal and professional integrity in selected local government councils of Ekiti state, Nigeria; the extent of community engagement to support good decision making; the extent of equity and inclusion; the extent of staff effectiveness and the extent of personal resiliency and development. This will serve as reference to future researchers in the study area.

5.5 Area(s) for Further Research

In a bid to further expand the frontier of knowledge on the nexus between public administration and sustainable local government administration in Nigeria; this study suggested that research be conducted in other local government of the state and in other local governments of the federation to examine the role of public officers on sustainable local government administration in Nigeria.

- a. **Methods:** The study should utilize both primary and secondary data, the data collected should be analyze using descriptive statistics such as frequency distribution, percentages, mean values and standard deviation. While the hypotheses of the study should be analysed with appropriate inferential statistics.
- b. **Populations:** The population should comprise: elected council officers, appointed council officers, senior local government councils' officers because they are in charge of the
administration of the council; member of civil society because they are the voice of the common man in the society and the electorate because they are the direct beneficiaries of grassroots administration.
- c. **Demographic:** The demographic characteristic should include: sex, age, marital status, religion, educational qualifications and years of experience in service.
- d. **Research design:** The study should adopt survey method, which is a sub-set of descriptive research design. The choice of the method is based on the fact that it is an

investigative method in which a sample of the population can be studied and the selection made such that the sample can be considered representative of the whole population.

- f. **Sector/industry:** The study should be conducted in other local governments of Ekiti state and in other local governments of the federation in Nigeria.

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Community Participation in the Development of Sustainable Local Government Administration: Empirical Evidence from Ekiti State, Nigeria – Aladeyelu, Rufus Adedire

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Questionnaire

Dear Respondent,

I am a student of the above- named department and university. This questionnaire is designed to collect information on the 21st Century Public Administration Competencies and the Quest for sustainable Local Government Administration in Ekiti State, Nigeria. I would like you to give your honest opinion on the statements below by ticking in the box provided against the answers and as well comment where necessary, all information supplied by you will be treated with strict confidentiality bearing in mind your anonymity.

Thank you.

Yours faithfully

Rufus Adedire ALADEYELU

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Section A

Socio- Demographic Information of the Respondent

Instruction: Please respond to the following items as they apply to you in the best way to describe your personal characteristics. Please tick () or write where appropriate in the box or space provided

1. Sex: Male [] Female []
2. Age(In years):20-29yrs [] 30-39yrs[] 40-49yrs[] 50-59yrs [] 60yrs and above[]
3. Marital status: Single[] Married [] Divorced[] Separated[] Widowed []
Widower[]
4. Religion: Christianity[] Islam [] Other religion (please specify).....
5. Educational Qualification: SSCE/NECO/GCE [] OND[] B.sc/HND[]
Master's Degree[] PhD []
6. Working Experience:0-5 years [] 6-10 years[] 11-15years[] 16-20 years [] 21-25 years[] 26-30 years[] 31 years and above[]
7. Local Government Council (pls Specify your Local Government):

Section B

Personal and Professional Integrity Scale

This scale below measures how you see personal and professional integrity in local government administration in the face of Leadership and Management in the 21st Century

You expected to respond the items/statements below using the response format of “High Extent” (HE) =4, “Moderate Extent” (ME) =3, “Low Extent” (LE) = 2, and “No Extent” (NE) =1

S/N	Items: To what extent is your Local Government involve in this?	High Extent (4)	Moderate Extent (3)	Low Extent (2)	No Extent (1)
1.	Leadership Dimension: Fostering ethical behavior throughout the organisation through exemplary personal actions.				
2.	Ensuring the decision-making model reflects integrity, honesty, and openness.				
3.	Conducting professional relationships and activities fairly, honestly, ethically, and in conformance with the Local government Code of Ethics and the policies of your local government to maintain public confidence in profession and local government.				
4.	Performing official and personal affairs in a manner that				

	clearly conveys that you cannot be improperly influenced.				
5.	Fostering ethical behavior throughout the organisation through staff training on administrative ethics and the Local government Code of Ethics.				
6.	Holding staff accountable and instilling accountability into operations.				
7.	Communicating ethical standards and guidelines to others.				

Section C

Community Engagement Scale

The scale below measures how you see community engagement in Local Government administration in the 21st Century

You expected to respond the items/statements below using the response format of “High Extent” (HE) =4, “Moderate Extent” (ME) =3, “Low Extent” (LE) = 2, and “No Extent” (NE) =1

S/N	Items: To what extent is your Local Government involved in this?	High Extent (4)	Moderate Extent (3)	Low Extent (2)	No Extent (1)
8.	Leadership Dimension: Building relationships among Local, State, and Federal elected and appointed officials to advocate for the community.				
9.	Ensuring robust public outreach in the policy –making process				
10.	Respecting the governing body’s role in setting direction and vision, and helping staff and the community understand the governing body’s role in the democratic process.				
11.	Working to promote civility in public discourse				
12.	Advocating for diverse viewpoints to be considered and helping the organisation seek them out when they are missing.				
13.	Management Dimension : Understanding the perspectives of elected officials and being mindful of competing public values in policy				

	recommendation.				
14.	Learning and respecting a community's history with various political, social and economic issues				
15.	Engaging with and understanding the viewpoints of key stakeholders in the community; committing to ongoing communication about expectations, decisions, and outcomes				
16.	Understanding emerging technologies that are designed to promote open dialogue between local government and constituents				
17.	Employing a range of engagement, positive communication, and conflict resolution method.				

Section D

Equity and Inclusion Scale

The scale below measures how you see Equity and Inclusion in Local Government administration in the 21st Century

You expected to respond the items/statements below using the response format of "High Extent" (HE) =4, "Moderate Extent" (ME) =3, "Low Extent" (LE) = 2, and "No Extent" (NE) =1

S/N	Items: To what extent is your Local Government involve in this?	High Extent	Moderate Extent	Low Extent	No Extent
18.	Leadership: Authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision making				
19.	Taking a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens, and needs, in order to equitably				

	improve the quality of life for all.				
20.	Management: Driving measures, goals, and plans around diversity, equity, and inclusion within your organisation and community ; communicating the vision for why and how achieving these goals will improve the organisation and service delivery				
21.	Understanding and championing sustainable support mechanisms such as affinity groups, mentoring programs, and cultural celebrations.				
22.	Educating the organisation on common behaviors that advance diversity and inclusion efforts and address implicit biases.				
23.	Being aware of and acknowledging culturally significant events and holy days for employees and community members.				
24.	Creating opportunities for employees and community members to learn about each other’s cultural backgrounds, lives, and interests; building relationships through increased understanding e.t.c.				

Section E

Staff Effectiveness Scale

The scale below measures how you see staff Effectiveness in Local Government administration in the 21st Century

You expected to respond the items/statements below using the response format of “High Extent” (HE) =4, “Moderate Extent” (ME) =3, “Low Extent” (LE) = 2, and “No Extent” (NE) =1

S/N	Items:	High Extent	Moderate Extent	Low Extent	No Extent
	To what extent is your Local Government involve in this?				
25.	Leadership: Energizing the team to reach a higher level of performance				

26.	Providing the team with a sense of direction and purpose, and balancing the big picture framework with day- to –day operations				
27.	Prioritizing collaboration and efforts that create a shared sense of success				
28.	Being a role model and demonstrating organisation expected by others				
29.	Developing meaningful connections with people at all levels of the organisation.				
30.	Facilitating teamwork.				
31.	Management: Setting clear expectations for the organisation and work groups				
32.	Creating an empowering work environment that encourages responsibility and decision making at all organisational levels				
33.	Delegating: assigning responsibility to others and relying on staff				
34.	Coaching and mentoring: providing direction, support, and feedback to enable others to meet their full potentials				
35.	Conducting effective performances evaluations, reviewing success and opportunities for achievement of goals and work objectives, providing constructive feedback, and identifying others developmental needs and available ways to address those needs				
36.	Creating a positive atmosphere where interactions are based in respect and professionalism				

Section F

Personal Resiliency and Development Scale

The scale below measures how you see Personal Resiliency and Development in Local Government administration in the 21st Century

You expected to respond the items/statements below using the response format of “High Extent” (HE) =4, “Moderate Extent” (ME) =3, “Low Extent” (LE) = 2, and “No Extent” (NE) =1

S/N	Items: To what extent is your Local Government involve in this?	High Extent (4)	Moderate Extent (3)	Low Extent (2)	No Extent (1)
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37.	Leadership: Modeling healthy work habits to your employees				
38.	Modeling a healthy lifestyle to your employees				
39.	Actively encouraging a personal and professional growth and development mindset throughout the organisation				
40.	Seeking and providing support when career setbacks occur				
41.	Management: Periodically establishing personal development goals				
42.	Successfully integrating work and personal responsibilities; periodically assessing yourself and seeking input from trusted others on their assessment of your work – life balance or integration				
43.	Continually practicing mindfulness of your stress levels				
44.	Identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge.				

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Biodata

A. Personal Data

- (1) **Full Names:** Rufus Adedire, ALADEYELU
- Address:** Royal Villa, Blok 3 Opposite ad 3 Ire-Akari Estate Oluyole Estate, Ibadan, Oyo State, Nigeria
- Email:** rufus.aladeyelu@yahoo.com
- Tel:** +234 8160985257, 07082854047
- (2) **Date and Place of Birth:** 16th December, 1969
Igbara-Odo Ekiti, Ekiti State
- (3) **Nationality:** Nigeria
- (4) **Name and Address of Next of Kin:** Mrs. Ayodele Olori-Aladeyelu
Royal Villa, Blocks 3 Opposite Road 3 Ire-Akari Estate,
Oluyole Estate, Ibadan, Oyo State, Nigeria

B. Educational Background with Date

Educational Institution Attended with Dates and Qualifications

1. Primary School:

Saint James's Anglican Primary School, Igbara-Oda, Ekiti (Sept. 1973 – Jun. 1979)

First School Leaving Certificate

2. Secondary School:

Omoeye Comprehensive High School, Igbara-Odo Ekiti (Sept. 1979 -Jun. 1985)

Kosofe Community College Appollo Road, Lagos (Sept. 1986 – June, 1987)

West African School Certificate in Education

3. Higher Educational Institution

a) Lead City University Ibadan, Oyo State Nigeria. (Sept. 2018 – Dec.2019)

Masters of Science (M.Sc) In Public Administration.

b) Lead City University Ibadan, Oyo State Nigeria. (Sept. 2017 – Sept.2018)

227

Post Graduate Diploma Certificate in Business Administration (Entrepreneurship Option)

c)Lead City University Ibadan, Oyo State Nigeria. (Sept. 2016 – Dec.2020)

Bachelor of Laws (LL.B Hon) in Law.

d) Lagos State University of Technology, Lagos State, Nigeria (Sept. 1996 to Jul. 1999)

Higher National Diploma (HND) in Business Administration.

e) Ondo State Polytechnic, Owo, Ondo State (Sept.1989 – Jun. 1992)

National Diploma (ND) in Business Administration Management

4. Working Experience with Dates:

(i) Royal Group of Companies Nig. (April 2013 – till date)

Position: Group Chairman/CEO

(ii) Dynamic Corporation (UK) Limited (April 2007 – March 2013)

Position: Station Manager

(iii) H- ROCE (UK) Limited (June 2005 – March 2007)

Position: Administrative Officer

(iv) Tower Aluminum Plc, Ikeja Lagos (Nov. 1999 – April 2005)

Position: Sales Manager

(v) Pinnacle Commercial Bank Limited Lagos (Sept. 1992 – Oct. 1999)

Position: Assistant Manager, Clearing Department

5. Membership of Academic Professional Bodies:

(i) Fellow Membership (F.IMC) – Institute of Management Consultant (2019)

(ii) Member, Lagos State Court of Arbitration (2020)

(iii) Fellow Membership (F.DMA) Direct Marketing Association of Nigeria. (March 2016).

(iv) Full Member (M.CILPN) Chartered Institute of Local Government and Public Administration of Nigeria. (Dec. 2017).

(v) And many more

228

6. Thesis/Dissertation:

(i) 21st Century Public Administration Competencies and Thesis singular/Thesis plural the Quest for Sustainable Local Government Administration in Ekiti State, Nigeria (2010-2020) Being a Thesis for my ongoing Ph.D programme.

(ii) Corruption and Public Service Delivery in Nigeria; Study of Oyo State Traffic Management Authority. Being an M.Sc Dissertation Submitted to Post Graduate School, Lead City University, for the Award of Maters of Science Certificate in Public Administration (December, 2019)

(iii) An Examination of the Role of Business Plan and Feasibility Studies in Business Establishment. Being a Post Graduate Dissertation Submitted to Post Graduate School, Lead City University, for the Award of PGD Certificate (April, 2018).

(iv) Effective Communication as a Tool of Improving Organisational Effectiveness (A case study of Cadbury Nig. Plc, Ikeja) Being a project Submitted to the Department of Business Administration Lagos State Polytechnic, Isolo for the Award of HND in Business Administration and Management (Sept. 1999).

(v) An Examination of the Role of Nigeria Stock Exchange Commission in the National Development. Being a Project Submitted to the Department of Business Administration and Management, Ondo State Polytechnic, Owo for the Award of National Diploma in Business Administration and Management (June 1992)

I am married and blessed with children

Signature

Date

University Compliance Certification

This is to certify that the thesis by **Rufus Adedire, Aladeyelu** in the Department of Politics and International Relations Faculty of Management and Social Science Lead City University, Ibadan is in full compliance with the approved University Format and Style.

Signature

Date

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