Governance and Community Development in Nigeria

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Abstract

The role of Governance in community development cannot be over emphasize, every meaning of community development suggests that the government, the stakeholders and the public in the community need to work together to identify and maintain the social development system for development of local communities. One reason for the participation of the individuals in Community development is the belief that government alone can neither develop nor improve the communities. The Government, stakeholders and individuals in communities must help either way to bring about development. This paper examines the intensity as well as degree in which Governance contribute to successful community development projects in Gombe Local Government Area, Gombe State, Nigeria. A total of 109 respondents were purposely selected with the aid of multi-stage sampling technique. Frequency counts, simple percentage, mean and standard deviation were utilized in realizing the main objectives of the study. It was observed that Governance with its six elements (Voice and accountability, violence-free and political stability, Government efficiency, Regulatory quality, respect for rule of law and corruption control) has a significant factor in the success of community development projects in Gombe local government. The study recommends amongst others, that Federal government needs to increase the local government funding in order to enable them carry out their functions effectively and that education should be given priority as there is no meaningful development without education.

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Keywords

1. Introduction

Nigeria gained her independence in 1960 from the British colonial government. Since then successive governments (civil or military) have declared community development a priority. Nigeria as a whole was left behind in various aspect of development, and also lack noticeable growth that affect the lives of most population of those in local communities. The currency, Nigerian Naira (₦) is becoming weaker in comparison with those of some developing nations. Nigeria as a country is endowed rich with various resources (both human and natural resource),the country is even richer in resources far above most of the so-called industrialized nations, but the country seems to be stagnated in terms of not properly harnessing it resource wealth to meet the basic needs of its people. It is rhetoric to say Nigeria is in the right path of development since the country fail to properly put in place various mechanism that can address various issues such as level poverty and unemployment, illiteracy, lack of funding, mismanagement of government resources, partisan politics and favourism, bribery and corruption, etc. These among others are the crucial problems of developing communities in Nigeria.

The Local Communities in Nigeria are characterized by slow rate of developments, inadequate social goods, weak structures, poverty, unemployment, poor education, lack of basic infrastructures and other persistent socio-cultural and political problems. Thus, most of the rural sector (70%) of Nigerians live was caught up in nasty circle of poverty. More recently, challenges of community underdevelopment are the major concern around the globe but in Africa is epidemic; majority of the working age are unemployed likewise in Nigeria. Notably, there is a stable democracy since 1999-to date (2017), however, Nigeria is lagging behind when it comes to community development as indicated by the level of unemployment, illiteracy rate, pending corruption cases, poverty rate, among others. The level of unemployment rate is at alarming rate, yet still increasing. Though the country recorded high economic growth, but this rate of 23.9% in 2011 as compared with 21.1% in 2010, and

13.1% in 2000 (NBS, 2012). This figures are worse in rural areas (25.6%) compared to urban areas (17.1%).

The broad primary objective of this paper is to examine the effectiveness of governance in community development in local government in Gombe, Nigeria, especially in areas that have an impact on the lives of rural population. It is also alleged that the nightmare of the development process in Nigeria is the neocolonial new economic order that operates in the country. The current government coordination and body language provide room for mass poverty and deprivation, various social vices and instability, for instance, the Boko Haram, ethnic-militia, armed robberies and kidnapping, etc. However, this study is directly concerned with determining the extent how Governance contributed towards community development in Gombe, Gombe State. However, the following specific objectives were formulated for the purpose of this study:

i. Determine the profile of the respondent;
ii. Determine the effectiveness of Governance in successful community development projects;
iii. Identify the challenges of communities in the course of achieving a successful community development projects; and
iv. Make useful recommendations for sustainable community development projects in the study area.

2. Conceptual Issues

The concept "Governance" was first used in a metaphorical sense by Plato, it's then passed onto Latin and then on to many languages. Governance relates to decisions that define expectations, grant power, or substantiate performance. It consists of either a separate process or part of management or leadership processes. These processes and systems are mainly administered by government. The World Bank (2004) defines governance as a mode were power is exercised for the management and development of economic and social resources in a country. According to World Bank Governance Indicators project, Governance is defined as traditions and institutions by which authority in a country is exercised. Hence, this is considers as the process by which government are selected, monitored and replaced; the capacity of the government to effectively formulate, execute and implement resonance policies, and also the respect of citizens and the state of the institutions that govern economic and social interactions among them. An alternate definition sees

governance as: the use of institutions, structures of authority and even collaboration to allocate various resources and coordinate the activities of the society as well as it economy.

According to worldwide governance indicators (WGI), Nigeria score 55points out of the 100points in the year 2000 using freedom house standardized scale. While in the year 2002, Kaufmann government: effectiveness where the maximum point is two (2) and minimum is negative two (-2) Nigeria was in negative one (-1). From 1996 to 2011, Nigeria was ranked in six primary areas according to WGI ranking; i.e. voice and accountability (citizen participation, independent media), political instability and violence (threat of state coup), government effectiveness (quality of civil service), regulatory burden (Market-unfriendly policies), rule of law (perceptions of crime, effective judiciary, enforceable contracts), corruption (perceptions of corruption), however, none of these rank up to 40%, this shows that the level of governance in the country is declining. (http://info.worldbank-org/governance/)

3. An Overview of Community Development

The idea of community development began to feature in the late 1960s in Great Britain in social and political policy. In all these early initiatives, the main impression of community development was associated with ordinary assumptions. But the main setback of community development was mainly seen as dysfunctional result of both social and economic progress, dysfunctional families, and social networks. Although the notion that community development is something more selective that the poor and the underprivileged needed has remained resilient, with the public and social policy perspectives the following decades has brought new concepts of community development into public policies in UK as well as internationally (Hoggett, 1997).

The earlier history of Africa's community development was influenced by their colonial masters' policies and practices closely linked with missionaries' efforts t convert people to Christian faith. Notably, education as the main community development intervention and conversion to Christianity were intertwined (Chau and Hodge cited in Taylor and Roberts, 1985). In 1928, at a meeting in Jerusalem for the International Missionary Council, a statement was made which contained what appears to be the first official usage of the term "Community

Development", Prior to this the community development process was given a number of different labels such as community consciousness, advancement of the community as a whole, rural betterment and rural reconstruction. The independence of India, Ceylon, Pakistan and Burma in the late 1940s and Nigeria in 1960, the focus fell on Africa and community development that community development would be a definite facet of the British Government in its African policy (Hoggett, 1997). As a role of social development, community development was adopted at the Cambridge Summer Conference on African Administration in 1948 to depict a method of approach to local administration (Chinn, 1960).

Later in 1948, the British Colonial office makes a strangeness between the community development and the social wellbeing (Hoggett, 1997). Though, Nigeria has been an independent nation for the past 57 years with policies on development of rural communities, but the rural areas are still very far undeveloped. Moreover, the quality of individual life in rural areas is low and continues to deteriorate at all levels (whether during the civilian or military government regimes). Another study by Diso (2005) reported that "Nigerian people are still dominantly peasant farmers, petty traders, middle men or commission agents". Regrettably, the rural communities in Nigeria are the majority in terms of population, and yet the neglect and sufferings they are encountering presently form the bases for impediment to the effective governance. Hence, the triumph and development of emerging economies (developing countries) lies in the improvement of their rural communities. As mentioned above, Nigeria got her independence since 1960 which western, northern and eastern protectorate was amalgamated. The country was split into 4 regions in 1963, 12 states in 1967, 19 states in 1979, 23 states in 1987, 30 states in 1991 and later 36 states and 774 local government councils in 1996 and up to date (2017).

4. The Concept of Community, Development and Community Development

The concept "community" tend to have a variety of meanings, such as: a geographic location (which is the most common), notion of identity, as well as a sense of belonging (Gilchrist, 2004). Moreover, a community may also be referring to group of people living in the same location at a particular time and under control of same government (American

Heritage Dictionary). These includes parents/guardians, residents, corporate organizations etc. A more popular definition of community development is also the capacity of people to work in addressing their common interests (Maser, 1997). And it may also be a process whereby those who are marginalized are enabled to gain in self-confidence and join others to participate in actions that will bring about situational changes and consequently tackled the community problems (Combat, 2000).

A community is defined in various ways by different authors (Ferrinho, 1980; Edward and Janes, 1997; De Beer et al 1998; Giuliani and Wiesenfeld, 1999;). Study by Ferrinho (1980) defines a community as a detailed system which arises as a result of human population settlement within a given territory which shared a common characteristics, interests as well as building a mutual relationships for familiar benefits. A study by Garcia et al. (1999) noted that individuals and community are mainly linked to one another with characteristics that are unique and diverse. Moreover, De Beer et al. (1998) also defined a community as a specific geographical location with shared needs and interests. A common thread, running through these definitions, and considered essential to the above definition of community, hence, in each case; there is a grouping of people who reside in a specific location with daily felt needs. In this regard, the present study considered a community as a social, cultural and ecological bounded group of inhabitants who have potential and hold the right to make decisions in any kind of developmental activity for the mutual benefit of every member.

Development simply refers to an act of developing, the state of being developed, a significant event, occurrence, or change. Determination of technique for applying a new development of one's capabilities according to Seers (1969), development may be defined in terms of curtailing the absolute poverty, reducing inequalities among people, and lowering the level of unemployment.

Community Development: a study by Maimunah (1999) also defined community development as a process where activities are planned and organized in such a way that will raise the quality of living standard in terms of social, culture, spiritual, economic as well as environmentally friendly initiatives with minimum outside help. De Beer and Swanepoel (2001) also trace the origins of community improvement and social welfare in the United States and Britain to the year 1930s. During the

1930s, United States has most community development programmes focused on improving the welfare of rural communities. On the other hand, social welfare programmes in the United States and Britain were geared towards poverty relief and focused mainly on urban areas.

5. Database and Methodology

The research was conducted in Gombe local government of Gombe State which is located in the north-eastern part of Nigeria. It is located on latitude 10° 15′ N and longitude 11°10 E, its capital is Gombe. The State was created in October 1996 from part of the old Bauchi State by the then Abacha military government and located in the north-eastern region. The state has an area of 20,265 km² and a population of around 2,982,599 people as of 2013 (UNFPA). Gombe state experienced two climatic conditions; dry season (November–March) and rainy season (April–October), with an average annual rainfall of 850mm. A total of 109 people were selected for this study with the aid of multi-stage sampling technique in Gombe metropolis, Gombe local government area, Gombe state, Nigeria. The instrument used for data collection was self-developed questionnaire categorically divided into three sections. Consent of the relevant respondents was sought, and the purpose of the study was explained to the respondents. Information provided by the respondents was treated with confidentiality and respondents' anonymity was maintained. All necessary information's were translation of the contents was given to the non-literate elders in the communities for proper understanding. Because of the type of data required and the method of data acquisition adopted, the descriptive method of analysis was used.

In this approach, the data collected from interview were presented in tables of frequency and percentage distribution to determine the demographic characteristics of the respondents for objective one. The mean and standard deviations was applied for the levels of Governance and the challenges of community development, objective two and three. An item analysis was illustrated for the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations were derived. The following mean range was used to arrive at the mean of the individual indicators and interpretation:

Mean Range	Response Mode	Interpretation
3.50-4.00	Strongly agree	Very high
2.50-3.49	Agree	High
1.50-2.49	Disagree	Low
1.00-1.49	Strongly disagree	Very low

Figure: 1 Mean of Individual Indicators and Interpretation

6. Results and Discussions

The table 1 in next page shows the profile of the respondents used in the study. The male respondents (63.3%) constituted the highest number of respondents while the female respondents constituted only (36.7%). Age-wise, the majority of the respondents were aged between 26-30 years which constituted 33.3%, 31-35 years constituted 27.5% and 36 years and above constituted 21.1% of the study respondents. While only respondents aged 18-25 years constituted only 17.4% of the total number of respondents. The present study revealed that most of the respondents were economically active and matures. Based on education level in terms of highest academic certificate obtained; about 60.2% had attained a University Degree, 23.9% who had attained various forms of Diploma's, 11.5% who were certificate holders and only 4.4% who had attained postgraduate studies (either masters and PhD). It was discovered that most of the respondents had attained a reasonable level of education that facilitates them to understand the situation.

On the time worked, the majority (about 39.8%) of the respondents had worked for at least 1 to 2 years, about 25.7% had worked for lean one year and about 20.4% had worked for minimum of 5 years. Additionally, those that worked for 2 to 4 years constituted 14.1% of the total number of respondents.

Table 1: Profile of the respondents used in the study

	Demographic	**Frequency**	**Percent (%)**
Gender	Male	69	63.3
	Female	40	36.7
	Total	109	100
Age group	18-25	19	17.4
	26-30	37	33.9
	31-35	30	27.5
	36 and above	23	21.1
	Total	109	100
Education level	Certificate	13	11.5
	Diploma	27	23.9
	Degree	68	60.2
	Masters & PhD	5	4.4
	Total	109	100
Time worked	less than a year	29	25.7
	1-3	45	39.8
	4-7yrs	16	14.1
	8 and above	23	20.4
	Total	109	100

Source: Primary survey, 2017

The level of Governance: The information offered in table 2 below is regarding the level of Governance. Since the research question of this study is concerning the level of Governance: this study adopt a measures using the six indicators of good governance:

i.   Voice and Accountability,
ii. Political Stability and Absence of Violence,
iii. Government Effectiveness,
iv. Regulatory Quality,
v.   Rule of Law, and

vi.   Control of Corruption (based on rating scale of four; [4]=strongly agree, [3]=agree, [2]=disagree; [1]=strongly disagree, however, the findings were presented using simple statistical techniques, i.e. mean).

Voice and Accountability: The table 3 below shows the respondents disagreed with Citizen's voice through citizen participation and independent media which influences government policies in Gombe local Government in Nigeria. With a mean of 1.71 strongly disagreed that Government is accountable to citizens for its decision while with the "mean=2.89" agreed that there is freedom of speech and association in Gombe community. However, the findings also suggested that the level of voice and accountability across Gombe community is low to some extends.

Political Stability and Absence of Violence: This study also agreed that new governments tend to continue projects of their predecessors (mean=1.40), and also agreed that there is peace and harmony in Gombe communities (mean=2.96). The respondents further agreed that Policies are not stable as new governments come with their own style (mean=2.72); hence, based on the findings political stability is fair but absence of violence in the communities is very satisfactory.

Government Effectiveness: On the effectiveness of Government; the respondents disagreed that the quality of civil service and government activities in general is good if not better (mean=2.00). They also disagreed that Government officials tend to promote service delivery (mean=1.71), and further strongly disagreed that "Servicom" has supported the quality of government services (mean=1.48). Notably, these finding demonstrated a low level of operations of Government in Gombe community which show poor performance of the Government.

Regulatory Quality: This study found that respondents mainly disagreed that governmental policies are properly evaluated periodically in line with laid down minimum standards (mean=1.51). Hence, they agreed that regulatory bodies monitor, supervised as well as enforced minimum guidelines (mean=2.93) based on these findings regulatory quality is fair.

Rule of Law: The respondents strongly disagreed that there is a strict adherence to rule of law (mean=1.48), and also strongly disagreed that there is an independent and effective judiciary system (mean=1.46).

However, they also strongly disagreed that there is equality before the law as no one is above the law (mean=1.44). These findings reaffirmed that the compliance to rule of law is low which means that it's poor.

Control of Corruption: On the basis of control of corruption the respondents disagreed that the fight against Corruption is on course (mean=1.56), and also the respondents strongly disagreed that the level of Corruption is minimal (mean=1.41). Moreover, they also strongly disagreed that Government officials are honest and in most cases cannot be bribed (mean=1.43). Based on the respondent's control of corruption; the study consider it to be poor just like the rule of law.

Table 2: Mean and Standard Deviation Results for Level Governance

	Voice and Accountability				
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
1	Citizen's voice through citizen participation and independent media influence government policies	1.71	.94	3	Low
2	Government is accountable to citizens for its decision	1.43	.50	1	Very low
3	There is freedom of speech and association in the community	2.89	1.15	8	High
	Political Stability and Absence of Violence				
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
4	New governments tend to continue projects of their predecessors	1.40	.50	1	Very low
5	There is peace and harmony in the communities	2.96	1.13	10	High
6	Policies are not stable as new governments come with their style	2.72	1.21	7	High

Government Effectiveness					
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
7	The quality of civil service and government activities in general is good if not better	2.00	1.07	6	Low
8	Government officials tend to promote service delivery	1.71	.94	3	Low
9	"Servicom" has promoted the quality of government service to the public	1.48	1.13	2	Very low
Regulatory Quality					
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
10	Policies are properly evaluated periodically in line with laid down minimum standards	1.51	.61	8	Low
11	Government policies are adequately implemented when they are made	1.55	.57	9	Low
12	Regulatory bodies monitor, supervise and enforce minimum guidelines	2.93	1.15	11	High
Rule of Law					
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
13	There is a strict adherence to Rule of Law	1.48	.50	7	Very low
14	There is an independent and effective judiciary system	1.46	.56	5	Very low
15	There is equality before the law as no one is above the law	1.44	.50	3	Very low
Control of Corruption					
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
16	The fight against Corruption is on course	1.56	.52	10	Low

17	The level of Corruption is minimal	1.41	.49	1	Very low
18	Government officials are honest and cannot be bribe	1.43	.50	2	Very low

Source: Primary survey, 2017

Table 3: Mean and Standard Deviation Results for Community Development

	Poverty				
	Scale	**Mean**	**Std. dev.**	**Rank**	**Interpretation**
1	Local government work (effectively) in variety of ways to reduce poverty	1.47	.56	6	Very low
2	Significant number of families have increased their households income	1.44	.50	3	Very low
3	There are job opportunities in terms of farming, livestock's and cash crop business	3.07	1.15	12	High
4	Commercial activities through weekly market days have imp-rove economic development	1.46	.54	5	Very low
5	Illiteracy in general lead to poverty	2.90	1.09	10	High
	Participation				
	Scale	**Mean**	**Std. dev.**	**Rank**	**Interpretation**
6	Local people support and parti-cipate in project invariably	1.43	.50	2	Very low
7	There is equal participation in provision of locally available materials (stones, poles, water etc.) in ongoing projects	2.85	1.17	11	High
8	Participation is by invitation and all are usually invited to part-icipate	1.45	.52	4	Very low

9	People are given the chance to contribute their own quota in participation	1.41	.49	1	Very low
10	Participation is educative as People learn when they participate.	2.51	1.21	8	High

Source: *Primary survey, 2017*

Education					
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
11	Local government effort in education has minimized illiteracy	1.47	.51	6	Very low
12	Individual persons have access to educational facilities	1.44	.50	5	Very low
13	School enrolment is increasing as more families send their wards to schools	3.00	1.78	11	High
Corruption					
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
14	Local councils are not held accountable for their actions and inactions	2.88	1.60	9	High
15	There is mismanagement of resources at the local government level	2.54	1.52	10	High
16	Community development projects are sometimes awarded based on favoritism and nepotism rather than merits (thereby enthroning mediocrity at the expense of meritocracy).	2.47	1.56	8	High
17	Low wages and welfare packages at the local level lead to shortage of trained personnel in the execution of projects and as such projects implemented are of poor quality	2.40	1.50	7	High

	Information				
	Scale	**Mean**	**Std. Dev.**	**Rank**	**Interpretation**
18	Individuals in communities have access to information	1.48	.51	7	Very low
19	There is an adequate communication between local government officials and the communities	1.39	.50	6	Very low
20	Communities are in form of a decision that concerns them by the Local government authority.	1.41	.49	1	Very low

Source: Primary survey, 2017

Poverty: The table 3 above shows the respondents strongly disagreed that Local government work (effectively) in variety of ways to reduce poverty (mean=1.47). The respondents also strongly disagreed that significant number of families have increased their households income (mean=1.44), also they agreed that there are job opportunities in terms of farming, livestock's and cash crop business (mean=3.07). However, they also strongly disagreed that commercial activities through weekly market days have improve economic development (mean=1.46) and also agreed that illiteracy in general lead to poverty (mean=2.90). These findings demonstrated that poverty is still a major issue as most of the locals are poor and they constitute the majority.

Education: The education is the live wire of every meaningful development, education is power. The level of education and attainment in an communities has not been given serious attention it deserved as the respondents also strongly disagreed that local government effort in education has minimized illiteracy (mean=1.47). And also the respondents strongly disagreed that individual persons have access to educational facilities (mean=1.44), and they further agreed that School enrolment is increasing as more families send their wards to schools (mean=3.00). It was discovered that the wealthy families send their ward to school leaving the poor ones in the dilapidated public/government schools.

Corruption: The level of corruption within local government is common as local civil servants and their superiors engaged in different kinds of corrupt practices. According to the respondents corruption is high, as they agreed that local councils are not boldly held accountable for their actions and inactions in terms of corrupt practices (mean=2.88). Likewise the respondents further agreed that there is higher level of mismanagement of resources at the local government level (mean=2.54). The study also affirmed that community development projects are sometimes awarded based on favouritism and nepotism rather than merits (thereby enthroning mediocrity at the expense of meritocracy) (mean=2.47). In the same regards, the study also agreed that lower wages as well as welfare packages at the local level mainly lead to shortages of trained and professional personnel in the execution of projects, and as such projects implemented are mainly of poor quality (mean=2.40).

Information: Information is facts or knowledge, Information lead to development. According to the respondents' information has not been given priority and its very poor in the communities. The present study findings are in line with the Trevor (1956) which reported that the main goal of community development is primarily the improvement of economic wellbeing of the community. This is mainly achieved through various efforts that will consequently create job, job retention, tax base enhancements and quality of life. However, Townsley (2009) also report that economic development is a complex process, and can be influenced by a number of factors, such as; natural resources endowments, transportation and communication, power, capital, human resources, technology, social attitude, political condition, etc. On the other hand, if a country is overpopulated, labour force is unemployed, uneducated, unskilled, and unpatriotic, it can put serious hurdles on the path of economic development (Townsley, 2009).

7. Conclusion

The present study on governance and community development in Nigeria with focus on Gombe local government was guided by four quantifiable objectives, these includes: to determine the demographic profile of the respondents in terms of gender, age, education and profession, to examine the level of governance in Gombe local government, Nigeria, to identify the challenges of community development in Gombe local

government, Nigeria. And finally to make useful recommendations for sustainable community development projects in the study area.

The first objective of the study was to determine the profile of the respondents in terms of gender, age, education and profession. The findings revealed that the male respondents (63.3%) are much more than the female respondents which comprised only (36.7%) and also the findings indicated that the study does not discriminate as there is a diverse in the age and educational background of the respondents. The second objective was the level of governance in Gombe local government, Nigeria. Based on the analysis of chapter four the findings exposed that most of the respondents agreed, that governance affect community development. While using the six indicators of Good Governance, i.e. voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law, and control of corruption, the respondents respond to the level of governance is fair. The third objective was the challenges of community development in Gombe local government, Nigeria. Poverty, participation, education, corruption, and information were used as subheadings in order to determine the level of community development in Gombe local government, Nigeria. The findings exposed that community development is fair to some extends. The fourth objective was to make useful recommendations for sustainable community development projects in the study area.

8. Recommendations

These study findings is in line with Mayer (2005) claim which stated that the role of city government in community development is collective duty closely associated with various players in the community development system. The cities can improve speed and smoothness in administrative and regulatory tasks, and also probably at limited cost. The processes of community development greatly lead to more jobs, more income as well as improved infrastructure, hence, it's also offer opportunities to communities to be able to manage changes. The study recommends that the government of Gombe, the community elders and other stakeholders should always emphasis on the following:

8.1 Information: Through community actions plans and the purposive interaction of community members, the development of community occurred (Luloff and Bridger, 2003). This process provides a basis

for social as well as economic development which benefits the entire community through representation of all segments of the locale. Through building and maintaining channels of communication and interaction, the development of community takes place and also accesses to information to all and sundry by given priorities to required projects.

8.2 Participation: Through participation community members can better mobilize existing skills, reframe problems, work cooperatively and use community assets in new ways. Therefore, there is the need to encourage individuals in communities to participate fully on developmental projects that are taking place within their domain. Efforts also should be made to ensure that local people who are the potential beneficiaries of any developmental programmes are fully involved in the planning, execution and monitoring of projects that affect their lives. In this respect, the roles of local traditional rulers (Sarki's/Emirs as well as District Heads) need to be recognized and sufficiently appreciated. These local rulers are in a good position to mobilize their people for any programme. The foregoing point, although not well emphasized in this study, is very important. This is because it will make the local dwellers to see these projects as their projects and therefore put their contribution, no matter how small it is.

8.3 Funds: Functional release of funds and on continuous basis is necessary for any developmental projects. No organisation can perform creditably without adequate finances. Therefore, there is need for increasing tax-base and other financial allocations of local governments from the higher governments to improve their service delivery. This is necessary because of unfolding picture from this study is that even though the relevance of finance to functional performance is appreciated; the finance of Nigerian local governments is notoriously low compared to their functions.

8.4 Education: Education level as well as attainment should be given priority and that although primary schools are under the functional responsibility of local governments; teachers' salaries should be deducted under first charges, that is, prior to the sharing of the federation account. This measure is deemed to be necessary because of the heavy sum of funds required for the payment of teachers'

salaries. In fact, the deduction of primary school teachers' salaries from local government council's statutory allocations has been identified as the major source of their financial stress among others. It is also the view of the present study that if the above recommendations are implemented, then a new dawn definable in terms of development beneficial to local dwellers would have come to Gombe local government and Nigerian local governments as a whole.

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