
LOCAL GOVERNANCE AND PUBLIC GOODS: SOME LESSONS FROM THE BRITISH LOCAL GOVERNMENT SYSTEM

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Abstract: *The Constitution of the Federal Republic of Nigeria, 1999 (as amended) guarantees the system of Local Government by democratically elected Local Government Councils. The Law that ensures the existence of such councils should provide for their establishment, structure, composition, finance and functions. In the same vein, the Fourth Schedule to the Constitution enumerates the functions to be conferred by Law upon Local Government Councils. Such main functions include the participation of councils in the Government of a State as respects: (a) The provision and maintenance of primary, adult and vocational education; (b) The development of agriculture and natural resources and (c) The provision and maintenance of health services, to mention just a few. This paper on Local Governance and Public Goods contends that Local Government System in Nigeria has abysmally failed to comply with the constitutional provisions as well as in the performance of stipulated functions for the benefit of local populace. Despite the propaganda on the Local Government Reform, the grass root Local Governance with the expected public goods and where the people in the locality can identify and solve their local problems without external interference are yet to be realized. The paper compares and contrasts the Nigerian Local Government System with/to that of Britain and submits that although, the British system itself is not perfect, nevertheless, there are lessons to be learnt in Local Governance and Public Goods, especially, on the performance of functions, the financing, composition, structure, establishment and general services of the Local Government Councils.*

Keywords: Local Governance and Public Goods, Nigeria Local Government Council, British Local Government System, Local Government Administration.

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INTRODUCTION

“Nigerian local governments are not sufficiently local despite frequent fragmentation of their areas of authority and multiplication of their numbers.

...Local governments are in deep financial trouble because despite receipt of 20% of the federation account and 35% of the VAT many remain incapable of paying salaries regularly not to talk of financing development projects.

....Organizationally, the local government departmental structure is over-elaborated. ...The 1999 Constitutional provisions have appeared to fall short of what is required to ensure their adequate protection from threats to their existence by way of dissolution, abolition or fragmentation” (Gboyega, 2003).

Issues on Local Governance and Public Goods have several dimensions including the organization, the functions, the personnel, the finance among a host of others. However, in Nigeria, Local Government Councils have been unable to address these issues efficaciously for the benefits of the local populace. The constitutional provisions have been flouted with impunity and relish. Although, there are political, financial, administrative, organizational and constitutional shortcomings militating against local governance, to mention just a few, nevertheless, the system can still perform to protect the interests of the local people if the various governments at central, state and local levels have the political will to make the system work.

This paper on local governance and public goods examines the functioning of Local Government Councils in Nigeria as provided for in the country's 1999 Constitution (as amended) and suggests that some lessons can be learnt from the operation of the local government system in Britain. After all, it has been documented that the history of local government system in Nigeria initially manifested the emulation of the British Local Government System before the various reforms that were subsequently introduced.

“Their model was the British Local Government System with its tiered structure and committee system”. (Kasfir, 1983).

Why Local Governance and Public Goods?

It is acknowledged that local governance constitutes the most critical level of governance where the momentum to sustain national development can be created. Local governance is a system of devolution of powers to the local authority to provide services of local nature. Golding, (1975) says local government is “the management of their own affairs by the people of a locality”.

Thus, it is designed "to make appropriate services and development activities responsive to the local wishes and initiative by devolving or delegating them to local representative bodies".

Local government may be loosely defined as a public organization authorized to decide and administer a limited range of public policies within a relatively small territory which is a sub-division of a regional or national government. Local government is that part of government of a nation or state which deals with such matters as concerned the inhabitants of a particular district or place, together with those matters which parliament has deemed desirable should be administered by local government.

Local government is the foundation on which State and National governments rest. The primary goal of local governance is to bring government nearer to the people for the purpose of maximizing utilization of local resources (men and materials) for rapid and even development of local communities. But for any local government to achieve this goal, it should be appropriately structured based on adequacy of units, adequately funded, enjoy a measure of freedom from the state government, properly staffed with adequate and competent personnel with appropriate organizational setting. To evolve a local government system with these essential requirements has proved a very serious problem for Nigeria.

More Definition of Terms

Local: Means belonging to or connected with the particular place or area that one is talking about or with the place where one lives.

Local Government: Is the system of government of a town or an area by elected representatives of the people who live there; the organization that is responsible for the government of a local area and for providing services etc.

There Are Sundry Definitions of Local Government: Local government is a public organization authorized to decide and administer a limited range of public policies within a relatively small territory which is a sub-division of a regional or national government; it is ...a political sub-division of a nation (or in a Federal System, a State) which is constituted by law and has substantial control of local affairs 'including the power' to impose taxes or to exert labour for prescribed purposes; local government is a territorial non-sovereign community possessing the legal right and the necessary organization to regulate its own affairs; and in Nigeria, local government is defined as: "government at local level exercised through representative councils established by law to exercise specific powers within defined areas. These powers should give the council substantial control over local affairs as well as staff and institutional and financial powers to initiate and direct the provision of services and to determine and implement projects so as to complement the activities of the state and federal government in their areas, and to ensure, through devolution of functions to these councils and through the active participation of the

people and their traditional institutions, that local initiative and response to local needs and conditions are maximized. (Olayiwola, 1984, 1986, 1987, 1990, 1991, 1992, 1993 1996, 2011, 2012, 2013).

In general terms, local government administration is aimed at bringing government nearer to the people, catering for local needs, encouraging local participation in politics and ensuring the preservation of local traditions, history and culture of the people as well as relieving the central or federal government of the burden of over-centralization. Local government administration is also designed to provide essential social and economic services for the locality, mobilize the people for community development, make for simple administration of justice at the local level and serve as a link between the people and the state/central government among a host of other functions. This list is not exhaustive. (Olayiwola, 1984,1986, 1987, 1996, 2012, 2013).

The Nigerian 1999 Constitution (As Amended) and Local Government

The main provision of the 1999 Constitution on local government vests states with authority to ensure their existence as democratic institutions by legislation that provides for their establishment, structure, composition, finance and functions. It further provides that local governments shall receive a share of the federation account on terms decided by the National Assembly. The constitution guarantees fiscal transfers from the federation account to local government as well as their functions.

However, the 1999 constitution does not give local governments clear mandates on key local functions such as local development planning, primary education, health services and the development of agriculture and natural resources. Their role in economic development planning is to make recommendations to a state's agency for economic planning, while in respect of primary education, health and agricultural development, their role is stated as "participation . . . in the Government of a State in respects" of these functions. With such unclear mandates, local governments have had a herculean task resisting state interference in local governance.

One of the problematic areas in local government administration since 1999 has been how to secure adequate funds for local governments. Following the return to democratic rule in 1999, local officials expected that arbitrary deductions from local funds and procurements on their behalf would cease which would result in more revenue accruing to them.

One aspect of the constitutional problem is that it provides for the establishment of a State Joint Local Government Account (SJLGA') into which shall be paid the allocations to local governments from the federation account and transfers from a state's internal revenue, while at the same time empowering the National Assembly to determine on what terms and manner the allocations from the federation account shall be distributed to local governments. State Assemblies are empowered to decide the formula for

allocation of revenue to local governments within their states. These provisions are meant to ensure that the federation account allocations which are by far the largest source of funding of local governments are protected as best as the National Assembly can decide while, at the same time, allowing states to decide distributive equity within its jurisdiction. The problem is that the SJLGA has historically facilitated state encroachment on local revenues, therefore, necessitating its abolition under the military reforms of the mid-1980s. (Gboyega, 2003).

Functions of Nigerian Local Government Councils Under the 1976 Reform

Two lists were introduced:

The first list was considered the primary or mandatory functions that all local governments had to perform. It comprised the following items:

- Markets and motor parks;
- Sanitary inspection, refuse and night-soil disposal;
- Control of vermin;
- Slaughter house and slaughter slabs;
- Public conveniences;
- Burial grounds;
- Registration of births, deaths and marriages;
- Provision of community and local recreation centers;
- Parks, gardens and public open places;
- Grazing grounds, fuel plantations;
- Licensing, supervision and regulation of bakes
- Houses and laundries;
- Licensing, regulation and control of the sale of liquor;
- Licensing and regulation of bicycles and carts and other types of vehicles except those mechanically propelled and canoes;
- Control or keeping of animals;
- Control of hoardings, advertisements, use of loudspeakers in or near public places, drumming;
- Naming of roads and streets and numbering of plots/buildings;
- Control and collection of revenue from forestry outside the 'forest estate' of gazetted forest reserves;
- Collection of vehicle parking charges; and collection of property and other taxes, community tax, and other designated revenue sources,

The second list was vested concurrently in state and local governments. However, each state government was to devolve them to its local governments when it ascertained that they had capacity to perform them. This list comprised:

- Health centers maternity centers; dispensaries and health clinics, ambulance services, leprosy clinics and preventive health services; abattoirs, meat inspection;
- Nursery and primary education and adult education; information and public enlightenment;

- Provision of scholarships and bursaries;
- Provision of public libraries and reading rooms; agricultural extension, animal health extension services and veterinary clinics; rural and semi-urban water supply; fire services;
- Provision of roads and streets (other than trunk roads), their lighting, drainage; control of water and atmospheric pollution; control of beggars, of prostitution, and repatriation of destitute;
- Provision of public utilities except where restricted by other legislation, specifically including provision of road and inland water transport;
- Public housing programs;
- Operation of commercial undertakings;
- Control of traffic and parking;
- Regulation and control of buildings;
- Town and country planning; and
- Piped sewerage systems. (Guidelines for Local Government Reform, 1976).

In practice, state governments regarded the second list as a list of permissive functions, which they allowed local governments to perform under close supervision if they had the resources to perform them. The fact that key social services such as health and education were concurrent responsibility of state and local governments posed funding and organizational problems. State governments laid down policy and exercised administrative controls over quality and quantum of services to be delivered but left funding to local governments that lacked resources to adequately fund them.

Functions of a Local Government Council Under the Fourth Schedule of the 1999 Constitution

1. The main functions of a local government council are as follows:
 - a. The consideration and the making of recommendations to a State commission on economic planning or any similar body on -
 - i. The economic development of the State, particularly in so far as the areas of authority of the council and of the State are affected, and
 - ii. Proposals made by the said commission or body;
 - b. Collection of rates, radio and television licenses;
 - c. Establishment and maintenance of cemeteries, burial grounds and homes for the destitute or infirm;
 - d. Licensing of bicycles, trucks (other than mechanically propelled trucks), canoes, wheel barrows and carts;
 - e. Establishment, maintenance and regulation of slaughter houses, slaughter slabs, markets, motor parks and public conveniences;
 - f. Construction and maintenance of roads, streets, street lightings, drains and other public highways, parks, gardens, open spaces, or such public facilities as may be prescribed from time to time by the House of Assembly of a State;
 - g. Naming of roads and streets and numbering of houses;

- h. Provision and maintenance of public conveniences, sewage and refuse disposal;
 - i. Registration of all births, deaths and marriages;
 - j. 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
 - k. Control and regulation of —
 - i. Out-door advertising and hoarding;
 - ii. Movement and keeping of pets of all descriptions;
 - iii. Shops and kiosks;
 - iv. Restaurants, bakeries and other places for sale of food to the public;
 - v. Laundries; and
 - vi. Licensing, regulation and control of the sale of liquor.
2. The functions of a local government council shall include participation of such council in the Government of a State as respects the following matters —
- (a) The provision and maintenance of primary, adult and vocational education;
 - (b) The development of agriculture and natural resources, other than the exploitation of minerals;
 - (c) The provision and maintenance of health services; and
 - (d) Such other functions as may be conferred on a local government council by the House of Assembly of the State.

BRITISH LOCAL GOVERNMENT ADMINISTRATION: AN OVERVIEW

The system of local government is different in each of the counties of Britain, the United Kingdom. In total there are 426 local authorities in the UK. 346 of these are in England, 26 in Northern Ireland, 32 in Scotland and 22 are in Wales.

However, the most complex system is in England, the result of numerous reforms and reorganizations over the centuries. The top level of sub-national administration within England until the end of March 2012 consists of the nine regions. The regions were used by central government for various statistical purposes and Government Offices and assorted other institutions including Regional Development Agencies.

The layers of elected local government vary. In different areas the highest tier of elected local government may be

- Counties, which may be single tier unitary authorities, or divided into district also known as boroughs in some areas, especially in London.
- districts, which are separate unitary authorities in some areas
- Metropolitan districts (also called metropolitan boroughs) in some areas which are similar to unitary authorities but have joint boards with other districts in the same metropolitan county; examples include Manchester, Birmingham, Liverpool, etc.

- Greater London, which is divided into 32 London boroughs and the City of London.

In most areas, there is a lower tier of government, civil parish, with limited functions. Most civil parishes are in rural areas, but if the parish is a town, the parish council may be called a town council. In a few cases the parish is a city, and the parish council is called a city council. Metropolitan counties, and a few non-metropolitan counties, no longer have elected councils or administrative functions, and their former functions are performed by districts. Such counties remain ceremonial counties.

In England, local authorities are given full discretion to exercise the functions allocated to them. This does not mean they are completely self governing. They are established by and subject to government. 'They cannot therefore be regarded as second tier in a system of unitary government. The sole reason is that their powers are derived from the government that set them up and not from the constitution. Government allows these authorities to discharge their functions without interference as long as they do so efficiently and justly. Interference therefore becomes a resort only when local government becomes inefficient or resort to illegality.

Note that in the British system most controls come through inspections, approvals, returns, audit and grants (Punnet, 1971). Local governments in Britain are principally referred to as local authorities. They are created by Act of parliament. Even though there are various forms of control, the idea of democratic self government is a serious form in the power of these authorities. The government however hesitates to give appreciable autonomy or independence to these units because such may act as distraction in the face of the social, economic and political unity needed by Britain as it forges integration democratically and related to the rest of Europe. Despite this fundamental hold on local governments, in practice, things are not as tight as it may seem (because of this general disposition to make the system work and the power local governments derive from acting ultra-vires.

Local authorities in Britain are not emanations of the State but are responsible bodies, competent to discharge their own functions and although they may be the statutory bodies through which government policy is given effect and may operate to a large extent with government money, they exercise their own responsibility in their own right, not ordinarily as agents of Government department (Price, 1975).

This means that government, having given their local authorities certain powers and functions by statutes, thereafter allows these authorities to discharge their functions without interference as long as they do so effectively and justifiably.

UNITS OF LOCAL GOVERNMENT

The main units of local governments are Counties, Urban Municipalities and Rural Local Authorities. (Urban municipalities consist of County Boroughs, a non-county and metropolitan borough council). Traditionally, the main pattern of local government organization in England and Wales outside Greater London is a division of the country into county boroughs and administrative counties.

County Boroughs are mainly chartered Towns with population of over 75,000. In other word, boroughs are based on Charters granted at different times by the Monarchy to small towns to exercise some right in its own justices and courts and settle dispute locally. Furthermore, provision was made for separate parliamentary representation which the other types of councils did not have. The County boroughs have the power of non-county borough council and of a county council. This also includes police affairs. However, Administrative Counties are the more numerous and popular. Administrative Counties can be broken into Non County Boroughs and County Districts. The latter consists of Urban Districts and Rural Districts, while Rural Districts are made up of Rural Parishes (or 20-30 in a District) (Odoh, 1990).

Each of these divisions or units has its own powers and duties and administration by its elected council. But meanwhile, the numbers of these units are as follows: 58 County Councils, 82 County Borough Councils, 264 Non County Borough Councils, 532 Urban Districts Councils, 3,300 Parish Meeting.

Greater London Boroughs are responsible for such services as, housing, water supply, sewage, minor roads and bridges buildings. Services of urban and rural district councils are similar to those provided by non-county borough councils except that the rural districts are not responsible for highways, bridges and libraries. Parish councils are able to provide local amenities including allotments, village halls, playing fields, street lighting upkeep of footpaths, etc. However, a new structure emerged as from 1974 even though it did not affect Greater London.

Moreover, there has been no fundamental difference between the Traditional and New structure. First the structure of Greater London was untouched. Second, the Plurality of administrative counties has been neatly divided into Non-Metropolitan which is now used to qualify the type of County Council except that the use of "Urban" has been dropped with only Districts retained.

In Wales, there is no such broad distinction but the name urban is also dropped. Generally, for non-metropolitan area local governments parade a three-tier structure (just as in the traditional local government system). The same is true for Wales except that the name of the "Parish" has changed to "Community". For Metropolitan areas in England, a two tier system is still visible as in the traditional system, except that the term "urban" has been removed.

The London Boroughs

The Local Government Act 2000 triggered some fundamental challenges to the way councils are run, it set out three possible models, and left it to each individual local authority (and its residents) to choose which system to implement. The three options are:

- A directly-elected mayor and cabinet: the mayor, once elected (for a four-year term), select his or her cabinet from among the councilors. The cabinet member need not all be from the same political party. A directly elected mayor has much more power than the traditional, largely ceremonial, mayor.
- A leader and cabinet: the leader is elected annually by the council, and the cabinet members are either appointed by the leader or elected by the council. Again, the cabinet can be either single-party or a coalition.
- A mayor and council manager: the mayor is directly elected for four years to guide and influence the day-to-day work or a professional officer, who plans policy and takes decisions.

Whichever structure is chosen, all councils must have at least one Overview and Scrutiny Committee, made up of councilors who are not cabinet members. Such committees, which have to reflect the political balance of the council, can make policy and budget proposals, monitor and review performance, and call in or review decisions of the executive.

In London, 29 of the 32 boroughs are by a leader and cabinet, while three (Hackney, Lewisham and Newham) have a directly-elected mayor and cabinet system. All the cabinets in London have between seven and ten members.

Table of Some London Southwark Borough Council Wards, Councilors and Political Parties.

Ward	Member	Party
Brunswick Park	Aalison Moise Vicky Naisah Ian Wingfield	LAB LAB LAB
Camberwell Green	Dora Dixon Fyle John Friary Tony Ritchie	LAB LAB LAB
Cathedrals	Daniel MCCarthy Catriona Moore Mark Pursey	LIBDEM LIBDEM LIBDEM
Chaucer	ABDUR-RAHMAN OLAYIWOLA	LIBDEM
	Richard Thomas Lorraine Zuleta	LIBDEM LIBDEM
College	Kim Humphreys Lewis Robinson William Patrick Rowe	CON CON CON
East Dulwich	Norma Gibbes Charlie Smith Sara Welfare	LAB LAB LAB
East Walworth	Margaret Ambrose Catherine Bowman	LIBDEM LIBDEM

Source: The London Government Directory, 2004. A Guide to Local Government in London by Association of London Government.

COUNCIL ELECTION 2010

Local Council Election Results 2010

Results are in for all 21 wards. View the full local council election results by ward.

Ward	Labour	Liberal Democrat	Conservative	Other
Brunswick Park	3(hold)	0	0	
Camberwell Green	3 (hold)	0	0	
Cathedrals	0	3 (hold)	0	
Chaucer	1 (+1)	2(-1)	0	
College	2(+2)	0	(-2)	
East Dulwich	0	3 (hold)	0	
East Walworth	3 (+1)	0 (-1)	0	
Faraday	3 (hold)	0	0	
Grange	0	3 (hold)	0	
Liversey	3 (hold)	0	0	
Newington	2(+2)	1(-2)	0	
Nunhead	3 (hold)	0	0	
Peckham	3	0	0	
Peckham Rye	3 (hold)	0	0	
Riverside	0	3 (hold)	0	
Rotherhithe	0	3 (hold)	0	
South Bermondsey	0	3 (hold)	0	
South Camberwell	3 (+1)	0	0	Green (-1)
Surrey Docks	0	3 (hold)	0	
The Lane	3 (hold)	0	0	
Village	0	1 (+1)	2 (-1)	
Total	35 (0+7)	25 (-3)	3 (-3)	0 (-1)

N.B: There were another Local Councils and Mayoral Elections on Thursday, 3rd May, 2012.

Source: Southwark Council Town Hall, London SE5 (Now, London SE1).

A COMPARISON

Local government as the lowest tier of government performs primary functions. This is deliberate since the central governments control more funds and has better competence and expertise to handle more secondary or gigantic programmes. However, city governments, borough and urban or municipal councils take up greater and more sophisticated functions than rural councils. Most constitutions or Acts, established functional areas that local governments can engage in. In such an exercise, some functions are concurrent between the local government and the state or regional governments while others are exclusive to local governments. The Nigerian constitution makes this distinction. While exclusive functions include planning, revenue generating related functions, welfare like services like cemeteries, roads, street lighting, the concurrent ones include agriculture, health, education (especially primary education) and many other functions prescribed from time to time by the State House of Assembly. (Constitution 1999 — Schedule IV).

In Britain, local authorities perform three broad functions: (1) environmental,(2) protective and (3) personal. Environmental functions concern the citizens immediate physical surrounding -road construction, provision and maintenance of street light, water supplies, recreation grounds, street cleaning and refuse disposal, so as to provide a better safer, cleaner and greener environment (Olayiwola, 1992 & 2012). Protective functions are those that deal with safety of citizens i.e. police and fire services. Personal services deal with individual well being such as housing, education, libraries and museum, schools and health services. It should be noted that in Britain today, the most significant complex and cumbersome function of local authorities is Housing. However, not all local governments can perform these functions. In Rural Districts, Parish Councils have limited control in matters of local interest such as allotments, burial grounds, lighting and provision and amenities, such as recreation grounds, bus shelters and Parish halls. Local authorities can in addition acquire further power through delegated legislation law or bye-law. they also have general powers to acquire land by agreement by means of purchase lease or exchange.

In brevity local government plays a very prominent role in societal rejuvenation and development. In the countries under study, especially in Britain, local government is the first point of call in terms of the people's primary needs and societal transformation. Governance in actual fact, starts from the local level and the people are adequately involved and empowered to decide who becomes what and what eventually transpires in the local government, when, where, why and how?

Nigeria local government system is in transition, in spite of several reforms that have taken place, the local government activities are still far from galvanizing a meaningful development. The need to make local government effective is non-negotiable; hence the study, proposed an international best practices for local government, where purposeful leadership, substantial autonomy and democratization of political space will afford the real

locale (i.e. the people) to really take care and get involved in local administration outside of the present surrogate leadership – where local government is held in trust for some political dictators. (Moshood, 2008).

CONCLUSION AND RECOMMENDATIONS

This paper has discussed the provisions of the Constitution of the Federal Republic of Nigeria, 1999 (as amended) which guarantee the system of Local Government by democratically elected Local Government Councils and stipulate that the Law that ensures the existence of such councils should provide for their establishment, structure, composition, finance and functions.

It also examined the Fourth Schedule to the Constitution, the functions conferred by Law upon Local Government Councils. Such main functions include the participation of councils in the Government of a State as respects:

- a. The provision and maintenance of primary, adult and vocational education;
- b. The development of agriculture and natural resources and
- c. The provision and maintenance of health services, to mention just a few.

The paper contends that Local Government System in Nigeria has abysmally failed to comply with the constitutional provisions as well as in the performance of stipulated functions for the benefit of local populace. It added that despite the propaganda on the Local Government Reform, the grass root Local Governance with the expected public goods and where the people in the locality can identify and solve their local problems without external interference are yet to be realized. The paper compared and contrasted Nigerian Local Government System with/to that of Britain and submits that although, the British system itself is not perfect, nevertheless, there are lessons to be learnt in Local Governance and Public Goods, especially, on the performance of functions, the financing, composition, structure, establishment and general services of the Local Government Councils.

The following recommendations are some of the lessons that can be learnt from the British Local Government System.

1. Proper, Free, Fair and Credible Elections to the Local Government Councils: Under the British Local Government System, proper, free, fair and credible elections are held periodically, every four years, to elect local councilors. We recommend that Nigerian governments should conduct proper, free, fair and credible elections to elect local government councilors so as to ensure effective local governance and public goods. To achieve this, the National Assembly should legislate or amend the constitution on the guidelines and rules to ensure internal democracy within political parties, including making laws for the conduct of party primaries, party

congresses and party conventions as the National Assembly is empowered under section 228 of the 1999 constitution of the Federal Republic of Nigeria.

2. There should be separate council constitutions for each Nigerian Local Government Councils to be agreed by each Council Assembly as it operates under the British Local Government System. (See Appendix 1).
3. All councilors of the Nigerian Local Government councils should be compelled to hold regular weekly councilors' surgeries for their constituents. Advertisements should be published by the councils through various means including free councilors' surgery cards indicating addresses of places where councilors' surgeries are held including the contact names, addresses, telephone numbers of ward councilors and details of the council contact persons, addresses, telephone numbers and e-mails etc. (See Appendix 2 and Appendix 3).
4. All council businesses as they affect local populace should be translated to the local languages in the areas where the local government councils are situated e.g. Yoruba, Hausa, Igbo languages and areas among a host of others.
5. Councils meetings should also be opened to members of the local communities. The Revenue Allocation of the Nigerian Local Government Councils should be sent to them directly and not through state governments or any other intermediaries.
6. The federal government should set up as a matter of urgency a National Institute of Local Government Affairs in Nigeria. The Institute will be able to study the political, organizational, administrative and other communication problem of local government in the country and find solutions to them. The institute will also be able to look after policy research, arrange seminars, conferences, workshops and training programmes for all cadres of local government employees with a view to ensuring that local government administration is truly local and that it is being run by the local people for the benefit of the truly local community.
7. All ministries of local government and local government service commission/boards should be abolished in order to give a meaningful autonomy to the local government councils;
8. Local government councils should establish branch offices in various towns and villages within the local government area with a view to coping with information inputs from the people and bringing government nearer to the people;
9. The governments should now come out with a National Policy on Communication and Information dissemination and create a task force for examining communication situation in local government administration with a

view to making necessary recommendations on effective communication between the local community and the local governments.

10. All local government councils should establish public/communication units in their areas of jurisdiction, to achieve effective communication in local government administration;
11. Mass media organizations in the country (both Print and Electronic) should be mandated by the federal/state governments or their private owners to give more attention to local government councils and rural areas in their informative, educative, entertaining and enlightenment programmes on the problems, functions, role, achievements and place of local government administration in national development;
12. All local government administrators should make use of and encourage the use of a combination of downward, upward and horizontal methods of communication so as to make local government councils more effective, more responsive and more responsible.

OTHER RECOMMENDATIONS

- **Shortage of Trained Personnel Should Be Addressed:** This is a major problem which the Local Government councils are faced with as there is an acute shortage of trained and experienced personnel which invariably affects the efficiency of the Local Government Councils.
- **Shortage of Funds:** Should also be tackled. Most local governments do not have enough funds needed to operate successfully. Most times, the finances available to them are not even enough to pay workers not to talk of executing projects. The local authorities have enormous responsibility but lack funds to finance them.
- **Political Interference:** Should be discouraged and avoided. It must be noted that at different times, both the military and civilian governments often interfered in the activities of the local authorities. This should stop.
- **Corruption:** such as bribery, embezzlement, personal aggrandizement and a host of other corrupt practices are major problems facing the local government administrations in Nigeria as officials have turned demanding and acceptance of bribes into a modality for performing their functions. Also some public officials involved in revenue collection often embezzle part of these funds for their own selfish reasons. However, the most devastating is the stealing and embezzlement of allocations for projects and other obligations by council officials.

- **Granting Undue Favours:** Some local government officials use their positions to give undue favours to their friends, families etc. This is particularly obvious in the award of contracts.
- **Political Victimization:** Most local governments are victimized politically especially if they are not in the good books of the ruling political party at the central level.
- **Tribalism, Nepotism and Favouritism:** This bad precedence is now the order of the day in terms of appointments, transfer, discipline and promotion of staff in the local councils.
- **Low Incentives:** The encouragement given to workers is low thereby leading to poor attitude to work by the local government workers.
- **Withholding Grants:** The central government may decide to hold on to local government grants.
- **Flamboyance of Council Executives:** The flamboyant lifestyle of some council chairmen and other political officials of the local government is also a major problem. Some chairmen spend public funds on excesses, undeserved body guards and political thugs, furniture allowances (even when nothing is wrong with the ones being used previously), senseless financial allowances to mention just a few.

Local government councilors are elected to represent the local populace and their wards. They are a point of contact between the local communities and the local government councils and services. If the members of a local community have particular problems or complaints relating to any service provided by the council, want advice or have any suggestions, people should be able to get in touch with their local councilors in a number of ways:

- (1) By attending one of the councilors' ward surgeries,
- (2) Telephoning them,
- (3) E-mailing them,
- (4) Writing to them care of the council's addresses.

It is with regret that we note all these are not happening in Nigerian Local Government Councils as presently constituted.

Local Government councilors are responsible for making the important decisions which affect the local areas and their people. As representatives of the local community, councilors are also responsible for making sure that the local peoples' views are taken into account in decision-making. Almost all council committee and sub-committee meetings should be open to the public. Members of the public have the right to see the agenda and papers due to be discussed.

These should all be available at least three days before the meeting at the venue. Times and places of such meetings should be publicized and advertised. It is hoped that if these measures on councilors elections, financing of the councils, management, staffing, training, composition, structure, establishment, council services, communication and relationships with the local community are implemented, local governance and public goods will be enhanced.

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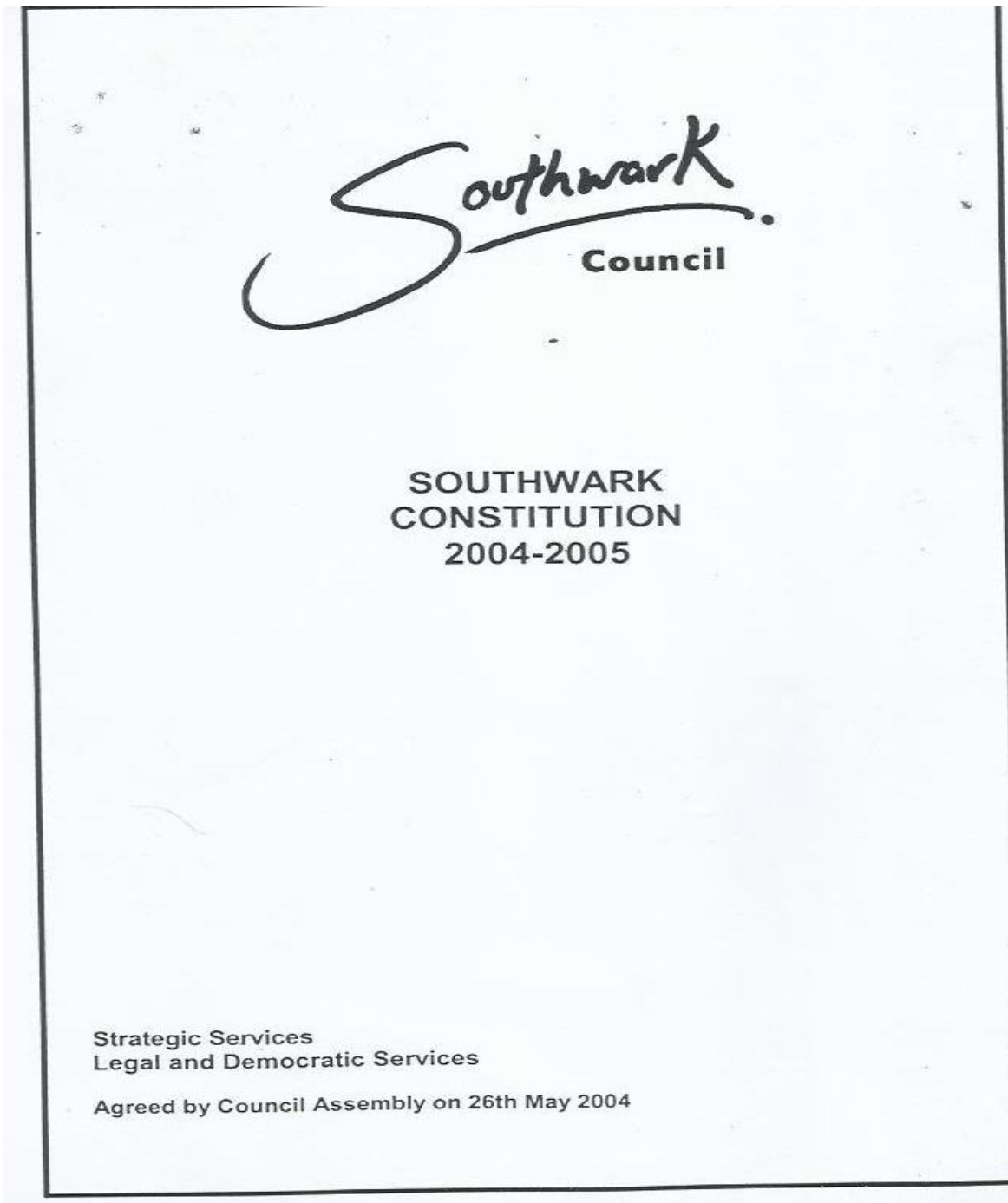
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Appendix I



Southwark Constitution

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Appendix II

***COUNCILLOR DR. ABDUR-RAHMAN OLALEKAN
OLAYIWOLA***



ADVICE SURGERIES

As one of your Labour Party Local Councillors for Little Ward, Peckham, Dr. Abdur-Rahman Olayiwola is pleased to offer help to his constituents at the following venues, times and on the following dates:

2nd Saturday of every month at Sumner Estate TA Residents Hall, Marne Hall, Marne House, Sumner Estate, SE15 5RF between 10.00am and 12.00noon

4th Saturday of every month at Pennack TA Hall, Pennack Road, Willowbrook Estate, Peckham SE15 between 10.00am and 12.00noon.

ADVICE SERVICE 1994/1995

Dates marked: ○

10.00am – 12.00noon
 at Sumner Estate TA Residents Hall,
 Marne Hall, Marne House,
 Sumner Estate, Peckham, London SE15

Dates marked: □

10.00am – 12.00noon
 at Pennack TA Hall,
 Pennack Road, Willowbrook Estate,
 Peckham, London SE15

August 1994

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April 1995

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May 1995

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Appendix III

Southwark
Council

**CHAUCER
WARD**

WHO ARE YOUR LOCAL COUNCILLORS?

Your Liberal Democrat Councillors, Dr Abdur-Rahman Olalekan Olayiwola (Dr Ola), Richard Thomas and Lorraine Zuleta, have been elected to represent you and your Ward. They are a point of contact between you and the Council and its services.

HOW CAN YOUR COUNCILLORS HELP YOU?

If you have a particular problem or complaint relating to any service provided by the Council, want advice, or have any suggestions, you can get in touch with your local Councillors in a number of ways: by attending one of their Ward Surgeries; telephoning them; e-mailing or writing to them care of Southwark Town Hall, Peckham Road, London SE5 8UB.

Details are listed overleaf. If you want any other information or help, the telephone number for Southwark Council is 020 7525 5000



Cllr. Dr Abdur-Rahman Olalekan Olayiwola (Dr Ola)
Dip. B.Sc. (Hons); M.Sc.; M.C.A.; M.Phil. (H);
C.M.E.; PG.Dip. (Law); PG.Dip. (Legal Practice);
Ph.D. (London)

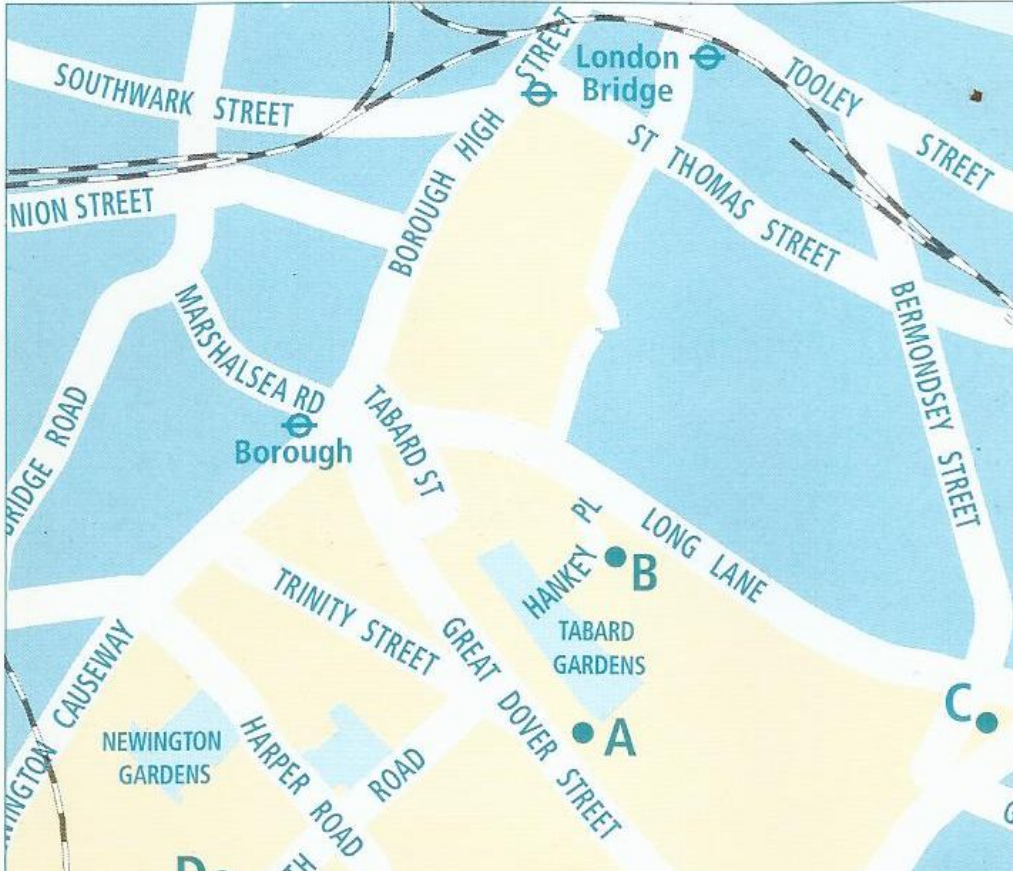


Cllr. Richard Thomas



Cllr. Lorraine Zuleta

CHAUCER WARD MAP



WARD SURGERY DETAILS

A First Thursday of every month	Round House, Lawson Tenants' Hall, Lawson Estate, Great Dover Street, London, SE1	7.00pm – 8.00pm
B Second Monday of every month	Tabard Community Centre, 3 Hankey Place, London, SE1	7.00pm – 8.00pm
C Third Thursday of every month	South London Mission, 256 Bermondsey Steet, London, SE1	7.00pm – 8.00pm
D Fourth Thursday of every month	Rockingham Community Centre, Falmouth Road, Rockingham Estate, Elephant and Castle, SE1 6RQ	7.00pm – 8.00pm

Surgeries are not held in August, on Bank holidays or in Easter,

TELEPHONE

Dr Abdur-Rahman Olalekan Olayiwola (Dr Ola)	020 7277 6168
Richard Thomas	020 7231 2117
Lorraine Zuleta	020 7252 5973

EMAIL

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BY POST

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