

Effects Of Integrity On The Performance Of Elected Leaders In Local Government Authorities In Manyara Region, Tanzania

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Abstract: This study assessed effects of integrity on the performance of elected leaders in Babati town council. A sample size of 93 community members and 24 community leaders were obtained through simple random selection. Data were collected by using structured interview questionnaire. Data were analyzed using SPSS. Simple descriptive statistics and cross tabulation were used in the analysis. The results shows that councilors decided to contest for the position in order to serve citizens (73.1%). On the other hands, most of the decisions that are made by councilors through their routine council meetings were not found to be pro citizens (66.7%). The major drive for position was found to be personal gains than serving the community. Factors affecting councilor's performance were found to be greedy to payments, favoritisms, other personal benefits and lack ethics and general lack of capacity to handle and supervise community projects. Councilors were also found in misconducts contrary to rules and regulations. Councilors were found to be operating contrary to the Act No. 7 of 1982 that established the local government authorities in rural areas, and the Local Government (Urban Authorities) Act No. 8 of 1982. They were involved in district tender, misuse of public funds, and did not effectively participate in community meetings. It is recommended that rules and regulations governing councilors need to be enforced so as to improve integrity and conformity to standard operation procedures in public resource management

1 INTRODUCTION

Local Governments are the level of government that are closest to the people and therefore responsible for serving the political and material needs of people and communities at a specific local area. Local governments can elect officials, enact taxes, and do many other things that a national government would do, just on a smaller scale. However, people are represented by Legislative bodies who are most effective and successful when they focus on strategic activities that guide the future of their communities. Whether it is called goal setting, strategic planning or futures planning, the process of assessing need and establishing priorities is a necessary function of local government. It is a process that can be used to build citizen support, encourage efficiency, and improve productivity. [CMA 1995]. According to NSW Department of Local Government 2008, Local Government as the closest sphere of government to the community, plays a crucial role in delivering essential services to residents. Africa Local Council Oversight and Social Accountability (ALCOSA), 2008, indicates that the qualities of an individual to be elected as a councilor, are a major contributory factor to the extent to which that individual performs the oversight and accountability functions. In this case the legal framework provides an opportunity for all citizens to compete and represent their constituents and assumes that the citizens would be in position to scrutinize these individuals and elect those that posses the skills necessary to perform the oversight and accountability functions and ensure that the citizens access services. However, according to the Controller and Auditor General Audit report findings from 2007/2008 to 2010/2011 financial year, there has been increased rate of District Councils in Manyara region whose financial statements are qualified by the Controller and Auditor General. Generally the trend indicated that except for 2008/2009 financial year, every year 3 Councils must receive qualified report. Babati Town council is leading by having qualified report for the past 3 years except 2008/2009.

2. RESEARCH PROBLEM

Manyara Regional development report 2013, indicates that Councilors from Babati town council for the past 10 years have not successful fulfilled their contractual obligation of a leader that could translate into their performance from all liabilities under their contracts. According to their contracts Councilors should make sure that they produce sufficient output, produce acceptable quality, make sure that the organizational operating procedures are followed, put sufficient effort in their oversight role and ensure have ability to do their roles at the required level Tanzania 2011/2012 Controller and Auditor General audit findings shows that from 2007/2008 to 2010/2011 financial year there has been increased rate of qualified financial statements reports in Babati town Council. Some of the reasons that were given by CAG that has resulted into having qualified reports includes non compliance by the internal control system by finance personnel, Remittances not acknowledged by the Ministry, Payments not acknowledged, un authorized expenditure, Payments without supporting document, Revenue Receipt Books not produced for Audit, Missing Payment Vouchers. It is not clearly known yet why there is such rampant misuse and abuse of public resources by duty bearers at the district while at the same time there is decrease councilors integrity in Babati town council.

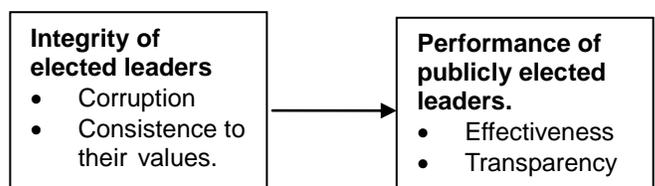
3. RESEARCH OBJECTIVE

To assess effects of integrity on the performance of elected leaders in Babati Town Council.

4. CONCEPTUAL FRAMEWORK

Independent variable

Dependent variable



Crime and misconduct commission (2012), defines integrity as fulfilling obligations which are essential to maintaining public confidence and acting in the public interest, and failure to do so may constitute misconduct, official misconduct or a criminal offence. Yukl and Van Fleet (2010) does not define integrity, but rather lists ten components which he calls the Ten Commandments of leaders Integrity: Tell the truth; obey the law; reduce ambiguity; show concern for others; accept responsibility for the growth and nurturing of subordinates; practice participation, not paternalism; provide freedom from corrupting influences; always act; provide consistency across cases; and provide consistency between values and actions.

4.1 The perception of the incidence of corruption.

World Bank defines corruption as the abuse of public office for private gain. John Onaiyekan (2013) indicates that corruption in council may be perceived as perversion of integrity or state of affair through bribery, favor or moral depravity. It involves the injection of additional but improper transaction aimed at changing the normal course of events and altering judgments and positions of trust.

4.2 Consistence to their values.

CIPFA and IFAC (2013), indicates that in order to maintain the confidence of the community councilors must ensure that decisions are made in an ethical and impartial manner. Mushi, R and Melyoki. L. L (2005), argued that Tanzania public leader's code of Conduct and code of ethics provides the foundation for ethical decision-making in local government, and all councils must make and adopt a code of conduct. The Model Code of Conduct sets the minimum standards of conduct for any councilor. The Model Code of Conduct covers ethical and appropriate conduct including general conduct, conflicts of interests and personal benefit, relationships between council officials, access to council resources and information, reporting breaches of the Code and misbehavior.

4.3 Performance

Pierre J. Richard Timothy M. Devinney (2012), defines performance as a measure of how effectively the organization is led. It is the successful fulfillment of a contractual obligation of any leader. In attaining this any organization should have a performance measurement which entails the regular collection of data to assess whether the correct processes are being performed and desired results are being achieved in the organization. George S. Yip and Gerry Johnson (2012), identified some of the reasons why an organization should measure performance as Quality Improvement, transparency, effectiveness, efficiency and timeliness. Hence in this context Performance of political leader will be measured by the improved quality of services, their transparency to the people they represent, their effectiveness in responding to the people's needs and priorities, and their productivity in terms of how well they manage public resources for realization of human rights and capabilities.

5. RESEARCH METHODOLOGY

The research design that was used in this study is descriptive research design. In this case both simple random sampling and purposive sampling were employed in collection of primary data. The research was conducted in Babati Town council which has eight wards, thirty six Streets and 98,108 people. Interview with local leaders and key informants were

purposely sampled in which street Chairpersons and Councilors from 13 selected streets participated in the study. 98 Community members from the 13 selected streets were randomly selected for interviews. In every street 2 community leaders were selected purposively making a total of 26 respondents. Primary data collection was done through semi structured interviews questioners. Among 98 questionnaires administered to respondents, only 93 were filled out and returned back. Review of secondary information was also done through review of district documents. Data collected from the interview schedules were analyzed using SPSS 20.0 version computer software whereby descriptive statistics such as frequency and percentage were used to obtain the general picture of the performance of councilors and factors affecting their performance.

6. RESEARCH KEY FINDINGS

The study found out that most councilors are not performing according to the rules and regulations that governing their positions. Councilors were found to be involved in competing for district tenders. Likewise, most councilors do not attend community meetings and not providing feedback to the community on district council meetings. On the other hand, the community was found not to effectively participate in decision making on matters affecting their welfare and development projects. The main reasons for councilors' poor performance were found to be their desire for allowances than serving the community in contesting for the positions, low education level and lack of adherence to rules and regulations governing the establishment of Local Government Authorities. Personal gain was the for most of the councilors to contest fro the position that serving the community as per their promises. Community leaders such as street leaders were found to understand the weakness of the councilors than the general public they serve.

7. RECOMMENDATIONS

Rules and regulation guiding the councilors need to be enforced by the responsible institutions including Council, PPRA, PCCB and Government institutions. Councilors who are found to use other people's names in tenders and getting involved in misuse of public resources for personal should be held accountable and answerable to their misconducts by PCCB. The government should strengthen the link in leadership system by imposing mechanisms that will influence positively the link between the community, street leaders, councilors and other district officials.

8. CONCLUSION

The results show that councilors' inner drive to contest for leadership was contrary to what they say and promised community. This study also shows that the community is not much aware of the conducts of the leaders and has no confidence on the credibility of the councilors in meeting their obligation in line with service to the community. This implies that the community perceives that councilors are involved in services that are not beneficial to the community. Getting involved in tender's results into conflict of interest where they cannot supervise council staff and service deliverers objectively, leading to poor standard projects and operations in their areas and hence poor service delivery.

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