



Effectiveness of Local Government Political Leaders in Implementation of Their Roles in Zanzibar Tanzania

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Abstract— Local governments are the nucleus of development practice everywhere. The paper examined the effectiveness of local government political leaders over their roles in Zanzibar Tanzania. A cross-sectional design was employed using a mixed approach in informing the study process with a 47 sample size. Purposive and systematic sampling methods were used in selecting local leaders and community members respectively. Questionnaire survey and key informant interview were used among other methods. Revealed that majority of local political leaders had completed form four level of education. It was found that the local political leaders had a low level of practices (2.4) in the implementation of their roles including the planning, monitoring, feedback, and health and education roles. Furthermore, there was a low level of practice in community sensitisation, advocacy, resource mobilisation, and needs communication to authority. This informs low capacity and understanding of roles in practice. It was concluded that the local political leaders had a low level of practice in the implementation of their roles. Recommended for the need to reform the qualifications and procedures for recruitment of local political leaders through democratic practice of elections.

Keywords—Effectiveness, Local political leaders, Zanzibar and Practice

I. INTRODUCTION

The World is working towards ending poverty in all its forms, achieve zero hunger for all, and promote adequate health and wellbeing with strong institutions by 2030 (1). These are achievable if attention is invested in strengthening in all capacities the local governments' administration and governance over space which are centers of resources and development practice. Reference (2) in many regions of the world decentralisation promotes the local functions and autonomy of local authorities. Local governments work more effectively in facilitating the delivery of social services including roads, railways, and power, water, education, and health services. The local governments have played contributory roles in both broadening and deepening the local democracy, as well as the reduction of regional imbalances particularly in conflict-prone areas. They have also been claimed to promote broader and deeper community participation in public affairs, and generally enhancing the functioning of the public service (3). Local governments at the global level differ spatially, for example, in the United Kingdom (UK) every country has its system of administration. England has 346 local governments; Northern Ireland with 26, Scotland with 32, while Wales has 22 local authorities. Because of the complexity of the local government system that existed in the United Kingdoms, England decided to make reforms to simplify the administration activities (4). Reference (3) the effectiveness of local governments

requires administrative capacity. The capacity of local authorities in many areas has been referred to as an imperative challenge, especially in the developing world. To some extent, the decentralization has been underperforming due to the weakening of central relations, political instability, or lacking basic functions of government like unified tax administration or treasury and budget implementation controls. The majority of countries have advanced in some areas of economic growth, adult literacy, child and infant mortality rates, life expectancy, and some other socio-economic parameters. Yet, the local governments are faced with great challenges in the 21st century involving the delivery of services; limited budget; staff; participation of citizens; forming new partnerships; and, technology, innovation, and socio-economic demographics (5).

Tanzania's mainland dates far back in terms of local government authorities, from the Native Authorities Ordinance in 1926 (6). The country experienced a period of a ten-year break, as in 1972 the local authorities were dissolved and replaced with direct central government rule functions. Then the re-establishment of these authorities happened later at the beginning of the 1980s in which the rural councils and rural authorities were re-established. Then the local government elections began to take place in 1983 with the establishment of councils in 1984. Following structural changes in 1993, the one-party political system was replaced by a multi-party system of political practices

with the first multiparty elections beginning to take place in 1995. Following this liberalisation of politics, there followed other major changes that led to the adoption of the public sector reform, which involved the reform of the local government system namely, the Local Government Reform Programme (LGRP). The reform covered four areas with political decentralisation being part. This changed the so-known as central-local relations, with the mainland government holding over-riding powers within the framework of the Constitution (6). Referring to (7), the system of local government in Tanzania is based on political devolution and decentralisation of functions and finances within the framework of a unitary state. The policy paper on local government reform states that the local governments will be holistic or multi-sectoral, government units with a legal status operating based on discretionary, but general powers under the legal framework constituted by the national legislation. The paper articulates several responsibilities entrusted to the local authorities in Tanzania. These involve their responsibility for social development and public service provision within their jurisdiction, facilitation of maintenance of law and order, and issues of national importance such as education, health, water, roads, and agriculture. They constitute a unitary governance system based on elected councils and committees and professional administration (7). Reference (8) in Tanzania, there was a limited performance of political leaders to enable the participation of communities in development programmes. Hence, following several reforms of local government leadership brings about a clear question of the need to examine and understand their capacity to the role, there were established to play part under the Act NO. 7 and 8 that re-introduced the Rural and Urban Local Government Authorities respectively since 1984. According to reference (9), the institutional context for the local political system and that of a government's political leadership effectiveness within which force of discretion, incentives, and accountability interest is provided by the range of capacities involving: (i) the internal political organisation of the local authorities, for instance, the separation of powers between the local councils and the executive; (ii) how the local executive and the council members are elected, including the representation of woman and disadvantaged groups; (iii) the nature of political systems; (iv) the vertical separation of powers ; (v) the effective control that the political leadership has over its management team and local administration at large and (vi) non-electoral aspects of local political participation and accountability. According to reference (10) every Sheha (local leader) shall be responsible within the area of his or her jurisdiction to do the following:- (a) to supervise all the Government laws, orders, policy, and directives for maintenance of law and order; (b) reconciliation and settlement of all social and family disputes arising in that area in accordance with the cultural, customary values and wisdom of that area; (c) keeping records of all documents relating to the registration of marriage, divorce, births and deaths, ngoma permits, transportation of crops, livestock, charcoal permits and so forth as directed from time to time

by institution concerned through respective district; (d) control of immigration in his or her Shehia and keeping records thereof; (e) receiving notification for convening all public meetings from appropriate authority; (f) to supervise finance, human and material resources of the government within its area to ensure they are used in a proper manner; (g) to create development committees within the Shehia. (h) Perform any other functions assigned to him by the District Commissioner following the law. Yet empirically, studies on local governance indicate the mixed performance of political leaders on effecting these roles on the ground. In Zanzibar, the Shehas and the Councilors constitute the political leaders in the local governments. These are entrusted to promote local social development as per decentralisation policy of Tanzania. Their leadership in local development poses a query on their knowledge and effective practice that they are expected by the public.

According to reference (11), political decentralisation within local government authorities in Tanzania Mainland is relatively advanced because of the indicator of practically democratically elected leadership through multiparty democratic system regularly since 1995, and to the lower-level councils and mitaa (streets)) since 1994. On the side of Zanzibar, the Local government Act No. 7 of 2014 provides for the establishment of ward councils and shehia consultative committees (Part IV, Sections 42, 47). However, it should be noted that the recent Local Government Act does not provide real democratic representation at the shehia level as it continues to be dominated by the central government-appointed Shehas. Reference (6) in the case of Zanzibar, the 1964 revolution did not only abolish the monarchy but also did away with the separation of the legislature, the executive, and the judiciary, fusing all their functions into a revolutionary council as one. Since the promulgation of Zanzibar's first post-revolution constitution in 1979, Zanzibar has, however, passed various pieces of legislation on local governments. At the moment, Zanzibar was developing a program for local government through the United Nations (6). Several reforms were made in the local governments to bring effective leaders to the local communities. Acts No.7 and 8 reintroduced Rural and Urban Local Government Authorities respectively since 1984 (6). According to RGZ (1998) the enactment of the Regional Administration Authority Act No. 1 of 1998 was done to promote local government effectiveness in roles. The main objectives of the Local Government were to provide certain civil services to the public. The provision of social services ensures the healthy living of the local community. The local Government in Zanzibar is expected to contribute to social development including sanitation, street lighting, birth and death issues, water supply, healthcare, and primary education (6). Despite many strategies and policies implemented to promote local governments for improved service provision, little is known over the factors that contribute to the limited performance of local political leaders in Tanzania (8) and (12). This study filled the gap to assess the factors that contribute to the status quo among local political leaders. The study adopted the

decentralization theory that contends that decentralisation brings public services closer; leads to the improved accountability of public services, services are also delivered more speedily than in the case of a centralised administration. However, the model holds the demerits of fostering more local royalty to regional identities and this may encourage more autonomy from the central government and even a territorial secession in multi-ethnic and multi-religious societies. Despite these limitations, the model possesses more benefits in linking and guiding the study because of its ability to hold closer presumptions over local needs. This paper is arranged into five sections. The first section of the paper discusses the introductory aspects of the work. The methodological issues underpinning the paper are discussed in the materials and methods section. The section on results and discussion of the paper uncovers the knowledge that was unknown by the public on the level of effectiveness contributed by local political leaders. The conclusion section states the way forward regards the effectiveness of local political leaders in Zanzibar's case area. Last but not least the recommendation of the paper is provided in the last section of the paper.

II. METHODOLOGY

The paper is based on the study conducted in the West 'B' District in Zanzibar Tanzania. The area possesses one of the local government authorities with local leadership. It adopted a mixed approach that utilised the cross-sectional design. The approach aimed at obtaining the descriptive analysis informed by the extent of knowledge of influential factors on local leaders' roles. It involved a sample of 47 participants in four local government authorities commonly known as "Shehias" involving ten community members and twelve local political leaders commonly referred to as "Shehas". The community members were selected systematically whereas the Shehas were purposively selected due to their roles in local leadership. The systematic random selection was done with an interval of 1 community member from the list. The qualitative data were gathered through focus group discussion (FGD), and key informant interviews. The key informant interview participants involved members of the House of Representatives and Members of Parliament. The FGD involved six community members of the area. The quantitative data were collected by questionnaire survey method. The quantitative data were analysed using descriptive statistics using the statistical package for social sciences. The qualitative data were analysed by theme and content analysis. It involved reduction and construction of meanings to display, meaningful elements conclusively (13). The presentation of results was done by frequency distribution tables, mean and explanation building.

III. RESULTS AND DISCUSSION

This section presents results on respondents' characteristics. These include sex, age, marital status, and level of education have been discussed. These results are presented in Table 1.

Table 1: Respondents' Characteristics

Demographic Characteristics	Shehas (n=7)	CM (n=40)
Sex	Percentage	Percentage
Male	85.7	55.0
Female	14.3	45.0
Age		
Youth	42.8	77.5
Adult	28.6	15
Elderly	28.6	7.5
Education level		
Primary	14.3	15.0
Secondary	85.7	80.0
Diploma	0	2.5
Bachelor degree	0	2.5

3.1.1 Sex

Regarding the sex of the respondents, results in Table 1 show that 6 (85.7.0%) of the respondents who participated were male while 1 (14.3%) were females. This implies that males are still dominant in leadership positions even in the lower levels. But on the side of community members, results show that 55.0% of the respondents who were involved in this study were males while 45.0% were females. This implies that males were more willing to participate in giving out their views on the study. These results concur with (12) findings where males were more involved than females.

3.1.2 Age

The respondents were divided into three age categories as presented in Table1 including youths, adults and the elderly. It was found that youths were 42.8%, adults 28.6%, and the elderly was 28.6%. This implies that youths have the access to political leadership positions at the local level. On the side of community members, the youths were 77.5%, adults were 15% and the elderly was 7.5%. This can be said that youths are the majority among the three categories and were eager to participate in the study. The youths constitute the second majority after children in Tanzania. This indicates the potential workforce in leadership positions at various levels.

3.1.3 Education

The results in Table 1 reveal that among the 4 Shehas and 3 depute Shehas, it was only one Sheha who finished primary school, the rest had completed secondary school education. This implies that the majority of the leaders at lower levels have completed secondary education. The results further indicate the limited knowledge and hence capacity due to education levels held by the majority of local political leaders in attending to their roles. Among community members, it was found that 80% of participants completed secondary education, 15% completed primary education, and 2.5% with a Bachelor's degree and 2.5% had a diploma level of education. These results relate to that of (3) that there is a great number of people who access education and be able to write and read. Likely, reference (11), the minimum educational standards for councilors should be raised.

3.1.4 Roles of Political Leaders in the Community

The researchers were interested to denote the understanding of community members on the roles of local political leaders. The results are presented in Box 1.

Box 1: Political leaders Roles

The leaders have been in position to listen to and resolve community problems, maintaining a clean environment, bringing development to the society, making follow up on the community matters, leading the country, to send the community problems to the central government to deal with the people needs, to collect money without being giving out the receipt, dealing with the water problem, keeping peace and security, creating collaboration in the community, they just need some money and some are not aware of their roles of political leadership in the community (Source: Community Members)

The results from Box 1 reveal that the local leaders deal with understanding and solving community problems. These results mean that the local level leadership is knowledgeable over their roles in dealing with the grass-root problems. Regarding community members, there is a low level of understanding over the role of Shehas as local leaders. It was found that the same roles articulated by community members are the roles that Shehas emphasized to undertake in their respective areas. But throughout those mentioned roles, it shows that local political leaders are not well knowledgeable over their roles and duties as stated in the Local Government Act of 1984. According to the focus group discussion, it showed that the majority of Local Political leaders namely Shehas do not understand their roles since they emphasise serving their members by political segregation. In addition, it was revealed that the community members were to some extent aware of the political leader's roles since those members from four Shehas came up with the same limited views concerning the role of the political leader, and they just insisted that the political leaders' role was to solve the community problems like to build roads, transmit clean and safe water, and conflict resolution only. This understanding of the roles did not adequately cover the legal roles as stipulated and cited in the Regional Administration Act, of 2014 (14).

3.2 Effectiveness of Political Leaders in Roles

Table 2 presents the results on the effectiveness of political leaders' implementation of their roles.

Table 2: Local Political Leaders' Effectiveness

Local Leaders Roles (N=40)	weight	Mean Level
Implementation of roles	322.5	3.2
Planning process	260	2.6
Monitoring over roles	272.5	2.7
Providing feedback to community	257.5	2.6
On health matters	287.5	2.9
On education services	247.5	2.5
On community sensitisation	242.5	2.4
On advocacy of needs	235	2.4

	On roads projects construction	197.5	2.0
	On transparency	205	2.1
L	On holding quarterly meetings	189	1.9
	Onn unity promotion	255	2.6
L	On resource mobilisation	235	2.4
	On addressing peoples' concerns	207.5	2.1
	On communication to authorities	200	2.0
	240.9	2.4	

Note: Mean level of 1 stands for very low, 2 for Low, 3 for moderate, 4 for High and 5 for Very high Levels,

The study found that 12 (30%), respondents disagreed 11 (27.5%), strongly agreed 8 (20%), were neutral 6 (15%), and strongly disagreed 3 (7.5%) on the level of political leaders' implementation of their role. These results signify a moderate level (3.2) of practice in local leaders' roles. The above results indicate that the local political leaders are not effectively implementing their roles. The results are not consistent with the decentralisation theory does hold the responses to the needs of the community members very closely due to closer representation held by local authorities. The study found that there were successes brought about by some political leaders in the area of authority. Box 3 presents the results. Some of the achievements involved their participation in the community in cleanliness, intervention on drug abuse dealers, and maintenance of discipline among members of the community. According to reference (11), improved administrative procedures for the more merit-based selection of Shehas, more inclusive community consultations may enhance community participation.

3.2.1 Shehas' Means of Implementing their Roles

It was found that there are various ways through which local leaders implement their roles. The majority of local political leaders implement their roles through meetings 22 (55%), followed by 14 (35%) through office works and 1 (2.5) community visits, and 1 (2.5) awareness creation. These results mean that the majority of Shehas implement their roles and responsibilities through meetings indicating a usual practice in dealing with people's problems. These results do not tally with (15) that found that there was evidence of the scheduled meetings, where co-operative discussions regarding the challenges of the ward concerning service delivery, took place.

3.2.2 Practice in Planning Process

In the planning process over their roles, the findings show that 17 (42.2%) of the respondents commented neutral, 13 (32.5%) of the respondents indicated disagree, 5 (12.5%) of the total respondents indicated strongly disagree, 3 (7%) of the respondents indicated strongly agree response and 2 (5%) of the respondents agreed. These results imply that the practice of local political leaders in the planning process over their roles constitutes a moderate level (2.6). This implies that local leaders are not effectively involving community members in the planning process. This can be associated with limited knowledge and hence capacity to execute their roles by making effective participation of the public in the planning process. The same findings were in

(8) that revealed that 52.2% of respondents were not involved in the planning process. The results do not concur with the theory of decentralisation that is premised on the realisation of effective leadership with closer eyes at local levels.

Box 2: Community Perspective

Leaders involve people in cleaning the environment, supplying safe water, road construction, poverty reduction through Savings and Credit Cooperative Societies, maintaining discipline, solving conflicts, helping during heavy rain, making follow up on the community problems, developing the political party's premises, drilling well, building the bridge, buying electrical equipment as well as building the hospital (**Source:** Community Members)

Box 2 shows that there is some success brought about by political leaders in the local areas like cleaning the environment as well as supplying safe water. But the higher respondents said that there was no success brought about by political leaders' roles. The interview with some key informants indicated that the local political leaders at the local level do not bring substantial benefits intended in the locality. As presented in Box 2, the successes belong to the normal duties performed. Due to the results obtained, the study fits the theory of decentralisation since the successes are closer to the community. The results from the study do not resemble the results from (16) which showed several successes brought by the local authority after the reform of 1998 made.

3.2.3 Practice in Monitoring over their Roles

Table 2 presents results on monitoring. The responses obtained from respondents were 14 (35%) responded medium, 9 (22.5%) responded low, 8 (20%) responded high, 7 (17.5%) responded very high and 2 (5%) responded very high. The results rank local leaders' role in monitoring at a moderate level (2.7). So the results imply that the level of practice of political leaders in monitoring over their roles is in medium level which means that the monitoring is in the level which needs the boosting power to inter in the satisfying position for the local needs, the monitoring in cleaning, youth needs, politically tolerant, site problems and so on. According to reference (15), equally found that unfortunately, monitoring of the performance in the wards was ineffective whereby the community members indicated not being involved in the project Steering Committee. For these results still, decentralisation theory does not work out since the local political leaders do not stand well on monitoring the community to bridge their needs of the people closer than having centralised governance alone. On supporting this a Fuoni Kibonden Sheha added:

"We try to make great restrictions to those who cut down the mangrove for charcoal, also we recover by planting

newly mangrove, also at this moment we are on a hot spot to search for someone who purred the oil at our sea zone and seems to destruct the environment and killing several spices.."

3.2.4 Practice in Community Feedback over their Roles

Table 2 presents results on the level of political leaders' practice in community feedback over their roles. The results indicate that 12 (30%) of the respondents indicated a low level of response, 10 (25%) responded a medium practice, 9 (22.5%) indicated a very low, response on feedback practice. Five (12%) indicated a high feedback response and 4 (10%) responded a very high practice of feedback. Hence these results indicate that the practice of political leaders in community feedback over their roles is done at a moderate level (2.6). The results are not consistent with the decentralization theory which is founded on promoting local development through closer feedback communication in leadership. According to reference (11), it is also acknowledged that the lack of skills and knowledge on the part of councillors limits their effectiveness.

3.2.5 Practice on Health Matters

Table 2 presents the results on political leaders' roles on health matters as perceived by community members. The results indicated that 12% of participants indicated a very low practice, 25% indicated a low practice and 32.5% of the respondents indicated a medium practice. Others 22.5% of participants indicated a high practice of local leaders on health matters and 7.5% indicated a very high level of practice. These results rank 2.9 moderate level of practice on health matters by political leaders. The results imply that the role of political leaders in promoting health services is still not effective to realise the satisfaction of community members. The findings are contrary to (16) that found that half of the respondents thought that dispensaries and district hospitals were getting better services in Tanzania at large. Following this result, yet the decentralisation theory does not work out since the health roles of the local political leaders to community members are not yet closer to the community's needs.

3.2.6 Practice on Promoting Education Services

Table 2 presents the results on the perception of political leaders' roles in promoting education. The perceptions indicated that 17.5% commented that the political leaders' roles in education were very low, 32.5% commented that the political leaders' roles in education were low, 12.5% commented that the political leaders' roles in education were moderate, 27.5% commented that the political leaders' roles in education were high, and 10% commented that the political leaders in the educational role were in very high practice. Hence, these results indicate a level of 2.5 as a moderate level of practice by local leaders in promoting education services in their locality. Following these results by community members, the decentralisation theory does not work out effectively since the educational roles of the local political leaders are closer to the community. The results from the study seen contrary to the

results obtained in (16) that found that local government succeeds much to promote education since the progression had improved by 91% in the secondary level and 67% at the primary level, and this came due to the role played by local leaders.

3.2.7 Practice on Community Sensitisation

The study examined the political leaders' role in community sensitisation, as presented in Table 2. It was found that 30% indicated a low level of practice, 22.5% of the respondents commented a low level of practice, 30% responded a moderate level, 10% of the respondents commented on the high level of practice and 7.5% of the respondents commented into the very high level of the practice of local political leaders on community sensitisation. The results indicated that the level of political leaders' roles in community sensitisation indicates a low level (2.4) of practice. The results imply that the role of community sensitisation by local political leaders is not satisfactory as per assumptions endowed by the decentralisation theory that there is effective participation of community members through the adoption of decentralised governance structures.

3.2.8 Practice on Advocacy of Community Needs

Table 2 presents results on the political leaders' roles in the advocacy of community needs and issues. The results indicated that 35% of the respondents commented on very low-level advocacy, 25% of the respondents commented on a low level of practice of advocacy, 32.5% of the respondents commented on a moderate level of practice, 10% of the respondents commented on a high level of practice and 2.5% indicated a very high level of practice advocacy on community needs by local political leaders. These results indicate a low level (2.4 presented in Table 2) of practice by local political leaders regarding the advocacy of community needs in the area. These results imply that the local political leaders have a low capacity to play their roles that can be associated with limited skills and ability that are due to their low level of education informing their low knowledge to understand and act on their roles. The results are contrary to the assumptions of decentralization theory that places importance on people voicing to their closest leaders to be able to find solutions over their day-to-day development challenges.

3.2.9 Practice on Road Projects Construction

The study found evidence on the level of political leaders' roles on road construction projects as presented in Table 2. The results from Table 2 show that 15 (37.5%) commented on a very low level of practice on road projects construction, 14 (35%) commented a low level of practice, 8 (20%) commented on moderate practice, and 3 (7.5%) commented a high level of practice. These results indicate a low level (2.0) of practice by local political leaders on road project construction. It implies that there low level of participation in road projects by local political leaders in the area.

3.2.10 Practice Transparency

Table 2 presents the results on the level of political leaders regarding transparency in development.

The findings indicated that 16 (40%) of community members commented a very low level, 10 (25%) of community members commented a low level, 10 (25%) responded with a moderate level of practice, and 4 (10%) of community members commented with a high level of practice. The results indicate a low level (2.1) of the practice of transparency in local development by political leaders. These results imply that local political leaders have a low level of practice of transparency that leads to dissatisfaction by the public.

3.2.11 Practice of Holding Quarterly Public Meetings

The study found evidence on political leaders holding public meetings as presented in Table 2. The findings show that 16 (40%) of the respondents indicated a very low practice, 8 (2%) of the respondents indicated a low practice, 9 (22.5%) of the respondents indicated a moderate practice, 4 (10%) of the respondents indicated a high practice and 3 (7.5%) of the respondents indicated a very high level of practice of public meeting by local political leaders. These results indicated a low level (1.9) of the practice of public meetings by local political leaders in the area. This implies that there is a low level of public meetings done in the area. This is because the custodians of public meetings are local political leaders who are entitled by law to hold public meetings as means of communicating various strategies and interventions in development.

3.2.12 Practice on Promoting Unity

Table 2 presents the results on a political leader's role in promoting unity. The findings show that 32% of respondents from community members indicated a low level, 25% of the respondents valued indicated a very low, 20% of the respondents indicated a medium level, 15% of the respondents indicated a moderate level (2.6) of practice to promote unity by local political leaders in the community. The results imply that local political leaders play a moderate to low in uniting community members in the area.

3.2.13 Practice on Resource Mobilisation

Table 2 presents the results on a political leader's role in resource mobilization. This was directed to Shehas and community members. The findings show that 42.5% of the respondents indicated a low practice on resource mobilization, 25% of the respondents indicated a very low level of practice, 12.5% of the respondents indicated a high practice and 7.5 indicated a very high level of practice on resource mobilization by local political leaders. These results indicate a low level (2.4) of practice regarding resource mobilization. These results imply that the resources are not well mobilised by local political leaders from development actors and partners. These results tally with (17) that summarises the main obstacles to internal resources mobilisation being weak financial infrastructure, governance, and corruption. The results also imply that the

resource mobilisation at the locality is weak due to local political leaders' capacity over their roles informed by a low level of education and understanding of their roles. –

3.2.14 Practice on Addressing Peoples' Concerns

Table 2 presents the results on a political leaders' role in addressing people's concerns. The findings show that 18 (45%) of the respondents responded a very low, 9 (22.5%) of the respondents commented a low practice, 7 (17.5%) of the respondents commented on a medium practice, 4 (10%) of the respondents commented and 2 (5%) of the respondents commented a very high level of practice on addressing people's concerns. The results indicate a low level (2.1) of practice. This implies that local political leaders do not satisfy the needs of the people.

3.2.15 Practice on Communicating Needs to Higher Authorities

Table 2 presents the results on a political leaders' role in communicating needs to higher authorities. The findings show that 18 (45%) of the respondents commented that political leaders communicate needs to higher authority at a very low level, 10 (25%) of the respondents commented that political leaders communicate needs to higher authority at a low level, 6 (15%) of the respondents commented that political leaders communicate needs to higher authority at a moderate level, 4 (10%) of the respondents commented that political leaders communicate needs to higher authority at a high level and 2 (5%) of the respondents commented that political leaders communicate needs to higher authority at a very high level of practice. The results indicate that there is a low level (2.0) of practice regarding needs communication to higher levels of authority in the government by local political leaders in the area. This can be attributed to limited knowledge, capacity, and understanding of their roles which limit the effective performance of their roles. These results are contrary to North America's results whereby decentralization has enabled increased accountability at a local level (18).

IV. DISCUSSION

Decentralisation, in theory, is viewed to contribute to the effective delivery of public goods and services with overall empowerment of local actors including local political actors, local professionals who are regarded as service providers in various sectors, and the community who are voice makers and beneficiaries and target of governance strategies. However, this understanding of the potential benefits of decentralisation as advocated by the theory of decentralisation has not fixed the local challenges in development. The demographic features results reveal a low level of education by the majority of political actors. This indicates that while education is a major source of knowledge of the world, it also contributes to increased capacity to analysis of issues at the individual level. Thus, having the majority of local political leaders with a low level of education background has a limitation towards enhanced local leadership particularly in promoting an informed and effective leadership of resources in local

development. Again the fact that the majority of local leaders are youths has negative implications connected to the limited experiential knowledge of the leadership practice. This connecting with their education levels impedes the shared experiences in theory and practice of local leadership as forefront liners in planning, implementation, and monitoring of local development. The educational, as well as age factors, are imperative in informing the state of the arts of the local authorities' leadership in the area. The results on the level of effectiveness of local political leaders in the implementation of their roles reveal a mean level of 2.4 signifying a low level of invested practices towards the leadership of local authorities in the area. This has a link to the existing low level of understanding and leadership ability characterised by the local leadership in the area. There are three important actors in the local governance namely communities, public servants who are knowledgeable actors specialised in service provision, and the local political actors who are supposed to have visionary and be aware of the government policy and opportunities available for development. The results supports (19) results that education level is one of the most important factors in understanding the level of knowledge of an individual. It is tempting to find that the local political leaders have a low capacity to facilitate the participation of all the local actors in development. They have therefore low power to influence decisions and actions in the planning and implementation of public services. Hence, there is still a gap between what is known with regards, the potential benefits of decentralisation and what is done in practice on the ground as informed from the prevalence of low knowledge and ability to act effectively for the public.

V. CONCLUSION AND FUTURE SCOPE

The paper aimed to seek answers on the extent of implementation of roles by local political leaders in the area. It was found that there is a moderate level of practices adopted in planning (2.6 mean), monitoring (2.7 mean), feedback communication (2.6 mean), health matters (2.9), education (2.5 mean), and the promotion of unity (2.6 mean) by local leaders. It was found that there is a low level of practice of roles in community sensitization (2.4 mean) needs advocacy (2.4 mean), road projects construction (2.0 mean), transparency (2.1 mean), holding quarterly meetings (1.9), resource mobilization (2.4 mean), addressing peoples concern (2.1 mean), and needs communication to higher authorities (2.0 mean). It was generally found that the level of practice of roles by local political leaders has evidence of a low level of practices (2.4 mean) indicating that there are several limitations that influence the functioning of local political leaders. Therefore the study concluded that the local government political leaders have a low level of practice in attending to their roles to serve the community. This is attributed to the low level of education by the majority leading to low awareness about their roles in promoting local development. This was indicated through ineffective

practices in promoting local development including water, roads, health, and educational services. The low level of knowledge about their role was reflected from the community members' perceptions over local development practices by local political leaders to facilitate development processes. In light of the findings, the following recommendations are significant for West B District and any District in Zanzibar to the effectiveness of local political leaders in the implementation of their roles. There should be a framework for capacity buildings in terms of knowledge. The problem competencies of local political leaders have been revealed to impinge the local effectiveness of the stipulated roles. The government has to make reforms to the qualification of the political leaders. That is, instead of continuing to select anyone who can write and read, now is important that attention should be paid to the selection and appointment of local leaders with a Bachelor's degree or higher level of education. Also, local authorities should be provided with sufficient resources with the power to plan and execute their programmes in a participative mechanism by all local actors. The process of getting these local political leaders at the local position should be revisited to involve the election and not selection or appointment. More importantly, there is a need for an enhanced participatory approach in local government authorities in Zanzibar in the areas of planning and budgeting, implementation, monitoring, and feedback provision in development projects and programmes.

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