Abstract

Professional planners, administrators and politicians need to understand some theoretical models that can help when taking decisions in their day-to-day operations. The challenges of how to facilitate rural development by prudent decisions on projects and programmes for execution has made it necessary to scrutinize disjointed incremental model as a strategy. The model has been evaluated on the basis of its tenets and attributes to determine its suitability for application in local government councils in Nigeria. Etsako West Local Government Council was selected for relativity. The evaluation revealed that the marginal incremental values which are the ultimate consideration of the model and its simplicity in application when considering alternative policies, project and programmes have made it suitable for decision making in local government councils. Therefore, the model has been recommended for adoption as a dependable strategy for deciding on policies, projects and programmes for implementation/execution at the local government levels in Nigeria.

Introduction

Planning as an activity is often actuated by the existence of a problem or an anticipated problem. For every plan and planning, a goal for solving a problem must necessarily be identified. As a conceptual general system, planning has a process of reasoning; either from general to the particular (deductive) or from the particular to general (inductive). Although the deductive reasoning has gained a wide range of applicability in scientific investigation (Chadwick, 1966), the operators of the inductive reasoning embrace professionals whose boundaries are wide ranging and open ended in scope. Some of such professionals are planners whose activities are no longer tied to studio work and physical development; but also to social, political and policy decision-making. That is why professional planners are inevitable in diverse functional areas (Gilbert et al, 1977).

Planners conceive plans based on the policies formulated by policy makers and administrators in all the levels of government. For planners and administrators to effectively carry out their roles as decision makers on issues concerning physical development, they need some reliable theoretical models that will assist them in taking decisions on proposals. Although there are a number of these models - such as the Rational Comprehensive Model also known as the Synoptic Model, the Disjointed Incrementalist Model, Mixed Scanning Model, the Advocacy and Pluralism Model - it is necessary to look out for the one that best fits the decision making process in a bureaucratic system like that of the Local Government Council.

Local Government Councils are often faced with numerous pressing problems of development. In the process of identifying such problems, levels of intellectual understanding are in constant interaction (Kahn, 1969). While some of such problems are simple, others are complex in nature. Although simple problems can be handled simply, there are complex problems that require immediate attention. Such complex problems challenge planners and local government administrators alike, particularly when decisions are to be taken on their resolutions. It is these types of complex problems that are our major concern, especially as they affect the local government system. The need to confront complex problems of development in rural communities by local government councils requires reliable theoretical model of decision-making on the selection of policies, projects and programmes for execution. Therefore, an attempt is made to evaluate the disjointed incrementalist model of decision making, in order to determine its suitability in the local government system.

Since effective evaluation cannot be done in a vacuum, all areas of decision making of the model are duly exploited as a backdrop to the final evaluation (assessment) of the disjointed incrementalist model as a strategic tool for achieving planning objectives in local government councils in Nigeria. The choice of Etsako West Local Government Area as a case study is deliberate because, it operates in a similar system and circumstance as other local government areas in Nigeria. The evaluation is based on the concept of the model, its basic tenets, attributes and application. The outcome enables
conclusion to be reached on its suitability in the local government system.

**Conceptual Issues**

**Planning Models**

Planning as an activity is a technical exercise, which provides the technical base for political decision makers. It is characterized by comprehensiveness, because it considers all the alternatives and consequences of each alternative. It is also an essential means by which limited resources are allocated in the most efficient manner within a comprehensive framework (Aldcn and Morgan, 1974).

In the process of planning for the efficient allocation of resources, certain models (theories) are used. These models form the guiding principles in the process of planning and implementation. Omuta and Onokerhoraye (1986) identified two groups of planning models. The first group originated from the physical sciences, which is outside the field of planning. This group includes the Theory of Gravity (which has its origin in physics); economy base theory (from economics); theory of carrying capacity (from the field of ecology) and the central place theory (designed by geographers). The second groups are theories that are designed essentially for the purpose of streamlining the decision-making procedures in planning. While the first group that originated outside the field of planning are called theories in planning; the second group that outline how planners go about what they do are called theories of planning. Theories of planning which are more relevant here may be further divided into two major groups: normative and behavioral theories. While the normative theories that are based on the premise that, decision making environment is free from encumbrances, hindrance and obstacle are not within the context of this topic. It is the behavioral theories that recognize that all things are not always equal, are of interest here.

The disjointed incrementalist model belongs to the group of behavioral theory of planning. This group of theories is articulated, based on the recognition, acceptance and accommodation of the various obstacles that confront the decision makers in real life. While this group of theories are useful in their application to decision making in their capacities, it is the disjointed incrementalist model that is of particular interest. Therefore, the model will be evaluated as a possible decision making model for dealing with the issue of selecting alternative policies, projects and programmes for development at the local government councils in Nigeria. This is very necessary in achieving physical planning and development goal and objectives of planners, political office holders and administrators.

**Levels of Planning**

Planning as a decision-making activity guides development towards the realization of specific goal and objectives. This activity is carried out at the macro and the micro levels. While the National and State Planning can be seen to belong to the macro-level, that of the local government council can be classified in the micro level of the society.

National and State Planning has been operationally defined by Essaghah, et al (2002) as, a range of activities of National and State Governments geared towards economic, social and physical planning of their geographic areas of jurisdiction. To achieve the goal of planning at this level, agencies like National Planning Commission; the Cabinet Office of the President; and the National Physical Planning and Development Commission are set-up at the national level in Nigeria to undertake and monitor the various activities. The other subsidiaries are Ministries, Parastatals and Commissions. At the state level, the Governor's office, state economic planning board and the state planning and development board are three prominent agencies that stand out to achieve the objective of a sound, stable and balanced economic, social and physical development in their areas of jurisdiction. These agencies are exact replication of the National Agencies in their composition and disposition. In addition to the function of the National Planning, State Planning also ensures that the social / economic and physical framework of state policies guides Local Government Council Administration in line with the directive principles of National Planning Objectives.

The Local Government Council earlier identified as the micro-level of planning in Nigeria is headed by the Chairman, with subordinate portfolio (supervisory) Councillors' for works, health, education and agriculture, the supervisory Councillors activities are coordinated by the "Local Government Chairman (or the State Administrator in some cases) as the Chief Executive, who in most cases has limited knowledge of planning and plan implementation strategies. This makes it necessary for him to seek out for a suitable decision-making technique that will successfully lead to the realization of the objectives of urban and rural transformation. In other words, the Local Government Chairman and his Councillors are politicians who have no specialized knowledge in planning and decision making. Yet, they are confronted with numerous problems of welfare of communities that require taking prompt
decisions on a day-to-day basis in their areas of jurisdiction. It is this need for a suitable model of decision-making that constitutes the objective of this paper.

Goals and Objectives of Planning

Goals are progressively developed from human values. They are ethical and empirically un-testable. According to Lichfied (1968), "goals are fundamental in that they stem from the apparently insatiable wishes of human, for greater self fulfillment". Although broad policy goals are usually influenced by the known realities of the particular situation to some extent, they were originally formulated as ideals, to be refined by subsequent examination and eventually translated into programmes of action, control and influence (Margeret, 1974).

The refinement of goals begins with the postulation of specific objectives, which can be made into achievable, testable and clearly understood proposals. Objectives are specific steps towards the attainment of a goal (Lichfied, 1968). Davidoff and Reiner (1973) identified the "ultimate objectives of planning". One of the classes of planning objective is efficiency and rational action. The others are market aid (or replacement) and change (or widening of choice). The efficiency and rational action category of planning objective recognize the fact that resources are scarce and may be diminishing while demands on them will seem ever increasing. Within such a scenario, planning as an intelligent and rational form of decision-making functions as a means of reducing waste, of producing the greatest return from the employment of resources, to ensure efficiency in the utilization of resource and achieve human growth. It is this type of objective that Faludi (1973) described as, "the ideal objective of planning". Therefore, the primary objective of planning is to introduce efficiency in the management of scarce resources through improving the reasonableness of decision-making process.

The objective of planning recognizes the fact that goals are not only formulated; but the means available for their achievement must also be determined. In like manner, the ranges of alternatives for achieving the goal must be identified and evaluated before the right alternative choice is made. The choice between alternatives, which the Rational Decision Model clearly advocates cannot be made in the absence of knowledge of such an alternative. This is where planning can function to widen and publicize the range of choices of future conditions available for social and individual actions with an understanding of the implications of each of the choices that appears open for the future.

The difference between goal and objective is that, while goals are Utopian in nature, objectives are quite measurable and quantifiable. According to Faludi (1973), two things about goals and objectives are: that they must relate to each other and that (the objectives relate to specific operations(s) by which the goal or goals may be achieved.

Decision Making Process

Decisions are required when there are problems that need to be solved. Planners and decision makers are often confronted with a number of factors that affect and influence decision-making. Some of these factors have to do with value, information, consequences, goals, objectives and means or end that need clarification before taking decision.

There are two categories of problems that are often faced by planners and administrators. These are, simple and complex problems. When faced with a particular problem, an administrator might start by taking records of all related values in order of importance; then all possible policy outcome could be rated as they are efficient in attaining a maximum of these values. The administrator then proceeds to outline all possible policies, projects or programmes alternatives, and he tries to understand the alternatives that attains the greatest amount of values. In comparing policies (goals), he takes advantage of any theory (model) that generalizes classes of policies. He finally makes the choice that would maximize his values.

On the other hand, the alternative approach would be to set as his principal objective, either explicitly or without conscious thought, the relative simple goal. The objective might be compromised or complicated by a few other goals. He would disregard most other social values as beyond his present interest, and would not attempt to rank the few values that he regarded as immediately relevant. The planner or administrator would then outline those relatively few policy alternatives that occurred to him. In attempt to comparing the limited number of alternatives, he would not ordinarily find a body of theory that is precise enough to carry him through a comparison of their respective consequences. As a result, he would rely on the record of past experience with small policy steps to predict the consequences of similar steps extended into the future. In most cases, the administrator discovers that the policy alternatives combined objectives or value in different ways. His final step in
the selection would combine into one; either the choice among values and the choice among instrument for reaching values.

The practitioners of the first approach are the rationalists, who assumes that planning domain is a system; that values are quantifiable; and that planners have unlimited access to resources which could be in the form of time, funds, personnel and political support. On the other hand, the practitioners of the second approach are the incrementalists who expect to achieve their goals only partially; by repeating endlessly, the sequence as described in the second approach, as conditions and aspirations changed, and as accuracy of prediction improved.

The limitations of the rational comprehensive approach to decision making is often responsible for public agencies instruction to their administrators not to practise the method. Instead, public administrators are disposed to practise the incrementalist approach. This is because; their prescribed functions and constraints restrict their attention to relatively few values and few alternative policies among the number of policies that require attention.

Since the rational comprehensive (also known as the synoptic) model is formalized rather than the incrementalist model by the literature of decision - making, it leaves public administrators who handle complex decision in the position of being seen to be practising what few people preach. It is obvious that most people especially those in authority are aware of the limit of man's capacity and the fact that policies and programmes are better approached in incrementalist style of decision making.

Any attempt to formalize the rational comprehensive model of policy formulation usually describe the first approach. However, the complex procedure is relevant when dealing with small -scale problem, where the total number of alternatives (variables) to be considered is small and the problem value is restricted. When the problem under consideration is complex and of a large scale, there is the need to seek for an alternative model of decision making. It is at such occasion that the incrementalist model finds its relevance to planners and administrators.

Disjointed Incrementalist Model

The disjointed incrementalist model was enunciated by Lindblom (1959), a Professor of Economics and Political Science, Yale University. It has been variously named in Literature as Disjointed Incrementalism; Incrementalist Planning and the Science of Muddling Through. It has also been called, an Opportunistic Decision - Making Approach; the Direct - Attack Approach or the Successive Limited Comparison Approach.

The model does not attempt a comprehensive objective and rational approach to dealing with planning problems. Instead, it deals with such problems in a disjointed manner with only marginal departure from previous action or decision. Since the approach can best be regarded as partial, it is seen as a trial and error model. This characteristic makes the model to be tagged "the Science which muddles through planning problems". However, the model is opportunistic in the sense that decision makers are not totally creative but reactionary. It is called "direct attack approach" because; each action is targeted towards finding remedies to a specific immediate pressing planning problems. Omuta and Onokerhoraye (1986), see it as an approach, which seeks quick fix answers to issues that cannot wait for a comprehensive analysis before action can be taken. That is why the model does not aspire towards once - and - for - all solution to planning problems. Instead, it takes cognizance that since one is not planning in a vacuum, one should start from the field, and observe the real situation before moving back to plan the approach to solve the identified pressing problems. It is actually the people who saw the synoptic model as good as an approach of intent and very poor as a pragmatic strategy that put the incrementalist approach together. Even in real life situation, there is fragmentation and delegation. Since the disjointed incrementalist model believes that remedy only supercedes the former situation that triggered the planning, the incrementalist planner and administrator aim at remedies rather than solutions.

The Basic Tenets

The salient tenets of the model which make it popular among the proponents (Dyckman, 1961) as highlighted by Lindblom in 1965 are summarized as follows:

1. The decision maker focuses only in those policies which differ incrementally from existing policies.
2. Only relatively small number of policy alternatives is considered.
3. For each policy alternative, only a restricted number of important consequences are evaluated.
4. The problem confronting the decision — maker is continually redefined.
5. Thus, there is no one decision or "right" solution but a "never— ending series of attacks" on
the issues at hand through serial analysis and evaluation.

Incremental decision — making has been described as remedial, geared more to the alleviation of present concrete social imperfections than to the promotion of future goals. It does not seem to have the know — how of forecasting an impending problem. The model's flexibility in adjusting speedily to either ends - mean or mean - end direction makes the spectrum of operation so fluid, thereby conforming to and suitable for a dynamic system. While the incrementalist model is highly commendable and successful to disaster (emergency) situations, it may not be ideal to nations and organizations that cannot rapidly react to emergency situation. Therefore, it is not ideal in totalitarian system where the political environment is totally centralized. Since Nigeria is a fragmented system and a democratized society, incrementalist model is suitable.

Attributes

This model has been realized to be responsible for suitable decision making (for planners, administrators and politicians) due to the following summarized attributes:

1. The model implicitly recognizes that the planning domain is a system that is fragmented and loosely structured.
2. The model argued that in real world of decision making, there are often no central attempt to synchronize and co-ordinate all attacks at all problems by all the organs.
3. The incrementalist is believed to be concerned with one problem at a time.
4. The model is less costly and faster.
5. The model also holds that in real life situation, selected policies and courses of action are not necessarily the best or the most rational, or the correct course of action. Rather, policies and programmes are taken because they are the ones on which agreement could be reached. Such agreement is often the result of negotiations, compromises and trade-offs.

When the new political environment of a democratic set-up is closely cross-matched with the attributes of the disjointed incrementalist model decision making process, the model seems to be ideal and suitable to all levels of government in Nigeria. It is a known fact that political officer holders (whether elected or selected) are more excited about strategies, projects and programmes that yield visible and tangible results in the shortest possible time, usually during the tenure of their offices. This is because, they need such quick-fix results of completed projects as baits for the next campaigns. In fact, the realities of the political environment in Nigeria do not accommodate long-term planning that will not yield desired results during the tenure of office.

Limitations

Despite the well articulated tenets and attributes of the model, it has been criticized by social critics (Dror, 1968; Ezioni, 1968), for the following limitations:

1. The model is myopic for considering only short-term plans, which are hardly ever innovative.
2. It is reactionary and conservative rather than progressive.
3. It fails and breaks down when situations arise that require a clean break with the past, at which marginal adjustment are totally unacceptable.
4. It can only work satisfactorily in fragmented systems, where there is some degree of decentralization of the decision making process.
5. The mean - end relationship for determining if one policy choice is better than another is absent as they are simultaneously chosen.
6. It does not seem to have the knowhow of foreseeing an impending problem.

However, in spite of the limitations and imperfections, the disjointed incrementalist model is not a failure of methods for which administrators ought to apologize for its application. It is in fact a common method of policy formulation for complex problems; and the principal reliance of administrators and other policy analysts. The method is considered superior to any other decision-making method that is available for complex problem and emergency situations in many circumstances. By becoming more conscious in applying this method, administrators might use it with more skill, and be able to know when to extend or constrict its use. Nonetheless, the model is an ideal decision making process for planners, administrators and elected political officers.
Application of the Model

Accepted that disjointed incrementalist model has its areas of weaknesses, its simplicity and workability outweighed the weaknesses. The simplicity is based on its emphasis on marginal difference between alternative policies and programmes. In other words, the decision making process is so streamlined that the only aspect that requires the attention of the planners and administrators are those incremental values by which policies differ marginally.

In the application of the model, the simplicity is based on the process by which values are handled when considering alternative policies and programmes. The process (by which values are handled when considering the various policies and programmes) can be distinguished into two aspects. In the first (1) aspect, evaluation and empirical analysis are such that one has to choose among values and among policies at the same time. In other words, the administrator simultaneously chooses a policy to attain certain objectives and also chooses the objectives themselves. In the second (2) aspects, the administrator focuses his attention on marginal or incremental value. In this aspect, whether he is aware of it or not, he does not find general formulation of objectives very helpful.

The relative value of the incrementalist model can better be demonstrated and appreciated when two alternative policies (A) Integrated Rural Development; and (B) Better Life for Rural Women confronts a Local Government Administrator. They both promise the same degree of attainment of the broad goal of rural transformation and the specific objective of poverty alleviation. These strategic policies both have the capacity to transform rural areas in the same degree of attainment of the following specific objectives:
1. Provision of rural infrastructure
2. Establishing cottage industries
3. Provision of employment opportunities
4. Encouraging education of rural dwellers
5. Provision of long-term loan to attract investment.

In addition to the five (5) specific objectives, the first policy (A) may promise the administrator additional objective number (6) of: securing the happiness of everybody (which is one of his promises); and the possibility of using it to score a political point that he can use in his bid for re-election than the second policy (B). On the other hand, the second policy (B) may promise him additional objective number (7) of securing the co-operation of women only, and possibly their spouse's co-operation than (A).

In choosing between the two strategic policies A and B, the administrator's problem is now reduced to the increments number 6 and 7 by which the two policies differ. When he finally chooses between the two marginal values (6 and 7), he does so by making a choice between the two strategic policies.

The relative simplicity in the use of this model, as can be seen in the demonstrated example, depends on the fact that it does not require the analysis of values (objectives) except the values by which alternative policies differ. In other words, the administrator need not be concerned with the Specific objectives, except as they differ marginally. This makes his decision easy and relevant to the point. This same method as illustrated can be applied to all decision-making processes on complex and complicated problems that have to do with the progressive development of any community.

The Features of Etsako West Local Government Council

Etsako West Local Government Council with headquarters at Auchi is one of the three local government areas that were created from the former Etsako Local Government Area in (1991-1999). The others are: Etsako East (1991) and Etsako Central (1999), with their headquarters at Agenebode and Fugar respectively. The local government comprises four clans: Uzairue, Auchi, South-Ibie and Anwan. It is delineated to two constituencies and twelve wards. Therefore, the issue of fragmentation is relevant when the constituencies, clans, wards, towns and villages are considered. Also, this composition affirmed the local government as a system with subsystems. While decision making is the responsibility of the organ of the local government council, the success of such decisions are measured by the way such decisions impact on the lives of people in the subsystems (constituencies, wards, towns and villages).

The decision-making organ of the local government council is the executives body that is made up of the Chairman (Chief Executive) and the Councillors, representing the wards. Among the councillors are five appointed supervisory councillors, with portfolios for Agriculture, Health, Works,
Education and Finance. These supervisory councillors have the responsibility of sourcing, collating, sorting and selecting the peculiar problems in their constituencies in order of priorities, that require timely intervention for presentation to the executive for consideration. The executive body has the power to take decisions that can facilitate planning, implementation and execution of policies, projects and programme for development to solve the identified problems.

The local government council, like any other quasi-government establishment, follows virtually every bureaucratic step in decision-making as in purely government ministries. As a result, policy decisions are not swiftly executed as in the ministries. This results to cost escalation from the delays in executing projects and programmes that could improve the welfare of the electorate. This scenario does not encourage development. Therefore, the problems with local government council in terms of development particularly those that have to do with the rural areas rest in the way decisions are taken for the use of limited fund for project execution (implementation).

Every community within the local government council area has its peculiar problem. Such problem can be environmental, social, economic or structural. On the other hand, there are no established projects and programmes for councils to execute except the ones they initiate, which must be executed during the tenure of the administration. The problems that demand attention from administrators in the communities within the local government areas can either be simple like road maintenance and renovation of primary school block; or complex like rain storm disaster and flood water erosion. In each of these circumstances, the local government executive is faced with a number of factors that can influence the decision on possible solution to the problem. The problem of the executive at this juncture is how to secure a suitable decision model (theory) of finding remedy to the problem situation.

Whatever the situation, the executive (the decision maker) needs to consider several alternatives by way of value, information available consequences of the decision, the goal and objectives, as well as the means (resources) available. Although several models for decision-making are readily available, the local government executive must be careful in the selection of a suitable one. According to Okewole (2002), the existing local government's structure is intrinsically embedded with constraints to prompt decision taking and implementation of development proposals, which are a sine qua non for successful enterprises. The extra caution is important because of the following constraints in the choice of development projects and programmes for implementation in the face of the available resources:

1. The local government executives are politicians who have no professional knowledge of taking decisions.
2. There is delay and slow pace at which decisions are made and implemented - which is typical of government bureaucratic system.
3. Political unrest ensues when, because of insufficient resources due to deficit budgeting, certain communities cannot be taken care of by the political process.
4. Long bureaucratic procedure limits officers' capabilities to develop their intrinsic initiative qualities when issues which could easily be decided upon and disposed off at the "grass roots level" are passed to executive, either at the local or state government level for approval.
5. The nature of the problem (complex or simple) and the situation (emergency or not).
6. The manner in which values (objectives) are clarified in advance of the examination of alternative policies.

These constraints make it necessary to look out for a suitable model (theory) that can fast-track decision-making process and still achieve the planning goal and objectives of sustainable development for transforming rural communities that lend credence to the disjointed incrementalist model.

The Relevance of the Disjointed Incrementalist Model of Decision-Making to Local Government Level

The nature of local government composition, their its numerous problems that require attention and the constraints to prompt decision on projects selection and implementation demand for a credible model of decision-making. Disjointed incrementalist model has been found to be relevant and suitable for decision-making at the local government level based on the following qualities of the model:

1. The model simplified reality, by consciously reducing the magnitude of what decision makers need to consider, either by way of values, information, consequences, goals, objectives,
means or ends.

2. The model is pragmatic in solving problems in a practical and sensible way rather than by having fixed ideas or theories.

3. The model is not unnecessarily ambitious about being able to cope with complexity of the real world of decision-making.

4. Although the incrementalist model does not endorse the status quo, it believes that in real world, problems are attacked only by incrementalist modifications of the status quo, rather than through a total break from the past. In other words, the past is very relevant to the present, as the present will be to the future.

5. The model also believes that by adopting a posture of marginal adjustments to existing problems, it might be easier to develop the history and knowledge on a subject than when the approach of new measure is adopted. In other words, the model builds on the present situation by systematically adjusting from the past approach.

These qualities of the model make it more relevant to decision-making in the local government system.

Summary

Planning as an activity involves a process of reasoning that can either be inductive or deductive. It is the inductive reasoning that is commonly used when looking for solution to community problems. Planning is carried out at the macro and micro levels. Although, it is the planning at the macro level that trickles down to the local government councils identified as the micro-level, the baseline of assessing the level of development and poverty alleviation is at this level.

The main purpose of planning is to realize objectives (values) that can progressively lead to the development of an area. Planners, administrators and politicians who decide on the policy, plan, project and programmes for implementation and execution are often faced with constraints when deciding on issues relating to choice between alternative objectives or values. The problem of choice, which border on the nature of the problem at hand, may be simple or complex. The decision makers need a fair knowledge of a theoretical model of decision making that will not over - stress the limit of their capacity when faced with complex problems.

Disjointed incrementalist model has been found to be more suitable and invaluable in such circumstances when compared to the rational models. Although the model has some weaknesses based on its reactionary and conservative nature; its basic tenets and attributes have made it suitable for decision-making process at the local government levels. The simplicity in its application has further qualified the model for recommendation to planners, policy makers and administrators. The model is particularly suitable for elected politicians who require quick points to qualify for bid for second tenure.

Since the marginal incremental values of the model, can lead to gradual development; the adoption of disjointed incremental model of decision-making in local government councils is a welcome step towards progressive implementation and execution of government policies, projects and programmes at the grass roots.

Conclusion

Most local government administrators and politicians are not usually grounded in the art of decision making due to their level, quality of education and experience. This affects the way they evaluate objective and value of policy, project and programmes to be selected for implementation and execution. The need for a simple decision making model that will not strain intellectual capacity has led to the discovery of Disjointed Incrementalist Model.

The model is suitable because, it is reliable, simple to apply to complex problems that require immediate attention; and does not expose administrators to the task of analyzing alternative objectives or values. The model is concerned mainly with those alternative values by which policies, projects and programmes differ marginally. The choice between the marginal values (of policies) helps to choose between alternatives.

When incremental marginal values of policies, projects and programmes are selected for
implementation and are evenly spread in a local government area for the duration of the tenure of four years of political office holders, they cumulatively lead to the development of the entire area.

Therefore, disjointed incrementalist model of decision making has been recommended for adoption in Etsako West Local Government Council and similar bureaucratic systems due to its simplicity, suitability, possibility and practicability.

References


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