

**CAPACITY BUILDING AS A STRATEGY FOR
ENHANCING DEVELOPMENT IN EKEREMOR
LOCAL GOVERNMENT IN BAYELSA STATE OF
NIGERIA**

BY

**JIM-OGBOLO, BESTMAN
PG/MSC/07/42718**

**DEPARTMENT OF PUBLIC ADMINISTRATION
AND LOCAL GOVERNMENT,
UNIVERSITY OF NIGERIA, NSUKKA.**

APRIL, 2009

CERTIFICATION

JIM-OGBOLO, BESTMAN, a Post Graduate Student in the Department of Public Administration and Local Government with Registration Number PG/MSA/07/42718 has satisfactorily completed the requirements for the Award of Master of Science in Public Administration (MSA).

The work embodied in this project report is original and has not been submitted in part or full for any other diploma or degree of this university or any other university.

JIM-OGBOLO BESTMAN

APPROVAL PAGE

This thesis has been approved by the undersigned on behalf of the Department of Public Administration and Local Government of the University of Nigeria, Nsukka as meeting the requirements for the award of M.Sc.

By

.....
Dr. M.A. Obi
(Project Supervisor)

.....
DATE

.....
DR. R.C. ONAH
(Head of Department)

.....
DATE

.....
Prof. P. C. Onokala
Dean, Faculty of Social Sciences

.....
DATE

.....
External Examiner

.....
DATE

ACKNOWLEDGMENT

An intellectual exercise like this can not be accomplished without the assistance of people. That is why I want to express my gratitude to all those who made the writing of this project report a success.

I am grateful to my project Supervisor Dr. M.A. Obi for her guidance and in fact, for the time she spent in reading through the manuscript as well as her valuable suggestions and corrections. I must not forget to thank other lecturers in the Department of Public Administration and Local Government for enriching my knowledge with their lectures.

My thanks go to Mr. Overseer Jim-Ogbolo of the Ministry of Commerce and Industry, Co-operative Department, Yenagoa, Bayelsa State for his moral support, inspiration and assistance in obtaining the materials for this project.

I must thank my eldest brother Chief P.E. Jim-Ogbolo, Assistant General Manager with NEPA, Port Harcourt Transmission Station, Rivers State for his moral support. He is indeed instrumental to what I am today.

My sincere appreciation also goes to my friends and especially my course mates particularly Mr. Remi Okeke for their assistance in various ways while I was in school. I also sincerely thank the persons who responded to my questionnaires and interviews. Special thanks also go to my wife, Mrs.

Emmah Jim-Ogbolo and children for their understanding during my stay at the university.

Most importantly, I wish to thank the Almighty God for the protection and journey mercies granted me while undertaking this course.

DEDICATION

This work is dedicated to my creator, God and all seekers of truth.

PREFACE

Local governments in Nigeria will perform better if their capacities are built. It is on this premise that the researcher has chosen to study capacity building as a tool for enhancing development in local government in Nigeria.

The report discusses what contributions capacity building can make towards the development of local government.

In terms of coverage, this report is divided into five chapters. Chapter one deals with the introduction, statement of the problem, objectives of the study, significance of the study, scope and limitations of the study.

Chapter two deals with literature review, theoretical framework and hypotheses. In this chapter, the researcher tries to look at several aspects of literature as they relate to this study.

Chapter three focuses attention on research methodology, location of the study, population of the study, target population of the study, method of data collection (primary and secondary methods) and methods of data analysis.

Chapter four deals with the presentation and analysis of data.

In chapter five, summary, recommendations and conclusion are made based on the outcome of the analysis in chapter four.

It is hoped that the project shall be of immense value to local governments and researchers who will be interested in carrying out further studies on capacity building.

ABSTRACT

The project report examines capacity building as a strategy for enhancing development in Ekeremor local government in Bayelsa state. It looks at the ways of improving capacity building in order to bring about development which include: training and retraining, provision of grants, establishment of more training institutions, creation of enabling environment and organization of workshops and seminars among others. The report further examines factors responsible for lack of capacity building which include: poor attitude, inadequate funding, lack of sponsorship, inadequate training institutions and lack of government support. It is regrettable to note that Ekeremor Local Government has not given enough support for issues concerning capacity building. The problems and causes of underdevelopment in Ekeremor local government were also identified which are mismanagement of funds, inadequate funding, undue interference, corruption, lack of capacity building, inadequate supervision/monitoring, constitutional defects and lack of planning and implementation. In order to improve capacity building and ensure development in the local governments, recommendations have been proffered. The report concludes by urging the local governments to take the issue of capacity building seriously in order to ensure development at grassroots level.

LIST OF TABLES

1.	Questionnaire Distribution	-	-	-	-	-	24
2.	Responses of the Respondents as to Whether Capacity Building Enhances Development in the Local Government Studied						27
	Chi-Square Goodness of Fit Fitted on Respondents Opinions as to Whether Capacity Building Enhances Development in Ekeremor LGA, Bayelsa State						28
3.	Opinion of the Respondents with Respect to Whether Poor Attitude towards Capacity Building Affects Development in the Local Government	-	-	-	-	-	29
	Chi-Square Goodness of Fit Fitted to Respondents Opinions as to Whether Poor Attitude towards Capacity Buildings Affects Development in the Area Studied						30

LIST OF ABBREVIATIONS

H_0	-	Null Hypothesis
H_1	-	Substantive Hypothesis
X^2_0 or Z		Chi Square
O^1	-	Observed Frequency
N	-	Number
E_1	-	Expected Frequency
Df	-	Degree of Freedom
>	-	Greater Than
X_a^2	-	Critical Value
<	-	Less Than

CHAPTER ONE

INTRODUCTION

This thesis examines capacity building as a strategy for enhancing development in Ekeremor local government in Bayelsa state of Nigeria. It looks at how capacity building may positively affect development in Ekeremor local government. Capacity building is the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt and strive in the fast-changing world. It refers to activities that improve an organizations ability to achieve its mission or a person's ability to define and realize his/her goals or to do his/her job more effectively.

There is no meaningful and sustainable development in local government in Nigeria due to many factors which include: inadequate capacity building, mismanagement of funds, inadequate funding, undue interference, corruption inadequate supervision/ monitoring, constitutional defects and lack of planning and implementation. The researcher has chosen this topic because, we believe that there can be no development when capacity building is lacking.

It must be pointed out that in spite of the importance of capacity building towards the development of local governments no serious efforts have been made by Ekeremor local government from the start of the local

government to build capacity for effective service delivery due to poor attitude towards capacity building, lack of funds, lack of sponsorship, and encouragement. This neglect has increased inefficiency of organizations especially the local government. It is when people have capacity, they are able to become engines of development.

However, at present Ekeremor local government is making considerable progress in human resource capacity development through training and retraining of its workforce.

But, on the aggregate, the progress achieved has not significantly improved the lives of the rural people in the provision of basic amenities such as electricity, pipe borne water and shelter.

Every organization needs capacity building for better management of resources and for the improvement of efficiency. This needs to be realized. Beyond this, capacity building is required for sustainable development.

The main reason for this study is to show how development can take place using capacity building as a strategy. In this way, attempts will be made to critically analyze the importance of capacity building to development in Nigerian local government system with specific reference to Ekeremor local government in Bayelsa state.

Statement of the Problem

Local Government is a very importance tier of Government in Nigeria for promoting development in the local communities.

Development cannot effectively be realized without adequate capacity building. Capable hands in various areas are required to ensure the realization of the objectives of setting up the local government. Unfortunately Ekereomor local governments have been accused of not making enough efforts to build up its capacity or human resources. Lack of adequate capacity build in Ekeremor local government is actually responsible for the stagnation of Ekeremor local government, and has contributed immensely in fraud and inefficiency in Ekeremore local government. It has also been observed many factors are responsible for lack of proper capacity build in the local government. They include: mismanagement of funds, undue political interference, lack of funds, corruption, among others.

These allegations are subject to empirical investigation. The study therefore poses the following research questions.

1. What is capacity building?
2. Is there a problem of capacity building in Ekeremore local government?

3. Has capacity building any effect on the development of Ekeremor local government?
4. Why is capacity building important in Ekeremor local government.
5. What factors are responsible for low capacity building in the local government under study steps?
6. To identify steps to be taken to build adequate capacity, how can these militating factors be eliminated or minimized.

The answers to the above research question will help to clarify the problem of this study which is to ascertain the importance of capacity building is a strategy for enhancing development of local communities such as Ekeremor local government of Bayelsa State.

Objectives of the Study

The broad objective of this study is to investigate the role of capacity building in the development process at local government level in Nigeria.

This will be achieved through the following specific aims and objectives.

1. To find out if there is problem of capacity building in Ekeremor local government.
2. To find out how capacity building can contribute towards the development of local governments.
3. To identify steps to be taken to promote capacity building.

4. To highlight the need for capacity building, in local governments' development process.
5. To make recommendations based on the findings of the study.

Significance of the Study

There is no doubt that capacity building is important in the development process of any organization, including local government. Therefore, the study of capacity building as a tool for enhancing development in local government in Nigeria is significant in the following ways.

1. The findings of the study will enable local governments to appreciate the need for capacity building.
2. The results of the study will help local government officials to be aware of the need for adequate capacity building and its effect in efficient service delivery.
3. The recommendations and findings of the study will serve as inputs for local governments to enhance productivity.
4. Finally, the study is significant because it provides reference material to scholars, researchers and administrators interested in the topic.

Scope of the Study

This study focuses on capacity building as a strategy for enhancing development in Ekeremor Local Government Area of Bayelsa State.

Limitations of the Study

Some of the limitations of the study include: limited time, finance and difficult terrain. The researcher would have loved to study many local governments but due to aforementioned limitations, it was not possible to do that.

However, the researcher was able to carry out the study in Ekeremor Local Government Area in Bayelsa State.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Concept of Capacity Building

Capacity building has been defined severally and variously by different authors, according to the author's area of interest, inclination and ideology. According to Ann Philbin (1996:4), capacity building is the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt and thrive in the fast changing world.

This definition of capacity building refers to activities that improve an organization's ability to achieve its mission or a person's ability to define and realize his/her goals or to do his/her job more effectively. He says that for organizations, capacity building may relate to almost any aspect of its work; improved governance, leadership, mission and strategy, administration (including human resources, financial management and legal matters), program development and implementation, fund raising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, planning etc.

Furthermore, for individuals, he says capacity building may relate to leadership development, advocacy skills, training/speaking abilities,

technical skills, organizing skills, and other areas of personal and professional development.

According to UNCED (1992:81) capacity building encompasses the country's human, scientific, technological and resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and address the crucial questions related to policy choices and modes of implementation among development options, based on an understanding of environmental potentials and limits and of needs perceived by the people of the country concerned.

UNDP and the International Institute for Hydraulic and Environmental Engineering (1991:5) defines capacity building as the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of woman in particular), human resources development and strengthening of managerial systems.

UNDP recognizes that capacity building is a long-term continuing process, in which all stakeholders participate (ministries, local authorities, non-governmental organizations and water user groups, professional associations, academics and others).

Capacity building is much more than training and includes the following:

- Human resources development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes, and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

In its broadest interpretation, capacity building encompasses human resource development (HRD) as an essential part of development. It is based on the concept that education and training lie at the heart of development efforts and that without human resource development most development interventions will be ineffective. It focuses on a series of actions directed at helping participants in the development process to increase their knowledge, skills, and understandings and to develop the attitudes needed to bring about the desired developmental change.

Capacity building seeks to improve the performance of work units, departments, and the whole organization.

Organizational capacity building is a system-wide, planned effort to increase organizational performance through purposeful reflection, planning and action.

In particular, capacity building looks in depth at where an organization stands in comparison to where it hopes to be in the future and develops the skills and resources to get there.

Thus, organizational capacity building is synonymous with organizational learning. The ultimate goal of capacity building is to enable the organization grow stronger in achieving its purpose and mission. It asks the question, “what kinds of things do we need to do to keep ourselves healthy and vital as an organization?” and provides a variety of techniques to help find the answers. As a matter of fact, an organization grows in capacity when you create the conditions that foster hope, innovation and faithfulness. Building organizational capacity typically involves four steps:

Diagnosing what is missing or needed in the organization, planning strategies to change the situation, educating personnel to carry out change and evaluating results. As an organization engages in these activities it acquires new knowledge about organizational actions and outcomes. Organizational capacity expands when learning goes beyond solving a specific problem to gaining the skills and knowledge to solve future problems.

Diagnosis involves gathering information through the use of interviews, observations and documents and records. Strategic planning is concerned with developing a plan for the organization's improvement based on these data.

The process typically identifies problem areas in the organization and outlines steps to resolve the problems.

Educating personnel consists of involving the people most affected by the problem in diagnostic and strategic planning steps. This makes implementation easier as changes are not imposed upon people but rather invented by them.

The evaluation step is similar to the diagnostic step. Once changes have been implemented, data are gathered to determine the effects of the planned change. This information then informs the next cycle of planning and action.

Capacity can be built through a number of approaches that include: peer to peer learning, facilitated organizational development, training and academic study, research, publishing and grant making. Local government, communities, NGOs, the private sector; etc, need capacity building to enhance effectiveness.

Building Capacity using Appreciative Inquiry

Accordingly, David Cooperrider and Suresh Srivastva (1987:12) proposed a four-stage process of capacity building that include:

Discover

The first stage is to discover and value factors that give life to an organization, to find out and celebrate the “best of what is”. Before a group can genuinely imagine a brighter future, they must first feel confident about themselves.

Dream

Having established a sense of confidence from past achievements and present strengths, the second stage involves people in visualizing the “best of what might be”. The goal is to develop a clear, optimistic image of “what might be” based on the inspiration and knowledge about the best of “what is”.

Dialogue

Stage 3 is where individual values and aspirations begin to become community values and aspirations through dialogue. This is where participants come to agreement through sharing ideas, values, constraints and concerns.

Deliver

This is the final stage where participants identify areas in which they want to do things differently and plan next steps based on the work of the previous stages. This is when people decide what action they will take and ready themselves to get under way.

From the above definitions, it is important to note that every organization including local government needs capacity building to be able to perform efficiently. Local government is faced with a lot of challenges and therefore there is need to develop the capacity to deal effectively with these problems.

The Concept of Development

The concept of Development has many definitions. Rodney (1969:9) defines it as a multisided process. At the individual level, it implies increased skills and capacity, greater freedom of action, creativity, self discipline, responsibility and general material and psychological well being.

At the societal level, it implies

- a) Increased capacity to regulate internal and external relations.
- b) Self sufficiency in food production
- c) Increase in ability to guard national independence
- d) High level employment
- e) Self-reliance

- f) Equalization
- g) Independent control of the economy
- h) Education
- i) Ability to solve internal problems.
- j) Fair distribution of income

Onah (2006:6) traces the genealogy of the word development to its root 'develop' meaning 'to change gradually, progressing through a number of stages towards some sort of state of expansion, improvement, or completeness or a state in which the subject's true identity is revealed'

According to Polinaidu (2004:560) development is the "engineering of social change".

Okereke and Ekpe (2002:2) see it as "the maximizing of the growth of the GNP through capital accumulation and industrialization".

From the foregoing definitions, one can conjecture that development is gradual positive progress in the economic, political, social, technological and environmental spheres of people's life.

In other words, development must involve the political, cultural, economic, technological, environmental and social aspects. Development does not only refer to the development of human beings but also that of the community, that is the totality of the life of the people.

As a matter of fact, the overall goal of development is to bring about a preferred state of an existing one. The infrastructural aspect of development has to do with the infrastructural needs of the people such as all season roads, portable water, storage facilities, education, electricity, schools etc. The level of development of any country could be measured by the following indicators: the most popular one is the per capita income.

The per capita income (pci) is divided by the total population of that country.

Accordingly, any country having a per capita income less than $\frac{1}{4}$ of the USA is adjudged or considered to be under developed. The second is the level of education. The third is the availability of infrastructural facilities. The fourth one is the provision of employment, availability of recreational facilities and the fifth is the ability of the people to participate meaningfully in the political activities and in policy making.

The Concept of Local Government

According to Aladegbola and Owolabi (2005:40), the term local government is not a new concept in academic discourse and its meaning is not confusing but varies from community to community, and more often than not, it has become a function of the purpose(s) for which local government is created.

There is no one way to the definition of local government. It has been defined in various ways by various authors and scholars. Ofoeze (2002:45) defines local government as a

“System of government at the local level exercised through locally elected representative council enjoying substantial autonomy in the exercise of specific powers over a given locality in the performance of a range of functions and responsibilities allotted to it by law.

According to Ayo (1986:133), local government means:

A territorial and non-sovereign community possessing the right level of necessary organization to regulate its own affairs. This in turn presupposes the existence of a local authority with power to act independently of external control as well as the participation of it's own affairs.

The need for grassroots development entails the necessity for grassroots administration. In line with this, Orewa (1991:22) sees it as “a lowest unit of administration with a defined geographical area and with common social and political ties”. Also the necessity of decentralization has remained a pivot in the evolution of local government, hence; Appadorai (1982:287) defines it as “government by popularly elected bodies charged with administration and executive duties in matters concerning the inhabitants of a particular place”.

The United Nations Office for Public Administration (1976), defines local government as:

..... a political sub-division of a nation or (in a federal system) state, which is constituted by law and has substantial control of local affairs, including the powers to impose taxes or to exert labour for prescribed purpose. The governing body of such an entity is elected or otherwise locally selected.

According to the “guideline for the reform of local governments in Nigeria”, in Ezeani (2006:255) local government is:

Government at the local level exercised through representative council established by law to exercise specific powers within defined areas. These powers should give the councils substantial control over local affairs... and to ensure through the active participation of the people and their traditional institutions, that local initiatives and responses to local needs and conditions are maximized.

Implicit in the above definitions are certain silent features of local government. These are:

1. Localness: local government is the lowest tier of government
2. It has a legal existence, enshrined in the constitution. As a legal entity, it can sue or be sued.
3. It enjoys substantial autonomy. It enjoys reasonable degree of independence in administrative and financial affairs.
4. It exists within a defined territory.
5. Local government exercises its authority over a given population.

6. The council is composed of elected representatives of the local people.
7. Local government is usually divided into departments, divisions, and units.

It is important to state here that adequate provisions were made to safeguard most of these features in both the “guidelines for local government reforms 1976 in Nigeria” and in the 1979, 1989 and 1999 constitutions.

According to Agalamanyi (2007:31-44) Local government may be viewed as the system of local administration, under which local communities are organized for the maintenance of law and order, the provision of some limited range of social services and public amenities, and the encouragement of the cooperation and participation of the inhabitants in joint endeavours towards the improvement of their conditions of living”.

Local government, therefore, is local people taking the mantle of leadership and initiative to positively better their lot via development policies, plans, programmes, and projects.

Ogunna (1996:91) posits that local government is a form of devolution of the political powers of the state. It is the government of grass roots designed to serve as an instrument for rural development. He defined local government as a political authority which is purposely created by law or constitution for local communities by which they manage their local public

affairs within the units of the law/constitution. The above definition has some implications thus: first, Local Government is a political authority which means that it is a level of government vested with legislative and executive powers to make and execute laws and policies. Second, it is created by law or constitution which defines its structure, functions and powers, sources of revenue, composition of the local government. Third, it is the government nearest to the people. Fourth, it is a government by which the local people manage their affairs. In this case, Golding (1975:101) defines local government as the management of their own affairs by the people of a locality. In the same vein and perspective, Oyediran (1975:85), similarly, views Local Government as government in which popular participation both in the choice of decision makers and in the decision making process is conducted by local bodies which, while recognizing the supremacy of the central government is able and willing to accept responsibility for its decision. It implies that local government is created in order to ensure full participation of the people in their government. Local government is therefore designed to promote local democracy.

Furthermore, M.P. Barber (1978:1) defines local government as “authority to determine and execute matters within a restricted area inside and smaller than the whole state.

F. C. Okoli defines local government as

The breaking down of a country into smaller units of locality for purpose of administration in which the inhabitants of different units or localities concerned play a direct and full part through their elected representatives who exercise powers, undertake functions under the central authority of the state or national government.

From the above definitions, emphasis is laid on participatory democracy. If Local Government is to prepare Nigerians for a democratic and participatory political system and provision of social amenities at the grass root level, it means that local government is an agency or instrument for rural modernization and social change at the grassroots.

2.2 Theoretical Framework

In analyzing the importance of capacity building in development, it is necessary to adopt and adapt one of the theories which has relevance and bearing on this study. For this purpose, we intend to use the structural – functionalism theory.

Functionalism refers to the contribution of an activity or patterns of behaviour to the maintenance of a system in a given society. The functionalist approach maintains that while social and political structures vary widely, thereby limiting the general applicability of structural analysis, there are certain functions which are necessary for the maintenance of any society.

In effect, the assumption of the functionalists is that certain activities must be carried out or certain roles must be performed if a given society is to survive.

We believe that the structural-functionalism approach is convenient for this study because different political systems or organizations can be analyzed by using this framework. Besides, it helps us to understand better how society or organization functions.

2.3 Hypotheses

This study examines the following hypotheses.

1. Capacity building does not enhance development in Local Government
2. Poor attitude towards capacity building, affects development in the Local Government.

CHAPTER THREE

RESEARCH METHODOLOGY

The materials for this research were obtained from both primary and secondary sources of information. The primary data include administration of questionnaires and personal interviews to staff of local governments, organizations and officials of some ministries.

The secondary data utilized were obtained from relevant books, lecture notes, handouts, journals, newspapers and magazines.

Location of the Study

In this study, the location is Ekeremor local government area which consists of a total of forty six (46) communities.

The area was created out of Sagbama local government on 23rd September, 1991. The local government operates seven departments and they are: Administration, Finance and Supplies, Agriculture and Natural resources, Works, Education, Health, Budget, statistics and planning department. Each department is headed by a senior officer appointed by the local government service commission.

The chairman is the chief executive and the accounting officer of the council. He is assisted by the vice-chairman, secretary, supervisors and councillors. The council also maintains six committees which include: Finance and General Purposes Committee, Peace and Security Committee

Education Committee, Agriculture and Natural Resources Committee, Works Committee and Health Committee. Each committee is charged with the responsibility of overseeing its functions.

Population of the Study

The population of this study is Ekeremor local government in Bayelsa state.

Accordingly, the researcher was able to carry out the study in Ekeremor local government in spite of a number of problems which include limited of time, finance and difficult terrain.

Target Population of the Study

The target population of this study focuses on Ekeremor Local Government Area. In all, 30 questionnaires were administered to the Chairman Director of Administration and General Services Head of Local Government Administration and Heads of Departments of the Council.

All the questionnaires administered were retrieved. Thus, the sample for the study was 30 and this figure was considered appropriate because of the limited of time for the study.

Table I

Below shows the questionnaire distribution

S/No	Ekeremor Government	Local	Number of Questionnaires	No Retrieved	No. not Retrieved
1	Chairman		1	1	-
2	HLGA		1	1	-
3	DAGS		1	1	-
4	HODs		7	7	-
5	Other Officials		20	20	-
	Total		30	30	-

Method of Data Collection

The researcher employed both primary and secondary data for this study. The primary source of data include information gathered from questionnaires, observations and interviews.

Well structured and unstructured questions, that is questions with answers and open-ended questions, that is questions without direct answers respectively, were administered to some key officers of selected local governments.

Personal interviews were also conducted with some principal officers of the local government.

The secondary sources of data include textbooks, journals, magazines, lecture handouts, periodicals and bulletins.

Sampling Technique

The simple random technique was used for this study to give equal opportunity to all the principal officers of the council.

Methods of Data Analysis

In order to arrive at the correct and valid conclusions, the researcher used the chi-square to analyze the data.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

In this chapter, presentation and analysis of information obtained from local governments have been made. In any case emphasis on the analysis was placed on those questions which have direct bearing and relevance to the objectives, the formulated hypothesis and questionnaires in this study.

The data collected on such questions were presented in tables, percentages etc, while the hypotheses were tested using chi-square.

4.1 Testing of Hypotheses

Here an attempt has been made to see the extent of validity of the formulated hypotheses. Hence, the chi-square statistic is applied to test the hypotheses in order to enable the researcher arrive at the correct and valid conclusion.

4.1.1 Hypothesis I

Null Hypothesis Ho

Capacity building does not enhance development in Ekeremor local government.

To test this hypothesis, data obtained from the questionnaire were used. The data used here corresponds with the questionnaire item no 1, administered to officials of Ekeremor local governments.

Table 2: Responses of the Respondents as to Whether Capacity Building Enhances Development in the Local Government Studied

S/No	Options	Responses	Percentages
1	Agreed	2	6.7
2	Strongly agreed	2	6.7
3	Disagreed	6	20
4	Strongly disagreed	20	66.6
	Total	30	100

Apply the formula

$$\text{Chi-square } X^2 = \sum \left(\frac{fo - fe}{fe} \right)^2$$

$$\text{or } X^2 = \sum \frac{(fo^2 - n)}{fe} - n$$

Where X^2 is calculated chi-square

fo is observed frequency

fe is expected frequency

n is the sum of fo

xe^2 is the expected chi-square. It is obtained from the chi-square tables at 5% confidence level and degree of freedom.

But $fe = \sum \frac{fo}{n}$. Therefore from table 2

$$f_e = \frac{30}{4} = 7.5 \text{ where } n \text{ is the no. of option}$$

$$Df = n - 1 = 4 - 1 = 3$$

Table 2.1: Chi-Square Goodness of Fit Fitted on Respondents Opinion as to Whether Capacity Building Enhances Development in Ekeremor LGA, Bayelsa State

fo	fe	fo-fe	(fo-fe) ²	$\frac{(fo-fe)^2}{f_e}$
2	7.5	-5.5	-11	-1.5
2	7.5	-5.5	-11	-1.5
6	7.5	-1.5	-3	-0.4
20	7.5	12.5	156.3	20.8
$\sum fo = 30$				$X^2 = 17.8$

Therefore $X^2 = 17.4$

$X_e^2 = 7.81$ at 5% confidence level with

3 degree of freedom at the chi-square table.

$$X^2 = 17.4 > X_e^2 = 7.81$$

Note (1) Reject Null hypothesis and accept substantive hypothesis if the chi-square is greater than (>) the critical or table value at 5% level of confidence.

(2) Accept Null hypothesis and reject substantive hypothesis, if the chi-square is less than (<) the critical or table value at 5% level of confidence.

Based on the above calculation, the Null hypothesis should be rejected. It is therefore concluded that capacity building enhances development in local government.

4.1.2 Hypothesis II

Poor attitude towards capacity building affects development in the local government.

Testing of Hypothesis

To test this hypothesis, the following table is used. The chi-square statistic is applied for the test with a 5% or 0.05 significance level. The table responds with question 3 of the questionnaire administered.

Table 3: Opinions of the Respondents with Respect to Whether Poor Attitude Towards Capacity Building Affects Development in the Local Government

S/No	Options	Responses	Percentages
1	Agreed	12	40
2	Strongly Agreed	15	50
3	Disagreed	2	6.7
4	Strongly disagreed	1	3.3
5	Total	30	100

Applying the chi-square formula

$$X^2 = \sum \left(\frac{fo - fe}{fe} \right)^2$$

$$\text{or } X^2 = \sum \left(\frac{fo^2 - n}{fe} \right)$$

$$\text{But } fe = \sum \left(f \frac{o}{n} = \frac{30}{4} = 7.5 \right)$$

The degree of freedom (df) = n - 1

$$df = 4 - 1 = 3$$

$\therefore X_e^2$ = Expected chi-square at 5%

confidence level with d.f of 3 is 7.81

Using $X^2 = \left(\frac{fo^2}{fe} \right) - n$, where n is $\sum fo$

Table 3.1: Chi-Square Goodness of Fit Fitted to Respondents Opinions as to Whether Poor Attitudes towards Capacity Building Affects Development in the Area Studied

fo	fe	fo ²	$\frac{fo^2}{fe}$
12	7.5	144	19.2
15	7.5	225	30
2	7.5	4	0.5
1	7.5	1	0.1
$\sum fo = 30$			$\sum \frac{fo^2}{fe} = 49.8$

$$X^2 = 49.8 - 30$$

$$X^2 = 19.8$$

Since $X^2 = 19.8$ is greater than X_e^2 which is 7.81.

That is $X^2 > X_e^2$; $19.8 > 7.81$.

It means that alternative hypothesis will be accepted. By way of conclusion, therefore, poor attitude towards capacity building affects development in the local government.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary of Findings

The summary of findings in this study will be based on the analysis of data collected and subsequently tested.

5.2 Findings

A critical examination of data have shown that capacity building enhances development in the local government. Table 1 can attest to this. The table shows that 95% of the respondents agreed that capacity building is a strategy for enhancing development.

The study also reveals that poor attitude, inadequate funding, lack of sponsorship, inadequate training institutions and lack of government encouragement are responsible for lack of capacity building. This is shown in table 3.

Furthermore, it was discovered during the investigation that capacity building could be enhanced through training and retraining, provision of grants, establishment of more training institutions, creation of an enabling environment, seminars and workshops.

The research also shows that mismanagement of funds, lack of sufficient funds, undue interference, corruption, lack of capacity building, lack of adequate supervision and monitoring, constitutional defects, lack of

planning and implementation are some of the problems of underdevelopment in the local government.

Finally, the investigation indicates that election/appointment of transparent and credible leaders/officials, prudent management of resources, adequate funding, constant review of achievements and improved internally generated revenue are ways of promoting development in the local government. From the foregoing, it can be inferred that capacity building is a panacea for development.

5.3 Recommendations

In order to ensure development in the local government through capacity building, I make the following recommendations:

The local government should invest in training and retraining of its workforce for maximum productivity. One impediment to development at the local government level is the issue of irrelevant absolute skill of the existing staff. The result is that many local government employees are no longer skilled, going by today's standards in an era of computer/technology where every worker is supposed to be computer literate.

Training should be taken more seriously in the local government than is the case now. Opportunities should be created within the service for the staff to be constantly trained in order to be abreast with new developments in local government administration and management.

The poor attitude towards capacity building should be improved. As can be observed, of all the resources needed for an organization to survive, human resources are the most important. It is a fact that human resources are the highest asset of any organization because no matter the amount of capital invested in an organization, its success or failure still depends on the quality of people who plan and execute its programmes. Therefore, capacity building in the local government system cannot be over stressed because of its importance.

Local governments should sponsor their staff to attend courses on capacity building. It is worthy to note that lack of sponsorship has reduced efficiency in the local governments. Also non-governmental organization can assist in building capacity through their sponsorship.

Capacity building can be improved through the establishment of more institutions to train local government staff. The total local government workforce outweighs the number of training institutions thereby stressing the existing ones.

Government at all levels should support the issue of capacity building.

This support can come in the form of finance. Government should see capacity building as a worth while venture for efficient service delivery.

Also, grants should be provided for local governments to embark upon capacity building activities.

Regular seminars and workshops should be organized for local government staff to improve their skills for enhanced performance of their functions as guaranteed by the constitution. As we know, lack of education is one of the causes of low performance in the local governments.

The revenue accruing to local governments statutorily, is inadequate to finance their numerous functions and responsibilities. Therefore, federal allocations to local governments should be improved to enable them cope with their responsibilities.

Also the tax powers of the three tiers of government should be reviewed in order to enable local governments exploit internally generated revenue possibilities. State governments should stop infringing on the revenue rights of local governments.

Besides, state governments should pay 10% of the internally generated revenue to local governments as provided in the 1999 constitution to make them financially strong. Local governments will perform better if responsibilities assigned to them align with fiscal jurisdiction.

Local government activities should be monitored and supervised by the federal and state governments. This will ensure that services are delivered and money accounted for. Also the process of award of contracts must be closely monitored to ensure full compliance with due process and rules. It is no surprise to hear that jobs are certified completed even though

they have not been properly supervised. Even the ones that have been completed are not regularly maintained.

Another way of enhancing development at the local government level is by improving and maintaining the environments of operations. This can be done by ensuring that the tools and materials are provided and that efficient communication system is installed and maintained.

Regular payment of salaries and allowances should be a cardinal policy of local governments. Effort should be made to maintain good industrial relations in local governments through meaningful dialogue with NULGE and Medical and Health Workers Union of Nigeria. Unions should be seen as partners in progress for industrial peace which is a prerequisite for the achievement of high performance goals.

Again, special effort should be made to inculcate new work ethics, devoid of corrupt practices into the Nigerian public services and this includes the local government service. The problem of corruption should be regarded as one which demands priority attention. Local governments will remain where they are without a serious political will to change. What the local governments need is an enlightened leadership which is dedicated and transparent.

Also all anti-corruption laws that tend to increase the opportunities for corruption should be scrutinized. EFCC and ICPC should be strengthened to reduce corruption in Nigeria.

One area to improve service delivery in the local government is to amend the 1999 constitution in order to give more autonomy to the local governments. Under the constitution, local governments are mere appendage/extension of the state government. In practice, they are not a third tier of government. This situation has eroded the powers of local governments to perform as a third tier of government.

Local governments should strengthen their internally generated revenue base in order not to over rely on federation account. They can generate revenue from local taxes, rates and fees. As noted earlier, state governments should stop encroaching on the revenue rights of local governments such as market fees.

Furthermore, the state government should stop interfering in the day to day running of the local governments. The extra functions local governments are made to perform should be stopped. For instance, local governments provide office and residential accommodation for federal and state agencies and even provide allowances for such officers.

Besides, local governments spend huge sums of money on programmes such as presidential and governor's visits/elections just to

mention a few. This, no doubt constitutes a drain on the meager finances of the local governments meant for developmental projects.

Local governments can perform better if adequate funds are provided for them. Although local government allocations have improved, the responsibilities have also increased. The low performance of local governments is a result of non-alignment of responsibilities with funding. Local governments are responsible for primary health care and responsible for primary education and after deductions there is hardly reasonable amount left to them for projects.

Appointment/election of politicians and career civil servants should be based on transparency, accountability and honesty. Corrupt functionaries see local governments as a place of making money, they are not ready to follow the due process. Such persons may not have the interest of local governments at heart. As a result, they make local governments ineffective and inefficient in the performance of their constitutional functions.

Local governments should carry out constant review of their achievements to enable them know the areas that need improvement. This will also enable them know which areas have received more attention than necessary.

Also, superior officers should review the achievements of their subordinates to make them put in their best.

Local governments should plan and implement their activities in the right time. Many projects cannot be completed due to poor planning and implementation. In most cases targets are set too high to be achieved without taking the resources into consideration.

Local governments should be prudent in financial management. As we know, over eighty percent of local governments in Nigeria have performed below expectation. The low performance of most of these local governments is as a result of mismanagement of funds. It is true that no local government can survive let alone progress without effective and efficient management of funds. Therefore funds should be judiciously utilized for development.

Conclusion

In this report, I have tried to examine the role of capacity building as a tool for enhancing development in the local government. Capacity building is a crucial matter if local governments are to carry out their statutory functions effectively and efficiently. The factors responsible for lack of capacity building as highlighted, include: poor attitude, inadequate funding, lack of sponsorship, inadequate training institutions and lack of government support and encouragement.

Also, it is evident that local governments in Nigeria have not performed well due to the various problems facing them which include mismanagement of funds, lack of adequate funds, undue interference,

corruption, lack of capacity building, lack of adequate supervision/monitoring, constitutional defects and lack of planning and implementation.

These problems can be resolved if the recommendations made in this report are followed. These include: training and retraining of staff, improved attitude towards capacity building, sponsorship, establishment of more training institutions, government support, seminars and workshops.

In spite of these problems affecting the development of capacity building, it is well known that capacity building has enhanced development in the local governments.

In view of the above, the researcher hereby strongly recommends that local government should be strengthened and overhauled with a view to providing the much needed development at the grass roots.

BIBLIOGRAPHY

BOOKS

- Akpan, N.U. (1976): Epitaph to Indirect Rule. London: Frankcass and Co.
- Aladegbola and Owolabi (2005): Local Government Studies. Akure: Excel Production.
- Almond Gabriel A and Powell G. Bingham (Jr.). (1971): A Development Approach to Political System. New York.
- Amadi, P.E. (1989): Orlu Year Book. Orlu: Franco Printers Co. Ltd..
- Ann, Philbin (1996): Capacity Building in Social Justice Organizations. Ford Foundation.
- Appadorai (1982): The Substance of Politics. Maches. Oxford University Press.
- Barber, M.P. (1978): Local Government. London: Macdonald and Evans.
- Bello, I.O. and Bola, S.O. (1987): Community Development. The Backbone for Promoting Socio-Economic Growth, Zaria.
- David L. Cooperrider and Suresh Srivastva (1987): Appreciative Inquiry in Organizational Life; Research in Organizational Change and Development.
- Ejiofor, N.D. (1981): Management in Nigeria: Theories and Issues. Onitsha: Africana Educational Publishers Ltd.
- Ezeani, Emmanuel Onyebuchi (2006): Fundamentals of Public Administration. (Revised Edition). Enugu: Snaap Press Ltd.
- Golding, L. (1975): Local Government. London: Hodder and Strughton.
- Harold D. Laswell (1978). Introduction to Politics. London: Hawood Printer,.
- Harold, D.H. (1963): Introduction to Politics. London: Hawood Printer.

- Mackintosh, J.P. (1966). *Government and Politics of Nigeria*. London: George Allen and Unwin, Ltd..
- Ofoeze, G.A. (2003): *Local Government in Nigeria: A Historical Discourse*, Enugu: John Jacob's Classic Publishers Ltd.
- Ogunna, A.E.C. (1996): *A Handbook on Local Government in Nigeria*. Owerri: Versatile Publishers.
- Okereke, O. and Ekpe, A.E. (2002): *Development and Underdevelopment: Politics of the North-South*. Enugu: John Jacob's Classic Publishers Ltd.
- Olawole, J. (1984): *Statistics and Demography*. Ibadan: Nigerian Publishers Services Ltd..
- Onah, Fab. O. (2006): *Managing Public Programmes and Projects*. Nsukka: AP Express Publishers Ltd.
- Orewa, G.O. (1991): *Principles of Local Government Badagry*: ASCON,
- Oyediran, .O. (1998): *Essays on Local Government and Administration in Nigeria*. Lagos: Project Publications Ltd.
- Polinaidu, S. (2004): *Public Administration*. New Delhi: Galgotia Publications PVT Ltd.
- Rodney, W. (1969): *How Europe Underdeveloped Africa*. Derasalam: Tanzama Publishing House.
- S. Bola Oni and I. O. Bello (1987). *Community Development: The Backbone for Promoting Socio-Economic Growth*. Zaria. Nigeria: Guidline for Local Government Reforms (1976). Government Printers Kaduna.
- Todaro, F.C. (1982): *Economics for a Developing World*. New York: Backlays Printers.
- Wraith, R.E. (1972): *Local Administration in West Africa*. London: Allen and Urwin (Ltd.).

JOURNALS

Agalamanyi, C.U. (2007): Community Participation and the Role of Local Government in Sustaining Community Development Efforts in Nigeria. Nigerian Journal of Public Administration and Local Government Vol. XIII, No. 1.

Amuchcazi, E.C. (1985): “Political Mobilization and Community Development Issues and Problems” Nigerian Journal of Public Administration and Local Government. Vol. III, No.2.

Ayo, S.B. (1986): “Local Government and Rural Development in Nigeria” in Ogunsaya A.A., Local Government Administration in Nigeria Since Independence, Ilorin, Faculty of Business and Social Sciences.

Eden, E.A. (1976, Oct.): “Management in Nigeria” A Journal Published by Nigerian Institute of Management.

Ifechukwu, J. A. O. (1977). Work Attitude in Nigeria: Management in Nigeria. Vol. 13,

Ighbinedion, G.O. (1988): “Development of Rural Communities”. Sunday Concord.

GOVERNMENT DOCUMENTS/SPEECHES

Imo State Spotlight on Local Government (1989). Printed by Imo Newspapers Ltd. Owerri, January, 1989.

Implementation Guideline on the Application of Civil Service Reforms in the Local Government Service Government Printers Lagos, 1988.

Nigeria: Guideline on Local Government Reforms(1976): Government Printer Kaduna.

The Constitution of the Federal Republic of Nigeria, (1979). Ministry of Information, Lagos.

The United Nations Office of Public Administration, (1976).

UNCED (1992) Capacity Building-Agenda 21.

UNDP and the International Institute for Hydraulic and Environmental Engineering (1991): A Paper on a Strategy for Water Sector Capacity Building in Delft, The Netherlands.

UNPUBLISHED MATERIALS

Elekwa, N.N (1989): Lecture Notes on Research Methods. University of Nigeria, Nsukka.

Elekwa, N.N. (1988): Lecture Notes on Comparative Local Government. University of Nigeria, Nsukka.

Okoli, F.C. (1988): Lecture Notes on Principles of Local Government. University Nigeria, Nsukka.

Onyishi, T. (1990): Lecture Notes on Planning and Community Development. University of Nigeria, Nsukka.

APPENDIX I

Department of Public Administration
and Local Government
University of Nigeria,
Nsukka
9th March, 2009

Dear Sir/Madam,

QUESTIONNAIRE

I am undertaking a research on, “Capacity Building as a Tool for Enhancing Development in Local Government in Nigeria”, in partial fulfillment of the requirements for the award of Master of Science (M.Sc) in public administration.

In relation to this research I have designed a questionnaire to be administered to local government officials.

Please, fill in the following questionnaire by indicating with a tick what corresponds best to your assessment or comment in the space provided.

Yours Faithfully,
Jim-Ogbolo Bestman
(Researcher)

APPENDIX 2

QUESTIONNAIRE TO OFFICIALS OF EKEREMOR LOCAL GOVERNMENTS

1. Capacity building does not enhance development in the local government
 - a. Agreed ()
 - b. Strongly Agreed ()
 - c. Disagreed ()
 - d. Strongly Disagreed ()
2. In what ways can capacity building be improved?
 - a. Training ()
 - b. Provide grants ()
 - c. Establishing Training Institutions ()
 - d. Create Enabling Environment ()
 - e. Seminars/Workshops ()
3. Factors responsible for lack of capacity building in the local government?
 - a. Poor Attitude ()
 - b. Inadequate Funding ()
 - c. Lack of Sponsorship ()
 - d. Inadequate Training Institutions ()
 - e. Lack of government encouragement ()
4. What are the problems of underdevelopment in the local government?
 - a. Mismanagement of funds ()
 - b. Lack of sufficient funds ()
 - c. Undue Interference ()
 - d. Corruption ()
 - e. Lack of Capacity Building ()
 - f. Lack of adequate Supervision/ Monitoring ()

5. What types of projects do local governments embark upon?

- a. Roads and Bridges ()
- b. Market Square ()
- c. Town Halls ()
- d. School Buildings ()
- e. Cottage hospitals/ Health Centres ()
- f. Electricity ()
- g. Staff Quarters ()

6. What are the ways of enhancing development in the Local Government?

- a. Appointment/ election of transparent leaders ()
- b. Prudent management of .resources ()
- c. Adequate funding ()
- d. Constant review of achievement ()
- e. Improvement of internally generated revenue ()

7. Please suggest how to improve capacity building in the Local Government?

.....
.....
.....
.....

**Jim-Ogbolo Bestman
(Researcher)**

**CAPACITY BUILDING AS A STRATEGY FOR
ENHANCING DEVELOPMENT IN EKEREMOR
LOCAL GOVERNMENT IN BAYELSA STATE OF
NIGERIA**

BY

JIM-OGBOLO, BESTMAN

PG/MSC/07/42718

**DEPARTMENT OF PUBLIC ADMINISTRATION
AND LOCAL GOVERNMENT,
UNIVERSITY OF NIGERIA, NSUKKA.**

APRIL, 2009