CAPACITY BUILDING AND SERVICE DELIVERY IN EBONYI STATE LOCAL GOVERNMENT SYSTEM, NIGERIA

Nwankwo Oliver Uchenna, Ph.D & Elechi, Felix Aja, Ph.D
Department of Political Science
Ebonyi State University, Abakaliki

Abstract

Established to oversee the personnel matters of the state's municipal administration, the Local Service Commission faces many difficulties in its legal mandate. These challenges include recruitment, training, promotion and appropriate placement. Instead of doing their job, they face the problem of satisfying the government and other groups or individuals who have a say in the government. This study examines the impact of capacity building and service delivery in local government in Ebonyi State. Descriptive research design, qualitative data collection and qualitative data analysis were carried out. Our assessment is based on changes in the process and the findings show that the lack of training of staff affects the quality of service delivery and the lack of training in employee quality hinders employee productivity. The study also recommends that the government pay the committee enough money to train workers and other organizations to achieve their goals. In addition, the government must create a good environment in which Ebonyi State's local government employees are trained and work well.

Keywords: Capacity Building, Manpower Development, Human Resource Development, Human Utilization, Local Government

Introduction

It is well known that people are the most important asset in any organization, whether public or private, hence the concept of the ability to train and provide people to do the best work. The ability to create is similar to, and therefore related to, the development of people and materials in an organization. Using the right personnel and equipment is essential in any business. Anyyadike (2014) supports this view, stating that the creation of the greatest service cannot be achieved without the right people and equipment. Even if an organization has all the money and equipment it needs, it must employ the right staff to achieve good results.

Like all other institutions or organizations, Nigerian local governments are third-level government with their own characteristics, administration and functions. Similar to other levels of government, local government primarily involves local government officials (who are also civil servants but not local government). The legal responsibility for hiring, training, promotion, support, implementation, management, and the purchase and management of electrical/physical equipment in general is called the Government Service Center (LGSC). With this perspective, Nwankwo (2000) emphasized the need to improve the human and material resources available to government agencies in urban areas. As a matter of fact, three important things are needed for local government to survive: financial resources, equipment and human resources.

The importance of creating a competent workforce in program delivery cannot be overemphasized. In order to receive good service from local government in Nigeria, local government must be able to develop human resources and this will be done through government investment in training staff training and capacity building (Agunyai, 2015). A more general interpretation or broad definition of fundraising is education, training, training, physical assistance, financial and other assistance, and more importantly, the motivation and inspiration of people to improve their lives (World Federation of Engineering Organizations, 2010:75).

The ability of stakeholders to analyze and resolve key issues related to policy choices and different development options GEO's concept of capacity building reflects the expectations of the United Nations Conference on Environment and Development (UNCED) and focuses on three themes, which clearly demonstrates this study, well: human, institutional and infrastructure capacity development. Oyadiran and Lawal (2017) view capacity building as the process by which individuals and organizations acquire, develop and retain the skills, knowledge, tools, equipment and other assets necessary to complete their jobs.

Results oriented public service requires the recruitment and training of private clients. New public services will require professionals with the necessary skills and knowledge. Training should be part of an overall training plan in all aspects of personnel management. Perhaps the most important thing for us in Nigeria, especially at the government level, is the development of staff through training or capacity building. This is supported by Adamolekun (cited in Okotoni & Erero, 2005), who states that human resource development includes education, training and professional development of those who do business. The objectives of the training and development were set to include: creating an easy and favourable employee turnover environment for those who may leave or change jobs in the organization; increase the company's ability to adopt and use technological advances due to the availability of skilled workers. By creating an efficient, effective and motivated team, it supports the competitive position of the company and raises the morale of the employees; ensuring that people have enough talent to expand new businesses.

Unfortunately, most state governments have used some local government services, with too much control over the government's activities. State governments have established Local Service Commissions (LGSCs) to help them select/hire, train, employ, promote, transfer and fire staff and locate and manage property/equipment. In addition, the state capital has the authority to control the structure, (infrastructure), finances and operations of the local government. The State Legislature also has the power to control local government finances (Constitution, 1999, Articles 7(i) and Article 6, Articles 162(6) and 8). According to Opara (2016), the Local Government Service Commission (LGSC) is an elected government agency. The council manages the service personnel of the local government. State governments use groups to control local government policies and sometimes interfere with local government policies and activities by sending incompetent officials to politicians in the district/council, leading to underperforming of the governing body especially when it affects employees.

The 1976 amendment process and the 1979 constitution clearly demonstrated the autonomy and independence of local government and other levels of government. However, past experience has shown that state government, through actions and interventions, influences the activities of local government services in areas such as monetization and planning. In addition, the above studies examined the results of capacity building and services. Therefore, this study aims to explore the potential to improve local government performance and their impact on service delivery in Ebonyi State during the 2010-2018 research era. This period has been chosen by increasing the legal distribution of the various governments in the country. The increase in these appropriations also shows itself with the increase in local government services. However, the challenges faced by local governments are many.

Statement of the Problem

Academics and organizational leaders agree that every organization must train and develop its human resources in order to survive. Organizations are considered to have a life cycle of growth, short-term recession, and long term decline. To avoid decline, the organization must continue to grow. One way to focus is to improve the skills and abilities of employees (Atakpa, 2013). Strategies to develop the capacity (both human and material) of local governments across the country vary from state to state and to the various purposes of the council, level of management, policy and specific.

So it is easy to say that the human development or capacity building strategies of all local governments in Nigeria are almost similar, if not the same. Therefore, many take into account the reality of government employees' ability to create the necessary capacity and capacity for quality delivery of goods/services, staffing and infrastructure reform. This contrasts with poverty reduction and social exclusion, one of the main responsibilities of the Nigerian government (Ofuebe & Chikeleze, 2010).

Office of Local Services as set up to deal with state municipal government personnel issues and did not advise on recruitment, appropriate training, and employee placement. The problem they face is to meet the needs of state government and other groups or powerful individuals, not professional management.

In some cases, potential and qualified candidates are excluded and mediocre candidates are selected, in part because of temptation or because they have clergy who can control honour in them. The services offered by these workers are chosen without much creativity and innovation because almost all workers are recruited from state social services with and without education because the problems are more pronounced. Most of the Local Service Commission staff is from the State Government. Based on this background, this study attempts to answer how adequate training of staff affected local government services in Ebony State between 2010 and 2018.

Conceptual Elucidation

Capacity Building (Staff Training and Utilization)

Raynor, Cardona, Knowlton, Mittenthal, and Simpson (n.d.) refer to the ability to define intelligence and the ability to judge and make decisions based on what is good and effective. Their creativity is the process of developing skills and abilities. The distinction between 'capacity - what - and capacity building - how' is important for understanding dialogue in capacity building.A third aspect of capital formation was not studied: "who". Unfortunately, the question of who is or should be involved in fundraising is often overlooked because this question is considered obvious or, worse, irrelevant. Hilderbrand and Grindle (1994: 10) define capacity as "the ability to perform tasks profitably, efficiently and sustainably". On the other hand, Loubser (1994: 23) wrote a list of potential objects:

Specific goals, including vision, values, policies, strategies, and interests. Effort, including thought, energy, focus, efficiency, and work, talent, including intelligence and mental quality.

Layers of capital, including human, natural, technological, cultural and financial.

Organization of work, including planning, design, coordination and coordination.

Morgan (1998) discussion and practice for hard work and present contribution. It means the ability of states, organizations, groups and individuals at all levels of society to be the organization and capacity, relationships and results that enable them to carry out their tasks and achieve their goals. The World Bank (1996) says that "capacity" refers to people, institutions and practices that enable countries to achieve their development goals. The term "capacity building" refers to the ability to identify and analyze problems, make appropriate choices, develop solutions and use practices to achieve goals. Hatch (2004), cited in WFEO (2010), and provides a broad definition of capacity building: Education, security of communities through education, stable and sustainable business, government, etc. human, institutional and infrastructural capacity to help develop, education, sport, financial and other resources, and most importantly, motivation and inspiration for people to improve their lives.

Ani (1997) defines design capacity as the ability to plan, identify and select viable options, execute, monitor and evaluate action plans. Ani compares capacity building to the supply side, while capacity utilization represents the demand side, noting that both should be seen as equally important throughout the development process. Akinola (1997) sees capacity building as potential resources of people,

organizations and practices in a country. This effort needs to be developed and strengthened. Regarding the purpose of capacity building, Muhtar (1997) says that the purpose of capacity building is to establish a framework to identify and identify problems and capacity building, and to use solutions to promote sustainable human development (Dada, 2004).

The World Bank notes that research shows major constraints across all sectors in Sub-Saharan Africa: lack of workers, other skills, poor institutional environment that undermines the use of existing talents, and training facilities are inadequate and inadequate to meet the needs of skilled workers. Technological tools are simple and have poor or no ability to create and enforce rules and manage work needed to support development.

Carvalho (1997) supports the World Bank's findings that capacity building is the missing link in Africa's development and highlights its negative impact on national development, community service and inappropriate policy making. Similarly, Singh (1997), quoted in Dada (2004), emphasizes that the missing link in Africa's development is the capacity gap. Singh noted that capacity building should be across all industries and should be integrated into all development projects. Williams (1997) traces civic capacity building and enforcement back to Nigeria's pre-colonial era, when it focused more on maintaining law and order than on economic capacity building. Williams argued that freedom of democracy and the size and complexity of government's job require more education and training to build the skills needed.

Relationship between Staff Capacity Building, Training and Service Delivery

Agunyai (2015) said that capacity building refers to the ability of people (workers) to use their creative, intellectual and cultural abilities to meet individual needs and national development. Capacity building therefore means preparation for people to acquire the knowledge and skills necessary for the development of the country's economy, their livelihoods and personal support. Programmed projects will provide skills that will provide the knowledge and skills acquired in production for the solution of many problems of the individual and the country.

Nwazor (2012) pointed out that in terms of human capital, capital formation can be defined as people who have the necessary knowledge and skills for personal development for the growth and development of the country. The capacity needed for sustainable development in any country depends on the necessity and impact of that country's business.

According to Matachi (2006), capacity building is the process of increasing the capacity and resources of individuals, organizations and communities to manage change. These elements ensure that the program/organization is dynamic, flexible and responsive to the needs of the population it serves. According to the World Bank (2003), productive capacity emerges when application groups use their human and social resources and access financial, physical and natural resources improve existing ones as well as improve problem areas.

According to UNDP (2003), capacity building includes human resources development and strengthening governance, local development including community participation, and maintaining a good environment. The ability to create in a development context refers to a dynamic process that allows individuals and organizations to build a significant relationship and the ability to identify and identify problems and offer solutions. In Azikiwe's (2006) words, capacity building is the process of equipping people, regardless of gender, with the skills and knowledge necessary to work effectively and efficiently in government.

Capacity building is mostly about leadership development, mentoring, training/presentation, skills, job skills and other aspects of development, personal and professional treatment (Linnell, 2003; Udu, 2009). According to Madavo (2006), capacity building is the proven ability of key actors in society to

achieve economic goals on their own. This is evidenced by the work of a combination of many of the following, such as practical organizations and organisations, leadership and vision, finance and equipment, and skilled people.

Training and Service Delivery in Local Government System

According to Isah (2013), employees in any organization work hard to achieve goals and collaborate with each other and with leadership. This is mostly due to the job satisfaction they get in their day-to-day work. Local government, known as the three-tiered government structure in Nigeria, is the neglected child of all government planning. The relationship between local government motivation and staff has been a neglected topic in Nigerian studies. In general, local government activities have always been seen as current government orthodoxy.

Considering that the employment conditions in local government in Nigeria are not different from other organizations in the country, there should be comprehensive and attractive service, staffing arrangements and local government services comparable to other related institutions such as the Security and Freedom from All Security Project in Nigeria. The idea is to make government employees not only motivated but also proud of the work they do. More importantly, local government must provide a socially beneficial workplace environment to attract and retain employees. As a result, local government must have transparent, flexible leadership based on a "must have strategy" to motivate employees and achieve goals. Almost all Nigerian Local Councilors want their money.

A lot of people don't want to go into engineering. Many people in the financial industry do not want to leave the office even for a day. Because of this, many gave up the opportunity to study with the promise of working in the workplace. For this reason, in order for employees to take full responsibility, job/office definitions must be clearly defined for employees.

Capacity Building and Service Delivery

According to proponents of the theory (especially those in Western Europe), the German school gravitates towards the Business School, particularly from Rudolf von Gueist to Georg Langerode (Georges Langrod), who considered the existence of local government to be a good thing agent to provide special local services. One of the main proponents, Mackenzie (1954), believed that local governments exist to provide services and should be judged on their success in providing services that meet the country survey model. Sharpe (1970), another productivity theorist, argued that if there is no local government, something else must be created to replace it. His view is that local government plays an important role at the grassroots level.

The study revealed that despite the local government's updating its human resource development guideline and the large investment by the local government, most of the workers received little training and were very good at providing good service. The report concludes that local government should try to build organization and capacity to develop human resources committed to the principles of good service and good management.

Anjum and Ambrosetti (2015) conducted a study on orientation in a railroad context: Impact of education, models and practice. The purpose of this article is to evaluate workplace training in the context of the rail industry, specifically the type of education required to become a train driver. It examines the impact of changes in traditional education models and explores the potential of teaching in education/training models. This article uses a participatory research approach to examine the educational experiences of drivers and driving instructors. An easier and faster driver training model can now be developed by incorporating the teaching process. This article complements important research in the field of workplace education and training in the rail industry. These concepts and findings provide the basis for

why teaching should be included in the educational process. It emphasizes the importance of content and contributes to the community of practice by introducing key concepts for the rail industry as a whole.

Theoretical Postulations

This research is based on the theory of change (STOC). The origin of the theory can be traced back to the writings and writings of beginners in the 20th and 21st centuries. It is based on generalized systems theory or general systems theory (GST). However, the theory was developed in the study of Ortiz, Aragon, and Macedo (2010). Proponents of this theory include: Taylor (2010); Ulrich (1994); Scroll, (2007); Jackson (200); Morgan (2005, 2006); Control Area, (200); Anderson (2004); Arkov (1999); Burns (2007); And many others. The central idea of the STOC model is that for social change to occur in a given context, there must be a relationship between an understanding of the necessary conditions and the 'internal' organizational conditions that can change best to encourage change. At a very broad level, it asks the fundamental question: what are the necessary conditions for social and organizational change and what is the relationship between these conditions? To change? Thus, in some cases, attempts to reduce the relationship between external and internal development may lead to an internal/external dichotomy that does not explain the relationship around it.

Methodology

This study uses a descriptive research design that uses qualitative and quantitative data to provide an understanding of the problem. Therefore, the research conducted here aims to find theory and practice regarding capacity building and service delivery in local government, particularly with regard to the training of the Ebony State Local Government Services Council. The total number of workers employed in Ebony State's thirteen (13) local government districts that have or are developing one or more capacity is 8,235. Therefore, the population of this study is 8,235 (Eze, 2015). While primary data were collected by researchers from the field for a specific purpose, interviews were used as supporting tools in data collection. The researchers interviewed local government officials to get accurate information about how they were trained. Interviews with leaders about the training program were also conducted to supplement secondary data. Comprehensive knowledge of the best recruitment and training policies and capacity building is reflected in the review of the variety of literature available (e.g. books, journals, conferences and training materials).

Among others, Newspaper, Constitution of the Federal Republic of Nigeria, Government Gazette, Rules, Regulations, Newspapers, Registries, Civil Service Regulations, Financial Memorandums, Civil Service 1988 and 1997, Local Government, Local Service 1985 and 2006 and Exams or related documents and materials on the Internet support used. The data collected in the analysis of this study were collected, classified, tabulated and presented. The data produced in this study were analyzed by content analysis, simple percentage and bar analysis; Data collected from interviews and official government documents were analyzed through theory, classification and interpretation.

Discussion on findings and Analysis
Test of Hypothesis
Hypothesis 1: Proper training inhibits effective placement of staff in Ebonyi State local government system, from 2010 to 2018.
The following interview guides were used to analyse hypothesis one;

- What capacity training programme did you benefit from?
- What is the name of the agency that carried out the capacity building programme which you benefited?

- How can you rate the effectiveness of the capacity building programme which you were past of?
- In what areas has the training programme enhanced your performance and service delivery?
- How often have the local government service commission conducted training from 2010 – 2018?
- Do you think the training has produced required results?

Table 1: Response on the number and names of training programmes the respondents has benefited from 2010-2018

S/N	Training Programmes	Frequency	Percentages
1	ICT (Information Communication Tech)	6	1.58
2	Livestock Training (Seminars)	20	5.25
3	Workshops on Administrative Mgt	150	39.37
4	Workshops/Seminars on Health Vaccination	150	39.37
5	Workshops on Financial Mgt	20	5.25
6	Training on Adult Literacy instructors	35	9.19

Source: Researcher's field survey, 2023.

Figure 1: The Percentage of training programmes the respondents benefited from
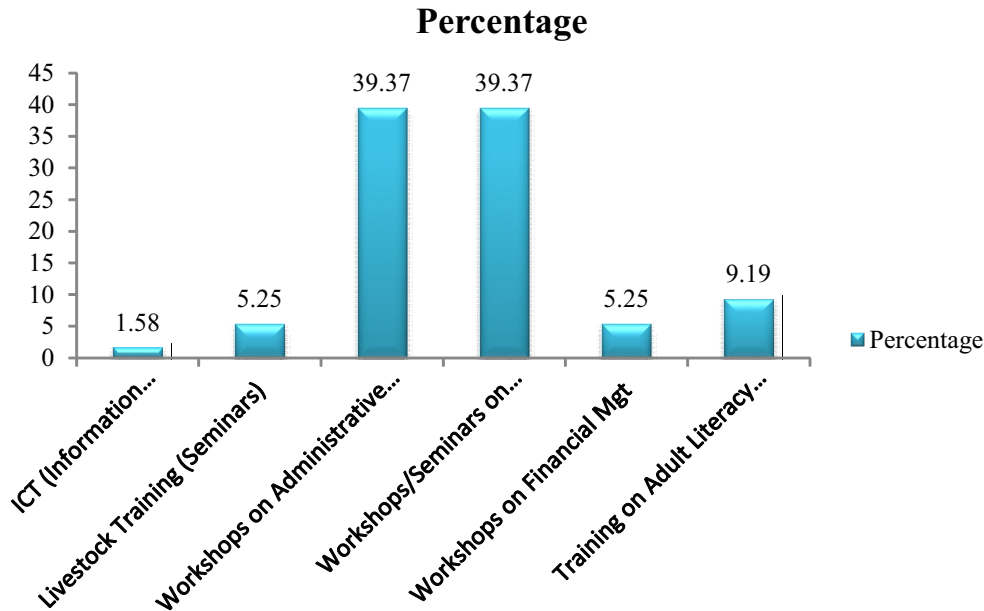
Source: Researcher's field survey, 2023

Analysis of the above assumptions shows that items 1, 2, 5 and 6 have less and less education. Between clauses 3 and 4, meetings are the most obvious, the starting point for retirement, and they have a huge impact on employees. For example, the frequency of item 1 - communication and technology education is at least (6) and (1.58) percent. This shows that ICT infrastructure, especially local government computers, is underutilized and thus affects computer literacy, which affects local government e-government.

However, the few existing and trained keys are used by very few key personnel who only want to use them for typing. Negligence of education personnel was revealed in items 2, 5 and 6, corresponding to 5.25%, 5.25% and 9.19%, respectively, and health and work were ignored. The only significant impact of employee training is reflected in items 3 and 4, each corresponding to 39.37%.

This is the result of the state and federal government's role in health and corruption at this level. Organized trainings only affect the short-term development of employees. The table also shows the balance of the education programs of the seven departments: personnel, health, finance, agriculture, engineering, education and clean health. Oral contraceptives, vaccines, etc. provision of basic medical care, such as do well and do better. State leaders are neutralizing their education and disabling service delivery. According to the research, the lack of proper education negatively affected the service quality of local government in Ebony state from 2010 to 2018.

Table 2: Response on ways in which the programmes have enhanced performance and service delivery

S/N	RESPONSES	Frequency	Percentages
1	Improved efficiency & proficiency	160	42.00
2	Effective time management	44	11.54
3	Capacity to deliver on new assignment	90	23.62
4	Reduced stress.	87	22.84

Source: Researcher's field survey, 2023.

Figure 2: Ways in which the programmes have enhanced performance
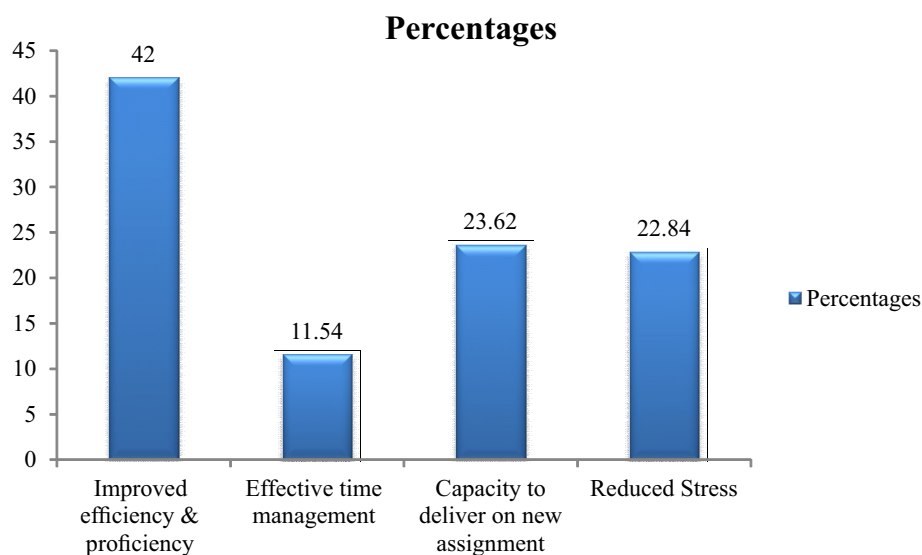
Source: Researcher's field survey 2023.

While the report states that the improvement has the potential to improve employee performance and service, in four ways, including performance and efficiency and improving service delivery (42.00% of respondents), 11.54%, 23.62% of respondents and 22.84% rated time management as good as; the ability to complete new tasks and relieve stress, respectively. The impact of training on employee performance and productivity is evident in its effectiveness in preventing stress, developing leadership, managing collaboration, improving change, and achieving positive outcomes related to delivery in the workplace. This chart measures how researchers perceive training to have an impact on their results and productivity. They agree that employee training has a positive impact on employee productivity, performance and productivity. In an interview with the local government, they claimed that the local government is training the workers to increase their efficiency and productivity. But unfortunately, these high goals can never be reached and the desired goals cannot be achieved.

Conclusion

Therefore, the need for effective service delivery creates a greater need for research to develop low-level resources and skills of local government workers, as government municipalities and associations can play an important role in service. Significant work of all workers deliberately employed by local government to solve social services, capacity building, education, human development and implementation problems. In thought and practice, the situation and scandals and disadvantages to employ these officials in the local government of Ebonyi State has been to some extent important in civil service and governance in Nigeria.

Based on the above description, this study examines the impact of capacity building and human resource use in local government in Nigeria with a focus on local government workers in Ebonyi State. Capacity building through the training and use of local government staff, problem solving questions on resource development and use in local government should be asked through asking research questions and setting general objectives. The purpose of the exercise is to review the training and capacity building of state social workers as a tool to improve the performance of social services in local government in Ebonyi State; and how the availability or lack of system resources affects training. Productivity of local government employees in the performance of their duties; and finally, how good practices, particularly by government officials, affect the training and use of local government officials in Ebony State.

Law confirms that the capacity building and utilization of local government staff in the local government of Ebonyi State is tightly aligned with the Local Service Commission and other statutory bodies with a similar role. On the other hand, local government employees are usually incompetent, incompetent, illiterate, illiterate, etc. On the other hand, the infrastructure of municipal authorities, local and state governments is rotten, corrupt and politicized everywhere. Mismanagement and serious failure by manager and manager. The study also revealed that between 2010 and 2018, Ebonyi state local government lacked formal staff training in the effective deployment of staff. Note the impact of inadequate staff training on the delivery of quality services in the system. Between 2010 and 2018, corruption among government officials reportedly prevented local government officials from receiving proper training and employment in Ebonyi Province.

The results of this study are the basis for the conclusions of this study. It is reported that there is no training of legal staff in local governments; office space is scarce and the system is hampered by government corruption. These affected the delivery, manpower production and use of the Ebony State local government between 2010 and 2018.

Recommendations

Based on the findings, we recommend as follows:

o Community leaders and other management organizations responsible for educating workers should receive sufficient money from the government to organize more, quality training such as training, training, discussion and meetings, high productivity and reliable delivery, to do the job to increase employee productivity. Educational funds should be distributed fairly and specifically for education in all areas of local government, as all are equally important and other education should not be a priority panic.

o The Commission conducts periodic reviews of the impact of training programs to assess the skills, knowledge and skills needed by employees to improve job performance.

• The government should establish partnerships with private organizations interested in fundraising projects. In this partnership, the government will provide resources (financial and infrastructure) and the partners will provide information. Most importantly, capacity building strategies should be strengthened to include relevant training and practice, and appropriate training programs should be implemented as required by local government.

o Create a positive environment in Ebony local government to encourage workers to participate in more training; the meetings, workshops and conferences they know will provide them with new skills, technology, knowledge and experience.

o Necessary facilities that aid performance at work place like the infrastructure, security and others should be provided at the local government to enhance staff performance and productivity. The overall campaign on sufficient knowledge of e-government and advanced knowledge of the internet, ICT and web tools should be made paramount for the e-government strategies agency in Nigeria and the national orientation to ensure that local government system are not left out in the global best practice of computer compliance of employees.

o Furthermore, in-service training and seminar allowance should be reviewed upwards to motivate staff for active participation and contributions. Priority attention should be given to infrastructural capacity building to meet up with that of human capacity building since the two must work together for enhanced productivity

o Institutions like the Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices and other Related Offences Commission (ICPC) should be alive to their responsibilities and beam their searchlight at the local government system and rescue from total collapse to ensure proper training of staff and utilization, especially, in Ebonyi State local government system. Moreover, every organization should make some attempts to acquire, train, re-deploy and dismiss non-performing employees in the course of its activities. This is in line with manpower planning and performance appraisal which consists forecasting, goal setting and strategic planning, programme implementation and evaluation.

o These noble missions listed above can only be accomplished when local government duties and functions are effectively discharged. This can be achieved with the effective utilization of human and material resources at their disposals.

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