

THE CAPACITY BUILDING AND PUBLIC SERVICE DELIVERY IN MOGADISHU MUNICIPALITY, BANADIR REGION, SOMALIA

Mr. Abdiaziz Abukar Ahmed
HEAD OF ACCOUNTING DEPARTMENT AT HORSEED INTERNATIONAL
UNIVERSITY, SOMALIA.

<https://doi.org/10.59336/mjhiu.v1i1.8>

ABSTRACT

This study focused on capacity building and public service delivery in Mogadishu Municipality, Banadir region, Somalia. The study objectives were to assess the current practices of capacity building conducted in Mogadishu Municipality (Banadir region), to identify the identify stakeholders involved in capacity building in Mogadishu Municipality (Banadir region), to identify successful factors in public sector capacity building program in Mogadishu Municipality (Banadir region) and to examine the constraints to effective public sector capacity building in Mogadishu municipality. The researcher used a combination of both qualitative and quantitative approaches of research to collect and analyze text and numeric data respectively. The researcher used descriptive research design, which has helped to investigating the current practices of capacity building and public service delivery in Mogadishu City.

For the purpose of this study, the sample size was 52. It was stratified through the various groups. The data collected was coded first. After coding there was data entry and analysis using content analysis. The study concluded that citizen participation in the design and implementation of capacity activities for better public service delivery in Banadir region building are being practiced and implemented and Banadir regional administration has made good progress towards promotion of capacity building for better public service delivery in Mogadishu Municipality, Banadir region, Somalia, but there are problems and shortcomings in applying and practicing as well as promoting the theory and principles of capacity building. Based on the findings, the study recommended that as part of the capacity building effort, providing training without assessing the needs of the offices and or sectors results in wastage of resource. Therefore, training needs analysis should be undertaken before conducting training activities and the training has to be linked with performance, capacity created and developed would imply a huge waste of resources if it is not effectively utilized. Brain drain is often the byproduct of non-capacity utilization, involving non state actors during capacity need assessment and development and formulating local government capacity building framework.

Keywords: *Capacity Building, Public service delivery, Role, Somalia.*

INTRODUCTION

Capacity building is “any action that improves the effectiveness of individuals, organizations, networks, or systems-including organizational and financial stability, program service delivery, program quality, and growth. It is a long-term process that improves the ability of an individual, group, organization, or ecosystem to create positive change and perform better to improve public health results, (USAID, 2010:2).” According to Cohen (1993: 26), public sector capacity building ‘seeks to strengthen targeted human resources (managerial, professional and technical), in particular institutions, and to provide those institutions with the means whereby these resources can be marshalled and sustained effectively to perform planning, policy formulation, and implementation tasks throughout government on any priority topic’.

According to Berg (1993: 62-3) regards capacity building is characterised by three main activities: ‘skill upgrading-both general and job-specific; procedural improvements; and organizational strengthening’. Skill enhancement refers to general education, on-the-job training and professional strengthening of skills such as policy analysis and Information Technology. Procedural improvements refer to context changes or system reforms. Organisation strengthening covers the process of institutional development. He concludes that capacity building is ‘...broader than organizational development in that it includes all types of skill enhancement and also procedural reforms that extend beyond the boundaries of a single organization.’ Capacity building is often to cover human recourse development and strengthen of managerial system, institutional development that involves community participation and creation of enabling environment. Capacity building through training seminars and workshops usually help to ensure that local government workers possess right knowledge and skill that equip them to ensure effective public service delivery to the people at the grass root or beneficiaries (Chukwudi, 2015).

In Africa as a crucial responsibility of government and government institutions, the public service should deliver those who lives government jurisdictions it is service that a society requires to maintain and improve its welfare. To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the

services they are responsible for (Whitaker, 1980). The responsibility of promoting capacity building in Africa lies with the government and its relevant institutions to deliver effective service delivery to the people to enable them to build their capacity socially, economically and politically (Whitaker, 1980). According to Besley and Ghatak (2007), they argue that public services are delivered by a nexus of relationships between beneficiaries, politicians and service providers (such as bureaucrats, doctors, and teachers). They insist that it is necessary to analyze the incentives that govern the behavior of politicians and service providers, if services are to match the best interest of the beneficiaries. The authors further argue that the main concern in public service provision is how the obligations of the different parties is defined and enforced. Public services should be concerned with what customers want rather than what providers are prepared to give. Yet in most of the developing countries public service delivery is characteristic of ineffective, cumbersome, too procedural, costly, red taped and not transparent systems. Tamrakar (2010) further argues that generally, public servants have acted as masters without any sense of accountability and transparency instead of acting as servants of people. However, the citizens have become familiarized to the enhanced service delivery from the private sector and thus, they now view the public sector as another provider of services for which they pay taxes (Metei & Camelia, 2015).

In Somalia, a long decade of civil destroyed the Government's physical infrastructure. Buildings have been severely damaged and some are barely functional. Somalia at the moment is just carrying out reconstruction process and its lack the relevant physical infrastructure to carry out its function and rehabilitation of this infrastructure is a key element to ensure the delivery of quality services to the citizen and the country also got weak capacity building at human resource level, for which many civil servants are faced with a deteriorating security situation that has led to the collapsed of the country for the last two decades (UNDP, 2015). The conflict led to the collapse of many Somali people and those who remained have either passed the retirement age, or have passed away. The weakness of the staff and institutional neglect have erased the Government's institutional memory, archives have disappeared, along with government processes and procedure records. Somalia at the moment, its public sector is still incomplete and

insufficiently adhered to and most ministries operate according to ad-hoc systems, hence hindering capacity building. Furthermore, in Somalia Human Resources Management is a very difficult challenge for Somalia owing to the fact that the Governments at all levels, lack the necessary number of capable staff required to fulfil their functions. Identifying, transparently recruiting, and retaining staff has proven a struggle over the past eighteen months (UNDP, 2015). Furthermore, the period of two decades so far made the Somali people to live in serious conflict and many of them have been displaced. This conflict has led to the collapse of many government institutions which are instrumental in promoting capacity building in the country and due to their collapsed it has affected capacity building level in Somalia. In a nutshell, the country is lacking peace, security as well capacity building, (IOM, 2011). Somalia is in a dire need to build the social, economic and political capacities of its citizen to foster rapid development in Somalia. Even if many foreign countries like Japan have been supporting capacity building in Somalia plus supports from diaspora like skills transfer, management capacities, improvement in livelihood through market-driven initiatives and sustainable job creations; but still the level of capacity building is low and facing many challenges from the government institutions like poor planning by the government as well increasing rate of corruption in the country (IOM, 2011). Therefore, this study will investigate the impact of capacity building in public service delivery in Mogadishu-Somalia.

PROBLEM STATEMENT

For over two decades in Somalia, the public service has come under serious criticisms for its epileptic, poor and inefficient service delivery. Civil servants are perceived as unprofessional, lethargic, incompetent and inexperienced (Tamrakar, 2010). Poor service delivery in the country constitutes a clog in the wheel of progress. The absence of a deliberate and systematic capacity building initiative for the entire public sector in Somalia is responsible for the low productivity and inefficient service delivery experienced in the country. In Somalia especially in Banadir region, government officers are not accountable to their misconducts, and it has been reported that large portion of public services are not in place, and the few provided by the local government take time and are costly. Local government have no financial system that

safeguards the public funds from fraud and misuse a nepotistic job culture, poor book and record keeping and unclear internal procedures and regulations exacerbate corruption challenges and create many opportunities for misusing public resources for private gain (Abdimahad, Isse, & Mohamed, 2014). In Somalia there is lack of accountability, transparency, low citizens' involvement and inequality in services delivery decisions could be matters of concern and problematic areas in the Public Service since the civil servants have got low level of capacity building (Abdullahi Mohamoud Mohamed and Gladwell K. Ikinya, 2019). Furthermore, Transparency International corruption perceptions index 2011 places Somalia and North Korea in the most corrupt nations in the world (Transparency International (2019)). Therefore, these call for genuine and urgent need to investigate the relationship between the capacity building and public service delivery in Mogadishu-municipality, Somalia.

PURPOSE OF THE STUDY

The main purpose of this study is to analyse capacity building and public service delivery in Mogadishu Municipality, Banadir region, Somalia

1.1. Specific objectives:

- 1) To assess the current practices of capacity building conducted in Mogadishu Municipality (Banadir region).
- 2) To identify the identify stakeholders involved in capacity building in Mogadishu Municipality (Banadir region).
- 3) To identify successful factors in public sector capacity building program in Mogadishu Municipality (Banadir region).

LITERATURE REVIEW

Definition of the concepts

The major content analyses in this study include the following:

Capacity Building

Capacity building can be conceived as activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and process such that the organization can efficiently meet its mission and goals in a sustainable way. In the same vein, it is defined as the capability to perform functions or work efficiently (Godwin Ihemeje and Salami Afegbua, 2020:61). Capacity building is an important activity in all aspects of professional life. Every day, people are confronted with new situations compelling them to respond appropriately. This can be achieved through training and education. Capacity Building is important in all organizations, both private and public regardless of size or complexity; since every organisation needs to have well-trained employees who are prepared to perform their job. In recent years, much of the responsibility for providing training and education was assumed by educational institutions. In recent years, however, organizations have begun to assume a larger share of the responsibility for providing both specific job training and also education. Capacity building has become increasingly vital to the success of modern organisations as Bohlande, Snell and Sherman (2001:222) note that organisations compete on competencies. Training plays a role in nurturing and strengthening these competencies. In addition, rapidly changing technologies require that employees continuously hone their knowledge, skills and abilities to cope with new processes and systems.

Capacity building can be characterized as the capacity of people and associations or authoritative units to perform works adequately, productively and economically." This definition has three significant angles: it shows that limit is anything but a detached state yet is essential for a proceeding with measure; it guarantees that HR and its use are integral to limit advancement; and it necessitates that the general setting inside which associations attempt their capacities was additionally a vital thought in systems for limit improvement (UNDP, 2009).

Capacity building is one of the characterizing thoughts inside contemporary worldwide turn of events. This stems from the conviction and experience that tending to social, monetary, and ecological issues call for more prominent limits wherever in the public eye: in singular, human resources, bunches in networks, associations, establishments and areas (Limit improvement by and by book by SNV, 2010). The idea of Capacity building isn't new, going back as right on

time as the 1950s and 1960s where contributors and scholastics zeroed in on open area establishment working through human asset improvement (DAC, 2006). A customary methodology of building limit has been the exchange of information from North to South utilizing Specialized Participation (TC); anyway, it turned out to be progressively condemned because of helpless outcomes in numerous nations and extremely low returns (DAC, 2006; MIWA, 2008; ODI, 2009). Many felt that it neglected to empower non-industrial nations to make their own feasible limits (Nair, 2003). In the mid-1990s UNDP and Berg (1993) drove a top to bottom audit of TC and found that notwithstanding a few triumphs, the supportability of endeavors has been addressed: “While specialized collaboration (TC) has without a doubt contributed essentially to advancement victories all throughout the planet, it additionally keeps on sustaining numerous counterproductive practices” (UNDP, 2009b).

As per Land (2000), Kaplan (1999, 2001 and 2003), and Postma (2003:81) CB an elusive and subtle idea, which remains rather dark and utilized conversely with comparable ideas, for example, 'establishment building', 'limit improvement' and 'organization advancement'. GTA prompted that Limit building should happen at three levels; individual, authoritative, and institutional and the general framework level (financial, political, legitimate and regulatory structures). Peltenburg (1996:9); Olowu (1998:1) and Grindle (1997:5) saw limit as the capacity to perform fitting assignments and satisfy jobs viably, effectively and economically. Limit building has been at the focal point of advancement endeavors for as far back as years. Pieterse (2002:1) contended that this is fuelled by comparable worldwide talk that valorizes the nearby as a site of vital guard against incredible globalizing flows and as the bleeding edge in the conflict against destitution.

The idea of capacity building is exposed to various definitions and understandings. From a conventional perspective, limit building can be considered as exercises which fortify the information, capacities, abilities and conduct of people and improve institutional constructions and cycle to such an extent that the association can productively meet its main goal and objectives in a manageable manner. Along these lines, it is characterized as the capacity to perform capacities or work productively (Godwin IHEMEJE and SALAMI AFEGBUA, 2020:61). Limit

building is consequently worried about Human asset improvement (individuals), institutional turn of events (Neighborhood government framework) and the general strategy climate inside which the nearby governments (as open assistance associations) work and connect. Limit building can likewise assist with deciding the effective use and assignment of HR among contending Request. Essentially and by and large characterized, subsequently, limit building Suggests exercises which reinforce the information, capacities, abilities and conduct of people and improve institutional constructions and cycles to such an extent that the association can proficiently meet its central goal and objectives in a practical manner (Sci, Aff, Vincent, and Stephen, 2015). Azikwiwe (2006) characterizes limit working as the cycle by which an individual, regardless of their sex, are outfitted with expertise and information expected to perform adequately and proficient thus interest in schooling which thusly raises rustic pay. This in a real sense implies the public assistance conveyance are not actual assets but rather monetary exchange that is traded for cash and furthermore included trade of particular ability and information. He further demands that products comprise unmistakable emergences of information and exercises and subsequently are just distributional systems for administrations (Sunday et al.,2013). Appears depict public help conveyance to be of a similar assessment when he characterizes administrations as theoretical exercises performed by machines or people or both for the motivations behind making esteem insights among clients. He further burdens that since administration conveyance are immaterial exercises or advantages delivered by the specialist organization and in relationship with the customer, their final result brings about discernment and worth evaluation by the purchaser (Sunday et al.,2013). As per Edwards child and Olsson (1996) allude to the help idea as the model for support and characterize it as the point-by-point depiction of how is to be helped the client, for example what needs and wishes are to be fulfilled, and how this is to be accomplished (Sunday et al.,2013).

The Human Resource or work forces are relied upon to decide the exhibitions none-execution of the organization. The presentation or none-execution of the public area is unyieldingly considered individuals as beneficiary of the result of choice (execution) of the area. How individuals respond to public help obviously is dependent upon its exhibition. The exhibition of

the public area thusly is influenced by the quality and quantum of Human Resource mixed into it. Undoubtedly, it tends to be said that limit building is everything necessary to reinforce the limit of the public area to play out its established allocated capacities. Egonmwan (2002) affirms that limit capacity building secures on the accompanying:

(1) The Association,

- a) It improves execution and increment profitability;
- b) It increases resolve among staff;
- c) It decreases cost since ages are performed monetarily and productively; and,
- d) It achieves hierarchical strength and adaptability to adjust to changes in innovation, procedures and techniques and different inspirations.

(2) The individual workers, (a) It prompts the obtaining of more information, abilities and suitable perspectives; (b) It improves the odds of progression inside the association; and (d) It prompts more occupation fulfillment, expanded acquiring and more prominent security (3) The general public,

(a) It improves by and large profitability prompting expansion in public pay; and,

(b) Monetary Assets and capacity building.

The accessibility of expendable (monetary) assets is apropos to Human Resource advancement, institutional improvement just as natural approach yield. This view explicitly lines up with different reports of the Assembled Country Improvement Program (UNDP) in regards to limit building (Joined Countries Advisory group of Specialists on Policy management, 2006; UNDP, 2009; UNDP, 2015). These reports made a case for explicit definitions, parts and the current human improvement challenge of agricultural nations. In the first place, limit advancement is characterized as making of an empowering climate with suitable strategy and lawful structures, institutional improvement including local area investment (of ladies specifically), Human

Resource advancement and reinforcing of administrative frameworks (Joined Countries Advisory group of Specialists on Policy implementation, 2006:7).

Aside from that, UNDP perceives that capacity building is a long haul, proceeding with measure, in which all partners (pastors, non-legislative association, and formal gatherings, proficient affiliations and so on partake). Furthermore, capacity building is seen to be more than preparing and incorporates the accompanying components: (a) Human asset improvement, the interaction of outfitting people with the arrangement, abilities and admittance to data, information and preparing that empowers them to perform adequately; (b) Authoritative turn of events, the elaboration of the executives constructions, cycles and methods, inside associations as well as the administration of connections between the various associations and areas (public, private and local area); and (c) Institutional and lawful structure advancement, making lawful and administrative changes to empower associations, foundations and offices at all levels and in all areas to upgrade their abilities (Godwin Ihemeje and Salami Afegbua, 2020:61).

Thirdly, the idea has been additionally intensified by Philbin (1996) as an interaction of creating and reinforcing the abilities, impulses, capacities, cycles and assets that associations and networks need to endure, embrace, and flourish in the quick evolving world. Further-more, in the hierarchical sense, capacity building can envelop administration, strategy driven initiative decision, vision and mission of the association, systems to achieve them and the organization of association system of human and monetary assets. As a rule, it might incorporate income age that includes tax collection, gathering pledges, bid reserves, promotion, organizations and so on (Godwin Ihemeje and Salami Afegbua, 2020:62).

Public Service

The concept public service entails the delivery of activities or service in all organizations that exist as part of government implementing policy decisions and delivering services. It is a mandatory institution under the Provisional Constitution of Somalia 2012. The public sector in Somalia is made up of the following: (i) The civil service, which is often referred to as the core service and is composed of line ministries and extra ministerial agencies, and; (ii) The public

bureaucracy, which is composed of the enlarged public service including: (a) Services for the states and national assembly; (b) The judiciary; (c) The armed forces (d) The police and other security agencies (e) Para-military services (immigration, customs, prisons etc. (f) Parastatals and agencies including social service, commercial oriented agencies, regulatory agencies, educational institutions. The public sector is that part of the state that can be described as the organizational arm of government, charged with the analysis and implementation of public policy, as well as providing inputs into policy formulation. The civil service is the sub-system of the public sector (Omoyefa, 2008:28). The public sector is that part of the state that can be described as the organizational arm of government, charged with the analysis and implementation of public policy, as well as providing inputs into policy formulation. The civil service is the sub-system of the public sector. Civil Service The civil service is the bedrock upon which the government is seated and balanced. The civil service is one of the great political inventions of the nineteenth century England. As a concept, however, the term ‘civil service’ although commonly used is usually misunderstood and often misused as it really has no standard definition (Olaopa, 2008). Civil service refers to the machinery of government that is saddled with the entire business of government (Chipkin & Gibert, 2012). It involves the totality of personnel entrusted with the day-to-day running of the administration of the state and the implementation of its policies. Civil service as a concept was borrowed from the British administration to describe a system where selection of staff is based on merit, professionalism and careerism (King, 2009).

The relations between Capacity building and public service

Capacity building in any general public or nation is the vital system for accomplishing viable public assistance conveyance and the main objective is to give excellent life to the populace in a spotless and secure climate by changing the country into a recently executed key public help conveyance and drives to make an effective and more profitable public assistance conveyance. Numerous public associations have now embraced representative limit working as a method for improving the quality, effectiveness and speed of public assistance conveyance (Ngure and Njiru, 2013). As indicated by Dada (2004), he explained plainly that to accomplish worthy and

viable execution of administration conveyance, limit building should zero in on the accompanying: vital administration; strategy advancement and the executives; morals of good administration; execution the board; human asset improvement and the executives; target setting; seat checking; task the board; observing and assessment; business person improvement; group building; overseeing and driving key change; e-government and the board data framework; time the board; client care; powerful relational abilities; exchange abilities and the board; all out quality administration; business powers re-designing; change the board; emergency the board; imaginative reasoning; critical thinking and dynamic; neediness easing; venture evaluation; change the board; administration conveyance; execution and client center.

The public service in each general public and country on the planet assumes a pivotal part in the strategy cycle and improvement the executives, more or less, whatever might be the overall worldview or advancement reasoning, the public authority under the system of the public area plays a basic influential position in the general public's financial advancement endeavors. Also, the capacity of the state to move financial development and efficiency, just as put together its kin relies upon how much it can set up political authenticity, assemble famous interest just as immediate and help its residents chasing basic public objectives (Oshionebo, 2003:40). The common help and public help everywhere help the public authority in satisfying these commitments through open approach verbalization, improvement the board, and execution. In explicit terms, the public help is relied upon to be:

- Development-cognizant and execution situated;
- Able to plan strategies and projects and carry out government choices and measures with least deferral and most minimal expense;
- Heavily reliant upon logical methodology in the administration of public undertakings and activity;
- Staffed with superior grade and very much prepared work force with accentuation on polished skill and specialization;
- Responsive and delicate to the desires and yearnings of individuals and to changing conditions in the homegrown and worldwide climate;

- Constantly forward-thinking on the political, monetary, social, logical and key advancements inside and outside the nation; and
- Capable of consistently improving its own elements.

As indicated by (MCB, 2002), public area needs supported limit with regards to a productive conveyance of fundamental administrations like full scale financial administration, keep up rule of peace and law, public framework, essential wellbeing and training, and so on that would not in any case be given by the private area. Also, as indicated by Cohen (1993: 26), public area limit building 'tries to fortify focused on HR (administrative, expert and specialized), specifically organizations, and to furnish those establishments with the methods whereby these assets can be marshaled and supported successfully to perform arranging, strategy detailing, and execution errands all through government on any Need point'.

As indicated by Berg (1993: 62-3), in each domain of the domain of nearby government, limit building is described by three primary exercises: 'ability updating both general and occupation explicit; procedural enhancements; and authoritative reinforcing'. Expertise improvement alludes to general instruction, hands on preparing and expert fortifying of abilities like strategy investigation and Information Technology. Procedural upgrades allude to setting changes or framework changes. Association fortifying covers the interaction of institutional turn of events. He reasons that limit building is '...broader than hierarchical improvement in that it incorporates a wide range of ability upgrade and furthermore procedural changes that reach out past the limits of a solitary association'. North (1992: 6), then again, sees public area limit working as inseparable from the term 'improvement' and contends that the idea of limit building has as of late taken on another importance: as an umbrella term to incorporate foundation building and human asset advancement, which are related with 'an agricultural nation's administration of advancement strategies and projects'. Hilderbrand and Grindle (1994: 9) contend that this idea 'makes operationalizing the idea in a significant way practically unimaginable'.

In conclusion, as per Morgan (1998), the zenith of public area limit building is more extensive and more comprehensive: there is a cozy connection between human asset advancement and capacity building improvement; there is an advancing connection among preparing and capacity

building improvement; compelling Capacity building advancement requires supported consideration throughout a more extended timeframe; capacity building improvement endeavors to move past authoritative methods and past tasks; and capacity building improvement endeavors to speed up association among associations and their current circumstance. In this sense, capacity building improvement turns into a more unpredictable idea than that of data sources, which are the idea most generally spread in the contributor local area. It alludes to the methodologies, techniques and strategies utilized by public entertainers as well as outside interveners to help associations or potentially frameworks improve their exhibition (Morgan, 1998).

THE MATERIALS AND METHODS

The study used quantitative research method. The study population was categorized under three groups. The first groups comprise officials or staff from program department of Banadir regional administration (Mogadishu City), the second group consists of monitoring and evaluation department staff, the third groups comprise technical experts and support staffs, the fourth group consist of planning and development department staff and the last groups consist of Human resource department staff. The researcher selects the above population with the intention that, they have a direct involvement in the design and implementation of capacity building activities. Banadir region is purposefully selected owing to its large population and massive economic developmental activities. A total of 52 employees were surveyed.

Table 1: The target population of the study

No	Target Population	Population	Sample
1	Technical staff and support staff	12	10
2	Monitoring and Evaluation Department Staff	12	10
3	Program department staff	10	9
4	Planning and Development Department Staff	14	13
5	Human Resource department Staff	12	10

Total	60	52
-------	----	----

The researchers used Morgan and Krejcie (1970) Sample table formular table, where a population of 70 respondents represent 52 as sample size. Purposive sampling and simple random sampling were used as developed by Yamane's formula (Yamane, 1967). Purposive sampling design was used for the selection of respondents. Preparatory work had revealed that insurance operations are of a highly technical nature and the information being in the study-required contact with people who are knowledgeable in the insurance field. Simple random was used to select 109 respondents. The selection procedures of the sample were based on the criteria of longest established groups and inclusion of both sexes. The study use questionnaire to collect the primary data

The gathered information figured out by eliminating crude information targeting making precision preceding information examination which shapes the start of recognizing, correcting and figuring out any blunder which may happen because of the misunderstandings of information assortment, Obure (2002). Information altering was finished by examining finished information assortment instruments (polls). Gathered information was coded and altered as required and from that point handled by the Factual Bundles for Social researchers (SPSS). Information passage was finished by keying of information according to the doled-out codes and last checks made for exactness and culmination purposes. The SPSS processor prepared and delivered results which were subjective in nature.

THE FINDINGS OF THE STUDY

Response rate

The response rate was very good; all the 52 questionnaires were filled and returned. Respondents responded positively.

Personal Data

To appreciate the reliability and the accuracy of the research findings, the researcher identified the respondents' bio data in respect of gender, age, level of education and the duration they have

been in working within NGOs and Banadir Regional Administration within Banadir Region of Somalia.

Table 2: showing gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	38	73.0	73.0	73.0
	Female	22	27.0	27.0	100.0
	Total	52	100		

Source: Primary data, December 2020

According to the findings in table 1 above, 73% of the respondents were male and 27% were female. This implies that there was gender bias in the study.

Table 3: showing age range of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	19	36.5	36.5	36.5
	26-33	18	35	35	71.5
	34-41	6	11.5	11.5	83.0
	42-49	3	5.7	5.7	88.7
	50-57	3	5.7	5.7	94.4
	58 and above	3	5.7	5.7	100.0
	Total	52	100.0	100.0	

Source: Primary Data, December 2020

The study findings indicated that 36.5% of the respondents were 18-25 years, 35% were 26-33 years, 11.5% were 34-41, 5.7% were 42-49, 5.7% were 50-57 and 5.7% were over 58 and above years old. This indicates that respondents were mature enough to answer questions in the questionnaires.

Table 4: showing education level of respondents

	Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	4	7.7	7.7	7.7
	Degree	34	65.4	65.4	73.1
	Master	12	23.1	23.1	96.2
	PhD	2	3.8	3.8	100.0
	Total	52	100.0	100.0	

Source: Primary data, December 2020.

It was established that 7.7% had diploma, 65.4% degree, 23.1% master degree and 3.8% had a PhD. Majority of the respondents are degree holders.

Table 5: showing the level of work experience of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	8	15.4	15.4	15.4
	1-3 years	30	57.7	57.7	73.1
	4-6 years	10	19.2	19.2	92.3
	7 years and above	4	7.7	7.7	100.0
	Total	52	100.0	100.0	

Source: Primary data, December 2020.

The table 5 shows that respondents who have worked for less than 1 year were 15.4%, 1-3years 57.7%, 4-6 years 19.2% and 7 years and above were 7.7%. This shows that majority of the employees have spend 1-3 years at NIC.

6.3. The current practices of capacity building conducted in Mogadishu Municipality (Banadir region).

The researcher assessed the current practices of capacity building in line public service delivery in Banadir region, Somalia with respect to this indicator by preparing questions, and found the following response.

Table 1: Summary of respondent's response on capacity needs assessment

No	Item	YES		NO		I don't know	
		No	%	No	%	No	%
2.1	Does your office conduct capacity need assessment?	50	96.2	1	1.9	1	1.9
2.2	Does your office have capacity assessment guidelines, tools and templates to conduct the assessment?	15	28.8	35	67.3	1	1.9
2.3	Are NGOs and Private sectors involved during capacity need assessment? Is stakeholder analysis done during capacity need assessment?	0	0	50	96.2	2	3.8
2.4	Do you know the current capacity gap of your organization?	23	44.3	28	53.8	1	1.9
2.5	Do you know the desired capacity of your organization?	15	28.8	32	61.5	5	9.6
2.6	Do you think the education match your job/position? And is it	25	48.1	26	50	1	1.9

	based on need assessment?						
2.7	Do you think the training given to you is relevant?	20	38.5	31	59.6	1	1.9
2.8	Does your office assess the legal and policy framework?	5	9.6	45	86.5	1	1.9
2.9	Is there capacity need assessment report?	40	76.9	10	19.3	2	3.8

Source (Own survey, December 2020)

What has been discovered from the above data is capacity need assessment were carried out and rated by 89 % of the respondent. However; semi structured, and focus group discussion revealed that the practice of capacity need assessment was not comprehensive and not supported by guidelines and tools. Basically, the office conducted capacity assessment to identify the following gaps:

- Skill, input, attitudes gaps of the employee
- Customer satisfaction
- Employee satisfaction
- Community participation
- Performance of 1 to 5.

It was also observed that the practice of capacity need assessment was meant/ equated with training need assessment and was not conducted, even not conceived, in light of the elements under the capacity need assessment. For instance, when the respondents were asked whether capacity need assessment includes the legal and policy frame work analysis, includes NGO and other actors, the result revealed that the assessment was conducted without taking these elements in to account. This shows that the Banadir region failed to examine the broader context in which

capacity building activities are to be implemented. This was further evidenced by the distributed questioners. For the aforementioned the items, 16% and 75 of the respondents rated agree to some extent and strongly disagree respectively.

For instance, process owners when asked whether they link capacity with performance, they were not in position to explain this. In addition, process owners when asked as to the importance of participating other actors in capacity need assessment, here again their response where they didn't include NGOs and private sectors during capacity assessment. Furthermore, the assessment didn't take into account the external policy and legal environment. This has an impact/implication on building sustained capacity for local economic development because Local economic development is the process of strategic planning through partnership between local government, the business community and NGOs. In this regard, stakeholders come together to identify the capacity needs and challenges for service delivery and local economic development.

6.4. Leadership and Management in public service delivery

As indicated in the literature review part of this paper, the relationship between capacity developments and is fundamental one; fostering good leadership maximizes and protects investments in capacities within the enabling environment, as well as at the organizational and individual levels. Successful leadership results in enhanced understanding, improved relationship, and greater collective effectiveness among working teams and their partners. To assess the leadership and management requirement of capacity building a sequence of logically framed questions were forwarded to the respondents. In order to get information about the leaders' competency, employees were asked to rate their leaders' competency on various aspects using Likert scale (Very High, high, medium, low, very low).

Among capacities assessed in this category were the leader's abilities to define vision; innovativeness and creativity; communicate and give direction; motivate and inspire employee; setting clear goals and standards; clear system of rewards and incentives etc. With respect to innovativeness and creativity of their leaders, the survey result indicates that employees rated

medium and low with respect to availability of incentives and clear reward system, 41 %, 25 % and 16 % of the employee responded to medium, low and very low to the questions. From the above result it can be concluded that leaders are less innovative and creative. This affects the ability of the leaders to adapt and respond to the rapidly changing environment in which capacity building is taking place.

Similarly, employees when asked whether their leaders built shared vision for the employees 27%, 21 % and 30 % of the employees responded to very high, high and medium to the question respectively. Only 16 % and 5 % of the employees said “low “and “very low” respectively indicating a weakness by the management to build shared vision across the entire employee. As for their leader’s efforts to set standards, goals and objectives of expected performance, 32 % and 21 % of respondents replied to medium and high. With regard to collaboration, 44 % of respondents rated as high while 21 of the respondents rated as medium.

The survey revealed that the leaders and managers do have high level of commitment with 57 % and 36 % of employee responded to high and very respectively. From this it can be concluded that leaders and managers are committed to their work. Another questioned raised was whether leaders practiced appropriate delegation of authority and responsibilities to their subordinates. For this item, 23 % and 16 % of the respondents rated the leaders as medium and high respectively. What is evident from the survey was; while managers demonstrated high level of commitment their lack of creativity and innovativeness and inability to put in place appropriate incentive and reward system were seen as challenges to build sustained capacity. Furthermore, in terms of creating shared vision, making evidence-based decision, clear communication etc. were rated as modest to high. Even if the leaders were rated as medium and high in the aforementioned elements, improvements are needed to fully demonstrate those elements. In other words, efforts to change the very culture of their work place are rated as medium. As a result, the capacity building is weakened, with little incentive for staff to innovate. It is widely recognized fact that successful capacity building is often associated with strong leadership, either from individuals or institutions. Leaders are typically people committed to a local area, perceived as having a high degree of influence and able to cultivate interactions between and among public,

private as well as CSO. In line with this, based on the information obtained through the interviews and focus group discussion, the existing form of leadership in Banadir region, Somalia has to be strengthened to demonstrate and embrace the strong leadership requirement of building sustained capacity. The Banadir region leadership has arranged two days to hear the voice and complaints of its citizens.

Table 7: Summary of respondent's response on Leadership and Management

No	Issues	VH		H		M		L		VL	
		No	%	No	%	No	%	No	%	No	%
1	Shared vision by all employees	15	28.9	12	23.1	17	32.7	6	11.5	2	3.8
2	Internalized values	8	15.4	13	25	14	26.9	11	21.2	6	11.5
3	Evidence based decision	6	11.5	12	23.1	18	34.6	14	26.9	2	3.8
4	Clear goals and standards	13	25	12	23.1	18	34.6	5	9.6	4	7.7
5	Delegation of authority	5	9.6	9	17.3	23	44.3	12	23.1	3	5.7
6	Encourage Team Work	11	21.2	15	28.9	18	34.6	6	11.5	2	3.8
7	High level of commitment	20	38.5	30	57.8	2	3.8	0	0	0	0
8	Collaborative	6	11.5	25	48.1	12	23.1	6	11.5	3	5.7
9	Innovative and creative	4	7.7	8	15.4	20	38.5	15	28.9	5	9.6
10	Inspiring and motivating	6	11.5	10	19.3	18	34.6	12	23.1	6	11.5
11	Clear	7	13	13	25	14	26.9	8	15.4	10	19.3

	communication		5								
12	Governance (transparency and accountability)	10	19.3	19	36.5	13	25	8	15.4	12	23.1
13	Availability of incentives and rewards system	4	7.7	6	11.5	23	44.3	14	26.9	5	9.6
14	Availability of rules, directives.	7	13.5	8	15.4	22	42.3	12	23.1	3	5.7
15	Organization culture (command, hierarchical)	4	7.7	6	11.5	7	13.5	23	44.3	12	23.1

Source (own survey, Dec 2020) (Key: VH= Very high H=High M=Medium L=Low VL=Very low)

6.5. The successful factors in public sector capacity building program in Mogadishu Municipality (Banadir region).

Exercising capacity is based on a commensurate resource endowment. Thus, availability of adequate human and other resource is the most fundamental element in capacity building. While human resources are central to capacity building, financial and material resources are also needed to nurture and sustain the human element. Hence successful capacity building initiatives are more likely in the presence of adequate human, financial and material resources among other. To this end, questions were forwarded to the three target groups and the results were listed in the table form as follows.

Table 8: Summary of respondent's response on Availability of Resources for Capacity Building: -

No	Item	YES		NO	
		No	%	No	%
1	Does your office have adequate manpower to discharge its mandate?	42	80.7	10	19.3

2	Is your work experience and qualification matching your current position?	50	96.2	2	3.8
3	Is there a vacant position which should have been filled, but now vacant?	45	86.5	7	13.5
4	Do you receive relevant training?	31	59.6	11	40.4
5	Do you work extra hours because of shortage of manpower?	14	26.9	38	73.1
6	Are budget for training and capacity building adequate?	15	28.8	47	71.2
7	Are office equipment and materials adequate to discharge your duty?	35	67.3	17	32.7
8	Do you experience budget cut for training?	22	42.3	30	57.7
9	Do you experience budget shortage for office equipment and materials?	23	44.3	29	55.7

Source (own survey, December 2020)

Analysis and synthesis of the above data showed that the office has shortage budget and materials resources. With respect to human resource, information gathered through semi structured interview revealed that there was shortage of human resource both in quantity and quality. Out of the established positions, only 80 % of them are filled, while the rest are vacant. Under such circumstances, it becomes difficult to plan, implement and coordinate capacity building initiatives. Thus, unless the office takes measures to capacitate their human resources, the situation may impinge on the process of building sustained capacity. What is evident from the above data is the office has shortage of money for training and staff development. For this item only 41 % of the respondent said yes while the rest 59 % responded that No. Thus, it can be concluded that the office doesn't have adequate budget for capacity building. This has implication on capacity building as capacity building needs qualified personnel in the field who has received relevant on the job formal trainings.

6.6. Participation stakeholders in capacity building in Mogadishu Municipality (Banadir region).

In the traditional approaches to public administration, it was assumed that development should be the sole responsibility of the state. In practice, however, due to the rapid rate and level of urbanization, resource deficiencies, and poor urban management governments alone could not be able to provide, operate and maintain development activities to meet the demands of the people. This resulted in radical reforms that advocated the involvement of multiple non-state actors including private providers (both formal and informal) and civil society institutions in the development of locality. A stakeholder analysis could be carried out to determine who should be involved, their roles, accountabilities and responsibilities and magnitude of involvement in capacity building. There are a number of techniques, tools and methods available, in addition to using common sense (UNDP 1998). Because of the crucial role of the private sector, civil society and non-governmental organizations in capacity building, Somalia's national capacity building programmes embrace not only the public sector but also the non-state sector. Hence, local government needs to involve in capacity assessment and development. This fact may be obvious. But, when planning for capacity building, it is easily overlooked. With the above understanding the researcher tried to analyze the current practices of stakeholder engagement in capacity assessment and development by forwarding questions related to this theme.

Table 9: Summary of respondent's response on stakeholders' participation

No	Item	YES		NO	
		No	%	No	%
1	Does your office involve private sectors during designing and implementation of capacity building?	3	5.7	49	94.3
	Does your office involve NGOs during designing and implementation of capacity building?	3	5.7	49	94.3
	Does your office involve citizens during designing and implementation of	50	96.2	2	3.8

	capacity building?				
	Does your office have guidelines and tools to involve as much stakeholders as possible during capacity building?	3	5.7	49	93.3%
	Do you think involving non-state actors in capacity building relevant?	35	67.3	17	32.7
	Are NGOs and Private sector represented in committee or other structure under your office?	3	5.7	49	94.3

Source (Own survey, January 2021)

What was evident from the above data is majority of the respondents said that capacity building efforts were not involving the private sectors and NGOs. The survey result showed that there is no mechanisms put in place to involve the private and Civil Society Organization during capacity assessment, implementation and evaluation. The interviews conducted with the respondents revealed that the office have not been involving the private sectors and non-governmental organizations. With respect to the relevance of non-state actors in capacity building, respondents replied mixed result with 35 % and 65 % of the employees replied No and yes to the question respectively. Generally, involving non state actors in capacity building was not practiced despite these make up the broader environment in which capacity building activities are designed and implemented.

DISCUSSION OF THE KEY FINDINGS

The objective of the study was to evaluate and critically examine the process and practices of capacity building in light of the principles and theories by taking the Banadir region (Mogadishu City) as case study with particular reference to the key indicators/ of capacity building. In order to achieve the stated objective five indicators/core issues used namely; Capacity need assessment, successful factors promoting capacity building in Banadir region, Level of Capacity Building in Banadir region, Stakeholder Participation and the constraints to effective public sector capacity building for better service delivery in Mogadishu municipality. Based on these issues the followings are the major findings:

With Respect to Capacity need assessment, the finding showed that Capacity need assessment, though practiced to some extent, was not comprehensive and not supported by frameworks and tools. The study showed that need assessment was done to identify skill, organizational and attitudinal challenge with little or no emphasis on other dimensions of capacity such as the institutional context within in which initiatives are taking place. Moreover, during capacity need assessment non state actors were not involved. The study also indicated that a wide range of training courses were offered that are not related to capacity building. Hence the relevance of the training provided to employees and process owners lacks relevance /is questioned.

With Respect to Levels of Capacity, the study revealed that the office has not been working towards addressing the three levels of capacity building in an integrated manner. More often the office tried to address individual and organizational capacity without taking into account the institutional context in which individuals and organizations perform and operate. Although addressing individual and organizational capacity has been the most widely used method in capacity building for decade, searching root causes for poor performance may not result from the knowledge gaps of individuals and organization. Hence, Banadir regional administration failed to design and implement capacity building programs to address the institutional and human resource changes required for improved performance of the public sector.

With respect to the successful factors available that are promoting capacity building in Banadir region, the study findings showed that leaders have to some extent played a constructive role in creating sustained capacity; however, as a visionary leader and organizer, leader were not demonstrated the requisite leadership quality needed for the design and implementation of capacity building programs. The data still showed that the leadership has not created the right culture and incentive mechanisms for employees to discharge their responsibilities, among others. The findings showed that leaders have showed high level of commitment to implement the principles and practices of capacity building. However, the data also indicated that even if the commitment of the leadership and management is high it is not reached at the required level to put in the principles and theories in practice as evidenced by failure of the leadership to engage private and NGOs sectors in capacity building. Lastly, the finding showed that leaders prepare

and implement of strategic and annual plan, undertaking trainings and building capacity, hear customer complaints, delegate decision making power for subordinates and evaluates their performance every month and many others. These indicate that the managements to some extent had supportive to creating capacity. Furthermore, there is availability of Adequate manpower, finance and material resource, the study showed that there was a shortage of skilled manpower, some positions are vacant and training is provided without assessing the needs of the experts. The finding indicates that although monitoring and evaluation is exercised, it is not systematic and supported by of guidelines, formats and the mechanism of the Monitoring and Evaluation (M &E) system used includes checklist, survey, assessment, public opinions, reporting were practiced.

With respect to Stakeholder participation, the findings showed that non-state actors such as NGOs and private sectors were not participated in the designing and implementation of capacity building. However, the sub city has put in place mechanisms to ensure the involvement of citizens in capacity building as well as in developmental issues.

With respect to the constraints hindering capacity building in Banadir region, the study found out that there are limited skilled personnel to promote capacity building and there is no clear strategic plan to promote capacity building in Banadir region. The finding has also identified that there is shortage of finance for carrying out essential trainings as observed in the financial report, the majority of the budget is for recurrent budgets such as salaries and administrative and operational costs, rather than on education and training. With respect to material availability the study found that the office has adequate materials but there are times in which employees are constrained by photocopier, printer partly due to the length procurement process and partly due to shortage of finance. Furthermore, as observed during the interview monitoring and evaluation to promote capacity building were not done to promote learning. This showed that monitoring and evaluation practices were not systematic and not backed by guidelines and formats.

CONCLUSION

Capacity building can work if the core issues of capacity are taken into account. The study tried to assess capacity building and public service delivery in Mogadishu Municipality, Banadir region, Somalia. From the findings of the study, it can be concluded that, although the Banadir regional administration has made good progress towards promotion of capacity building for better public service delivery in Mogadishu Municipality, Banadir region, Somalia, the data has also indicated there are problems and shortcomings in applying and practicing as well as promoting the theory and principles of capacity building. Lack of stake holder involvement, shortage of finance and human resources, lack of capacity building assessment framework, and narrow approach to capacity building are the major weakness observed by this study. Furthermore, the study identified that capacity building efforts undertaken by Banadir regional administration was not integrated to address capacity at all levels like districts in Banadir region. The leadership and management have showed supportive environment for the promotion capacity building for better public service delivery in Mogadishu Municipality, Banadir region, Somalia. It can then be concluded that citizen participation in the design and implementation of capacity activities for better public service delivery in Banadir region building are being practiced and implemented.

RECOMMENDATIONS

Based on the findings and conclusions drawn from this study the following are recommended:

1. As part of the capacity building effort, providing training without assessing the needs of the offices and or sectors results in wastage of resource. Therefore, training needs analysis should be undertaken before conducting training activities and the training has to be linked with performance.
2. Capacity created and developed would imply a huge waste of resources if it is not effectively utilized. Brain drain is often the byproduct of non-capacity utilization. Ensuring the capacity utilization of capacity is recommended.
3. Involving non state actors during capacity need assessment and development is recommended.
4. Formulating local government capacity building framework is recommended.
5. Understanding the context specificity of capacity and its development is recommended.

6. Examining capacities in a context of systems and strategic management is recommended.
7. Exercising the process thinking in all phases of capacity building: setting objectives, planning strategies, taking actions and evaluating results.
8. Deploying adequate budget for capacity building s recommended
9. Leaders need to create motivating and encouraging environment to ensure sustained capacity is to be developed.
10. Leadership has to be strengthened since capacity building is imperative and an agenda in the international development discourse; without deep understanding of its theory, principles, approaches, and strategies leaders cannot lead strategically.
11. Special attention needs to be paid to institutional capacity assessment whose coexistence or no existence may significantly influence the ability to ensure economic development.
12. Based on the current framework of levels, discussed earlier, any capacity activity, be it focused on an individual, team, organization or system, should involve the other levels as well. Capacity building should occur at three levels.
13. Enabling and hindering factors for good performance should be examined at lower and higher levels also. The logic behind extending the capacity analysis beyond the primary.

REFERENCES

Abdullahi Mohamoud Mohamed and Gladwell K. Ikinya, Factors Influencing Public Service Delivery in Banadir Local Government Somalia, (2019). IJARKE Business and management Journal. ISSN: 2617-4138. 2019.

Cohen, J. M., Building Sustainable Public Sector Managerial, Professional, and Technical Capacity: A Framework for Analysis and Intervention: Harvard Institute for International Development, (1993).

Dada, J. O., Effective Human Resource Management through Team Building. Paper Presented at the One Day Seminar for Members of Dental Technologist Registration Board (2004). Lagos, Nigeria.

Egonmwan, capacity building as human resources development, institutional development and policy environment within which organizations operate and interact, (2002).

Elliot J., United Nations Development Programme; First Edition (January 1, 1993).

FEWSNET-Somalia Food Assistance Fact Sheet. June 2019. UNOCHA Humanitarian Bulletin May 2019.

Godwin IHEMEJE and Salami Afegbua, Capacity Building and Public Service Delivery in Nigeria: A Critical Appraisal. Available at www.iiste.org ISSN 2224-5731(Paper) ISSN 2225-0972(Online) Vol.10, No.4, 2020.

International Organisation for Migration, IOM, Capacity Building for Somalia (2019). <https://www.iom.int/jahia/webdav/shared/shared/mainsite/activities/countries/docs/somalia/CBS-Somalia-Infosheet.pdf>.

Omoyela, P. S., Public Sector Reforms in Africa: A Philosophical Re-thinking. Africa Development, (2008) XXXIII (4): 15-30.

Philbin, A., Capacity Building in Social Justice Organizations, (1996). Ford Foundation.

Rethinking technical cooperation reforms for capacity building in Africa Paperback-January 1, 1993.

Technical Capacity: A Framework for Analysis and Intervention: Harvard Institute for International Development, (1993).

The World Bank Somalia Urban Resilience Project Phase II (P170922). <http://documents1.worldbank.org/curated/en/540121570112530857/pdf/Project-Information-Documents-Somalia-Urban-Resilience-Project-Phase-II-P170922.pdf>.

UNDP, Somalia Capacity Development, (2015). Available at mptf.undp.org. Accessed 11th/ Dec/ 2020.

UNFP, Population Estimation Survey, (2014) <http://somalia.unfpa.org/sites/default/files/pub-pdf/Population-Estimation-Survey-of-Somalia-PESS-2013-2014.pdf>.

UNHCR., Situation of the Horn of Africa Somalia. May 31, 2019.

United Nations Development Programme, Capacity Development, (2009): A UNDP Primer. New York: United Nations Development Programme.

United Nations Development Programme, Human Development Report 2015: Work for Human Development. New York: United Nations Development Programme.

UNOCHA., "Humanitarian Bulletin May 2019." May 2019.

USAID, Challenges Encountered in Capacity Building: A Review of Literature and Selected Tools, 2010. Available at https://www.msh.org/sites/default/files/as2_technicalbrief_1.pdf. Accessed 11th/ Dec/ 2020.

World Bank, Systematic Country Diagnostic (SCD), 2017.