

**PROJECT TOPIC; BUILDING PROFESSIONAL ADMINISTRATION
AND ACHIEVING IMPROVE SERVICE DELIVERY IN SOKOTO SOUTH
LOCAL GOVERNMENT; AN APPRAISAL OF MANPOWER
DEVELOPMENT POLICIES AND PRACTICE,**

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**BEING RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
PUBLIC ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCE,
USMANU DANFODIO UNIVERSITY, SOKOTO. IN PARTIAL
FULFILLMENT FOR THE REQUIREMENT FOR THE AWARD OF
BACHELOR OF SCIENCE (BSC) IN PUBLIC ADMINISTRATION OF
USMANU DANFODIO UNIVERSITY SOKOTO.**

OCTOBER, 2015

CERTIFICATION

This is to certify that this research work has been submitted to the Department of Public Administration, Faculty of Management Sciences, Usmanu Danfodiyo University Sokoto (UDUS) in partial fulfillment of the requirements for the award of Bsc Public Administration.

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DEDICATION

This research work is dedicated to ALMIGHTY ALLAH for his immeasurable blessing, mercies and grace which prove me with the strength, patience and wisdom through tried of this challenges path of glory.

To my beloved parents Alhaji Abdullahi Yahya and Malama Ummualkhairi Muhammed, Alhaji Isa Yasuf and Hajia Nana Fatima Yusuf. My lovely sisters Faiza Abdullahi, Farida Abdullahi, Fatima Abdullahi, Uncle Halilu Koko and M. Kabiru Kamba all for the love, prayers , support and encouragement.

ACKNOWLEDGEMENT

My sincere appreciation goes to my Project Supervisor Musa Muhammed Lawal, Mallam Ibrahim Yaro, Dr N.A.Allumi, Dr M.M Kirfi and others for the professional guidance, discipline, inspiration, encouragement and support they provided me throughout this study, I also appreciate their timeless and tireless guidance throughout the process of carrying out this Research work, I pray that ALMIGHTY ALLAH continue to bless and guide them in all their endeavours throughout their lifetime. Special thanks and appreciation goes to my friends Abdulaziz muhammed , Yahaya Muhammad, Ibrahim Abubakar Abdulrazaq, Jamilu Sani Yaro, Sanusi Isah Alhassan Aliu Eragbe, Shawwai Usman, Tukur Aliyu, Abdulaziz Usman Muhammed Abubakar Ibrahim, Faruk Yusuf, Johnson Aramaja, Maryam Usman Gomo, Blessing Agbata, Aisha Sa'eed and others who have assisted me in various ways whether financially or morally throughout the course of carrying out this Research Work and even throughout the duration of my study in the University.

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ABSTRACT

The main purpose of this research work was to examine building professional administration and achieving improve service delivery in sokoto south local government; an appraisal of man power development polices and practice this was prompted by the fact that there are no better ways of delivering service to the local government level which is believed to be lead by the poor professional administration and man power. This shows that there is close link between staff development, professional building and efficient service delivery. Despite funding and the training program for man power development the local government majority of the staff are rarely trained and their performance in efficient service delivery is to a failure. Therefore the research recommended that for proper application of better man power development training policies and practice should be implemented motoring and supervisory of field officers in charge of service deliver. Also the local government should be made to embrace designed polices and manpower development and professional capacity building by the federal and state government.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Most organizations are concerned with how to achieve improved service delivery, as such building professional administration through manpower development policies and procedures have become major consideration of any organization. Manpower development must be based on a need analysis derived from a comparison of actual performance and behavior with required performance and behavior. Manpower development is one of the major ways organization invests in the workforce for greater return today and even in the foreseeable future.

Organizational effectiveness rests on the efficient and effective performance of workforce that makeup the organization. The efficient and effective performance of the workforce in turn, rest on the richness of the knowledge, skills and abilities possessed by the workforce. Manpower development in most organizations is a continuous act/exercise. Building

professional administration and achieving improve service delivery cannot happen if employees training and development do not occur in an organization. In other to maximize the productivity and efficiency of the organization, every executive, manager or supervisor in a public or private organization has the responsibility and indeed the bounding duty to ensure the development of their employees who have requisite knowledge and expertise. Training is like sharpening an existing skill in order to reflect the trends in technology and other social –cultural environmental changes of an organization. Productivity is the goal of today’s competitive business world and training can be a spring board to enhance productivity. The aim is to enable manpower development contribute their full measure to the welfare, health and development of the organization (Onah 1993). The main objective of building professional administration through the appraisal of manpower development in service organization is to increase efficiency of employees in resulting to increase corporate productivity. This accounts for why a large number of fund and time is provided by organization at one period or the order in the improvement of the skills of their employees at various levels.

The principal intention of manpower development according to AKPAN (1982:128), is to equip people with the knowledge required to qualify them for a particular position of employment, or to improve their skills and efficiency in the position they already hold.

Manpower development implies growth and the acquisition of wide experience for future strategic advantages of the organization to build professional administration. Manpower development therefore, improves the effectiveness and efficiency of the employee.

Any organization that has no plan for building professional administration through manpower development of its staff is less than dynamic for learning is a continuous process and acquired skills get obsolete when the environment changes. Also, a popular caption in the field of personnel management says, “If you think manpower training and development are expensive try ignorance”. While manpower training and development prosper organization, ignorance destroys it. Therefore, workers like machines must be updated on constant basis or else, they end up becoming obsolete or misfit. Therefore, The aim of this research is to

appraise the man power development policies and procedures in sokoto south local government.

1.2 Statement of the Problem

Building professional administration through the appraisal of manpower development policies and procedures have enable the organization to have improved service delivery. With this, organizations are intended to find out the efficiency and effectiveness of training manpower and development programme. Upon all the strategic role manpower development plays in building professional administration, the problems are that manpower development has not effectively provided the adequate improve service delivery as a result of low professionals, skill, competent and knowledgeable employees. For this reason, the organization encounter numerous problems which range from: the inability of the organization to integrate manpower development policy and practice among its organizational strategic value plan. Another critical problem is the inability to indentify employees that deserver training in the organization and how to appropriately for then for the training within or

outside the organization. There is no clear cut funding for manpower development training by the organization and timing also constitute to the problem where there is no specific of tenure before an employee could be due for manpower development training.

1.3 Objectives of the Study

The purpose for this research is to probe into the evaluation of building professional administration and achieving improve service delivery an appraisal of manpower development policies and procedure using Sokoto South local government as a case study, have the following specific objectives of the study:

- a) To ascertain if the local government have integrated manpower development into its strategic value plan.
- b) To ascertain if there is adequate clear cut for funding and timing of tenure for manpower development.
- c) To determine in details the procedure of manpower development of the local government.

d) To examine if the local government's manpower development policy have attain its set objectives or purpose effective service delivery.

1.4 Research Questions

- a) Has the local government integrated manpower development into its strategic organizational plan?
- b) Does lack of funding and timing affect building professional administration through manpower development?
- c) Does lack of articulated manpower development procedures effect manpower development opportunity available to employees of the local government?
- d) How has the local government's manpower development policy enhanced it objective of effective service delivery?

1.5 Statement of Hypotheses

- a) That integrating manpower development into it strategic organizational plan have positive impact on manpower development policy of the local government.

- b) That lack of adequate funding and timing have hinder the ability to build professional administration of the local government
- c) Inarticulate manpower development procedures have limited manpower development opportunities available to employees of the local government.
- d) The manpower development policy of the local government have not enhance its objectives of effective service delivery.

1.6 Significance of the Study

The research will contribute to the theoretical understanding of manpower development policy and practice in Sokoto South local government and their staff as it emphasized the need and encourage the establishment of policy guidelines on the efficient and effective manpower development policies and procedure.

It will help managers of various organizations to generate ideas and solutions to problems based on the best practices in manpower development of their organizations to work achieving desired goals and objectives.

It will equally be useful to small scale business, large corporations, universities, college of education and to the government.

It will also help researchers to know more about professional administration through manpower development as a tool for improving employees' performance.

Finally, it will be of great value to students as a point of reference and will equally form the basis for further research study.

1.7 Scope and Limitation of the Study

The scope of this study although very wide was restricted to the evaluation of the effect of manpower development in service organization using Sokoto South local government as the case study.

Its major limitation was the problem of getting information from the institution under study. As a tier of government there is always the fear of giving out information to the public as such, vital information needed was not readily available.

Time equally would not be left out; getting permission to leave school and the issue of finance cannot be ignored as much was spent in procuring materials. However, with judicious use of the limited resources, reasonable analyses have been carried out in this research work. Also inability to access latest necessary data. Methodology and limitation etc. hinders the limitation of this research

1.8 Definition of Terms

Administration: Involves co-operative efforts by a number of people to achieve certain objectives. It is obvious that these people must be organized so as to achieve the desired end.

Manpower: the number of workers needed or available to do a particular job.

Manpower planning: is concerned with forecasting future requirement of all types and levels of employees and the attempting to match these with forecast of the likely available of such employees. Simply put , it is about labour supply and demand.

Development: The process of qualitative upliftment of economic and social transformation of the individual, group or society.

Manpower development: Is an ongoing process that analyzes, forecasts and projects an organization's future manpower requirement

Policy: It is a course of action that result to plan or goal.

Organization: Organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through the allocation of functions and responsibilities.

Communication: Is simple the act of transferring information from one place to another. Others are service delivery professionalism etc.

1.9 Scheme of chapters

This research work which looks at building professional administration and achieving improve service delivery in Sokoto South local government; an appraisal of manpower development policies and practice, comprises of five chapters. . Chapter one which include background to the study, statement of research problem, research questions, objectives of the

study ,hypotheses, significant of the study, scope and limitations and scheme of chapters. Chapter two tackles literature review (conceptual and theoretical works).Chapter three is the research methodology which comprises of introduction, research design, population, sample and sampling techniques and method of data collection, instrument and method of data analysis. Chapter four focuses on data presentation and analysis; which include introduction, interpretation of data, and analysis of the interpretation and testing of hypotheses. And chapter five deals with summary, conclusion and recommendations

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION

The essence of government and administration at local levels is to ensure effective service delivery to the people at the grassroots. By constitutional designs and norms, governance at this level draws more closely to the needs of the people.

Effective dispensation of this responsibility depends largely on the professionalism, knowledge and expertise of the existing institutional actors and structures. Nevertheless, service delivery at this level of government in Nigeria is highly deficient because of the low capacity of staff. Studies have shown that there is a close link between staff development, professional building and efficient service delivery. Professional building through training, seminars and workshops usually helps to ensure that local government workers possess the right knowledge and skills that equip them to take on new responsibilities, and adapt to changing conditions. It was found that in spite of reforms in the training

curriculum for manpower development and huge funding of local governments, majority of their staff are rarely trained and their performance in efficient service delivery is abysmal failure.

The paper concluded that local governments should commit their efforts to building institutional and system capacity that produces the human capital that is committed to efficient service delivery and the principles of good governance

2.2 The Concept of Manpower Development

Building Professional Administration and Achieving Improve service Delivery in the local government level is stimulated mainly by poor training and low capacity of local government staff in dispensing these services for public good and sometimes by policy failure and non-commitment on the part of local government authorities to training and manpower development reforms among other things. The need for improve service delivery has thus triggered studies aimed at improving low capacity and poor skills of local government staff given the immense role that can be played in service delivery by the local governments' actors and structures. In Nigeria, series of personnel functions have been formulated

and implemented in a bid to improve manpower development. Of all the personnel functions deliberately put in place to address poor service delivery at the grassroots by the local government, professional building, and improve service delivery occupies an important place. Irrespective of the nature and extent of criticism and defects that may characterize these personnel functions in theory and practice in Nigeria, it has, for quite some time, come to represent an important element in the country's public service and administration.

Expectedly, staff training and capacity building of local government actors have been subjected to various critical analyses but notwithstanding, not much academic works or resources have been deployed in examining training and capacity building of local government staff as a vehicle to enhance efficient service delivery at the grassroots in the country.

The development of indigenous manpower to serve as the propelling force for national growth and development is no doubt a key to Nigeria's socio-economic and political development (Ake, 1989). This is quite indispensable considering the argument of the concept of transfer of

technology as a propelling force for the development of the developing countries of which Nigeria is one (Ake, 1989). It is important to accentuate that the concept manpower development could be defined as “the existence of unskilled and/or skilled humans that need training or re-training to perform specific task in society” (Ekpo, 1989).

Thus, manpower development could be seen as organizational specific. This is because it is largely a function of organizational manpower needs or job specification. That is, it could be viewed as the adaptation of the human resources available in the country to the needs, objectives and orientation of a given organization (Omodia, 2009). It is also important to note that training and development helps to ensure that organisational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions (Jones et al., 2000). It is further argued that training “helps improve quality, customer satisfaction, productivity, morale, management succession, business development and profitability. In the same vein the International Labour Office (2000) affirmed that development and training improves their trainees’ “prospects of finding and retaining a job; improves their

productivity at work, their income earning capacity and their living standards; and widens their career choices and opportunities.” Conversely, the concept development of manpower could be viewed as a concept which is generic because of its focus on turning out human resource that is needed for the development of the State (Drucker, 1999).

Notes that development of manpower views man as the most important asset in the society see (Chalofsky and Reinhart, 1988; Ekpo, 1989; Drucker, 1999; Muchinsky, 2000). Management experts also argue that a major function of a manager is to develop people and to direct, encourage and train subordinates for optimum utilisation. To Stahl (1986), training helps prepare employees for certain jobs that are unique to the public sector. Specifically in Nigeria, the Public Service Review Commission (PSRC) report in 1974 emphasised the importance of training and manpower development as thus: A result-oriented public service will need to recruit and train specialised personnel. The new public service will require professionals who possess the requisite skills and knowledge. Training should be part of a comprehensive education planning programmes. Of all the aspects of personnel management perhaps the most

important for us in Nigeria is training. Also, Adamolekun (cited in Okotoni and Erero, 2005) sees staff development as that which involves the training, education and career development of staff members. The purpose of training and development has been identified to include: creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization; enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff; building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale; and ensuring adequate human resources for expansion into new programs (<http://www.zeromillion.com/business/personnel/employee-taining.html>).

It is of great utility to note that manpower development allows the staff to acquire relevant skills, and experience in carrying out their duties at the grassroots. Manpower development according to Jones et al. (2000) focuses on building the knowledge and skills of organisational members so that they will be prepared to take on new responsibilities and challenges. As a way of summary, the purpose of manpower development is to

improve knowledge and skills and to change attitude (Mullins cited in Okotoni and Erero, 2005). Mullins argues further that manpower development is capable of producing the following benefits:

1. Increase the confidence, motivation and commitment of staff;
2. Provide recognition, enhanced responsibility, and the possibility of increased pay and promotion;
3. Give feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and
4. Help to improve the availability and quality of staff

2.3 The concept of Professional Building

UNDP (2003) defined professional building to cover human resources development and the strengthening of managerial systems, institutional development that involves community participation and creation of an enabling environment. Professional building in the context of development implies a dynamic process which enables individuals and agencies to develop the critical social and technical capacities to identify and analyse problems as well as proffer solutions to them. Azikiwe (2006a)

defines professional building as the process by which an individual, irrespective of sex, are equipped with skills and knowledge they need to perform effectively and efficiently in their different callings. The author also added that professional building could also be defined as the ability to enable the people to make use of their creative potentials, intellectual capacities and leadership abilities for personal as well as national growth and development.

Professional building therefore means planning for people to acquire knowledge and advanced skills that are critical to a country's economic growth, its standard of living and individual empowerment. It is the planned programmes that will impact skills which will enable the recipient put the knowledge and skills acquired into productive uses to solve wide range of individual and national problems.

Professional building from the human capital point of view could be explained to mean when people possess the needed knowledge and advanced skills that are critical to individual growth as well as the country's growth and development. The professional needed by any

country for sustainable development is primarily dependent on the adequacy and relevance of its entrepreneurship (Nwazor, 2012).

Therefore, for improve service delivery by local governments in Nigeria to be realized, local governments should be able to produce more skilled human capital and this would be achieved by the government that invest heavily on staff training and professional building.

2.4 The Concept of Local Government

The term local government has been defined in different ways, depending on the orientation and experience of its users (Adeyemo, 2005). Local government was defined by Awa (1981) as “a political authority set up by a nation or state as a subordinate authority for the purpose of dispersing or decentralising political power”. From the angle of decentralisation, Wraith (1984) defined it as “the act of decentralizing power, which may take the form of deconcentration or devolution. Deconcentration involves delegation of authority to field units of the same department and devolution on the other hand refers to a transfer of authority to local government units or special statutory bodies such as school boards for instance (Adeyemo, 2005). From the above illustrations,

it is however important to note that local government is a lesser power and government at the grassroots in Nigeria. It is an administrative agency through which control and authority relates to the people at the grassroots or periphery. In terms of rural community, Emezi (1984) perceived local government as “system of local administration under local communities that are organized to maintain law and order, provide some limited range of social amenities, and encourage cooperation and participation of inhabitants towards the improvement of their conditions of living. It provides the community with formal organizational framework which enables them to conduct their affairs effectively for the general good”. Looking critically at the definitions given by Awa et al. the definitions have some colonial underpinnings.

For instance, Emezi emphasized more on maintenance of law and order and provision of limited range of social services. In essence, the conceptual view of local government is basically a function of space and time factor. For example in colonial time, native administration was primarily established for maintenance of law and order. With the emergence of independence, emphasis shifted from law enforcement to the

provision of social services. In his view of local government, Whallen (1976) views it as a given territory and population, an institutional structure for legislative, executive or administrative purposes; a separate legal identity, a range of powers and functions authorized by delegation from the appropriate central or intermediate legislative and within the ambit of such delegation, autonomy including fiscal autonomy. To buttress Whallen's view, Gboyega (1987) contends that: There exists two basic classes of theories of local government. The first class attempts to justify the existence or need for local government on the basis of its being essential to a democratic regime or for practical administrative purposes like responsiveness, accountability and control. While the second class of theories opined that an effective local government system contradicts the purpose of a democratic regime. This position is justified on the ground that local government institutions are neither democratic in their internal operations nor admit a responsiveness, accountability and control. It is important to state categorically that the local government in Nigeria is saddled with the responsibility of providing services to the people at the

grassroots because they are closer to the people and the local councils tend to be more responsive to catering for local needs.

However large observations have shown that service delivery at the grassroots is grossly deficient and sometimes not available to the local people because of shortage of experts who have the requisite skills in delivering the service caused by deficient or no lack of training programmes for the local government staff. Every local government in Nigeria is expected to train, build and develop the capacity of their staff to enhance efficient service delivery; certain amount of funds is set aside in the council's annual estimate for the training and manpower development of the local government staff, but studies (Onah, 1995; Nwazor, 2012; Omodia, 2009) have all shown that in spite of the funds allocated to the local government staff training and development, the staff are rarely trained or developed. This view was corroborated by Onah (1995), who noted that in spite of the fact that the 1976 local government reforms granted greater autonomy, powers and functions to local governments, they still have a long way to go towards the satisfactory performance of their functions in many areas. The above statement is in consonant with the state of affairs in

the local government system in Nigeria. Local governments have been receiving huge monthly allocations in addition to the internally generated revenue, yet there is no corresponding proof on the ground to show the receipt of such money

2.5 The nexus between Professional Building, Training and Service

Delivery

Service delivery is conceptualised as the relationship between policy makers, service providers, and poor people. It encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water and sanitation, roads and bridges) and services that promote personal security (justice, police) (Berry et al., 2004).

Arising from the dissatisfaction expressed by many nations with centralised approaches to local service delivery, a large number of these countries have resorted to decentralising responsibility to lower level elected governments for their provision. These elected local government authorities in bid to provide efficient services embarks on the training and professional building of staff to acquire basic requisite skills in rendering

the services to the people. Some services require specialised knowledge and skills in delivering or providing them and for such service to be delivered efficiently, there is need for expert to handle them, it is in the light of this, that most local governments' authority have resorted to training and building of the of their staff. Formal training of the local government staff is, therefore, aimed at enhancing their capacity and sharpening their awareness as well as managing the delivery of services and resources (Isah, 2013). It is important to note from above assertions that there is a link between staff training and service delivery. For instance, the delivery of health related services requires training of staff to handle such services like immunization of infants, the giving of oral vaccines to babies etc., also construction of infrastructures like shopping centres, motor parks and public library requires training of staff in works department of a local government. All these point to the fact that efficient service delivery to a larger extent is enhanced or related to training of staff.

2.6 Strategies of Training and Professional Building in Nigerian

Local Government

According to the revised guidelines for training in the federal civil service, a key goal of the extant staff training and manpower development policy is to “lend a systematic approach to training efforts in the service and, by so doing enable government to derive higher benefits from the massive investment in manpower development.” This is in consonance with the various public service reforms which have sought to use training as one of the vehicles for making the civil service professional, operationally effective and more result-oriented as well as using it as one of the criteria for assessing the suitability of officers for promotion (Okotoni and Erero, 2005).

The strategies for manpower development in local governments across the country takes different forms, and it is largely determined by the objectives of councils, the idiosyncrasy of management staff or the council manager, the council policy, as well as the environment of the council to mention a few. Thus, it is a common feature to see strategies for manpower

development almost similar if not the same among all the local governments in Sokoto State Nigeria, as a given local government can be tailored at adopting different methods at different times or a combination of techniques at the same time. However, some strategies for manpower development are stated below:

I. On The Job Method of Manpower Development

This strategy is basically different from the orientation strategy in that while orientation is at the point of entry into the organization or a new assignment; on the job method is processes through which knowledge and experience are acquired over a period of time either formally or informally.

This process involves the following:

(a) Coaching: This is a strategy of on the job training and development in which a junior staff is attached to a senior staff with the purpose of acquiring knowledge and experience needed for the performance of efficient service delivery (Yalokwu, 2000).

(b) Job Rotation: This strategy either involves the movement of an staff from one official assignment or department to the other, in order for the staff to be acquainted with the different aspects of the work process or

through job enlargement – That is given additional responsibility to an staff who has been uplifted as a result of the acquisition of additional skill or knowledge (Yalokwu, 2000; Lawal, 2006).

(c) In House Training: This involves a formal strategy of on the job training in which skills and knowledge are acquired by staff through internally organized seminars and workshops geared toward updating the workers with new techniques or skills associated with the performance of their jobs (Lawal, 2006). This is commonly used in all the local governments in Nigeria to update staff on new trends of their job.

(d) In Service Training: This strategy involves training outside the council in higher institution of learning or vocational centres under the sponsorship of the organization or on terms that may be agreed upon between the organization and the worker (Lawal, 2006). For instance, almost all the local governments including Sokoto South Local Government in Sokoto State have some of their staff sponsored for training and diploma programme in local government administration in the Department of Local Government studies in Sokoto State Polytechnic. It is a two years diploma

programme that is specifically designed to train local government staff for improved service delivery in their respective local government area.

II. Committee/work group method

This strategy entails manpower development through the involvement of staff in meetings, committees and work group discussion geared towards injecting inputs in form of decision making as regard solving the council's problem. This strategy is quite indispensable, especially in the aspect of training employees for managerial functions or heading Departmental units.

a Orientation

This strategy of manpower development could be said to be an integral part of the recruitment exercise in that once an employee has been found appoint able, it is expected that such an employee need to be positively oriented in line with the vision and aspiration of the council for effective discharge of function. And since staff function in the council is basically affected by his perception of the council vis-à-vis the rules and principles that exist in the council, it therefore follows that an employee undergoes formal and informal orientation in a place of work. While the

formal orientation focuses on job specification and occupational demands placed on the employee, the informal orientation involve the social interaction that take place in the place of work which could either boost productivity or be detrimental to it (Koontz et al. 1980). Orientation therefore, as a method of manpower development, is quite indispensable because it helps in boosting the productivity and efficient service delivery of council workers which is needed for rural development.

III. Vestibule Training Method

This is a strategy of manpower development through the acquisition of skills in a related working environment (Nongo, 2005). Under this method the trainee practices his skill with identical equipment that he uses or he is expected to use in his actual place of work. This method is most suitable for sensitive operations where maximal perfection is expected. The purpose is therefore to enable perfection at work place. This is mostly used for the training of staff in the Department of works, community development and finance, for example where account department staff is being trained on how to make use of computer and laptops and accounting software to transact the council's business or funds (Nongo, 2005)

2.7 Theoretical framework

Theoretically, the Efficiency Services theory was adopted as the theoretical framework for the study. According to the proponents of this theory especially from the Western Europe, the German School have tended to embrace the efficiency services school, particularly from Rudolf VonGueist to Georges Langrod who argued that the existence of local government is justified on the ground that it is an efficient agent for providing services that are local in character. Mackenzie (1954), one of the notable proponents, was of the belief that local government exists to provide services and it must be judged by its success in providing services up to a standard measured by national inspectorate.

Another theorist of efficiency service, Sharpe (1970) argued that, if the local government did not exist, something else would have to be created in its place. His view demonstrates the indispensable role the local government is expected to play at the grassroots level. That is why Sharpe (1970) went further to observe that: Whereas the value of local government as a bulwark of liberty, or at least as a handmaiden of democracy, has been recognized, its role as an agency for providing services has evoked no

comparable enthusiasm. More often than not, it has been attacked for its deficiencies in this sphere. This discourse is of great relevance to this paper. This is because the theory believes that the vital function of local government is to provide services, and service is provided by local governments across the nation through its structures of departments like works, land, survey and housing; agricultural and natural resources; health, education and social services; administration; budget and statistics and treasury. Each of these departments must interact together to keep the local government moving and effective. Besides, the interactions within the local government milieu, interactions with bodies like the federal government, states, local service commissions, local government councils, rural communities and others must be sustained in an atmosphere of intergovernmental relations aimed at delivering quality service in a timely, satisfactory, honest, effective and transparent manner.

On the other hand, each department has staff that must possess the requisite skills and expertise knowledge in delivering the efficient service. The staff or local government officials' capability must be built and developed to meet the need of efficient service delivery in local areas. It is

important to note that the effectiveness and efficiency of service delivery are appraised based on how successful the services are carried out by the local government through its work force, more so, that local government is only an institution that can act or perform through actors who must be well equipped and trained to take up the growing demand of efficient service delivery at the grassroots. These departments are inevitable as Almond aptly stated wherever there are functions; there must be structures to perform them (cited in Agba et al., 2013).

To justify the reasons for creating local governments, local government spending and functions performed by local governments' workers, there is need for interactions between and among its component parts to deliver efficient service delivery and projects executed by local governments should be aimed at "providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner" (Servicom and the citizen', www.servenigeria.com, cited in Agba et al., 2013). Nigerians have the right to be served right whether at federal, state or local government levels. So, 'dysfunctionalism' in the operations of local governments in Nigeria can be corrected through identifying factors

that can help to develop the skills capacity, training and development of the local government workforce who are directly involved in delivering of services such as health services delivery in health centres, maternity homes requires qualified nurses, doctors and community health workers and not quacks workers, while workers in charge of road repairs, infrastructures and other works must possess adequate skills to deliver such service to the people. Thus, there is an urgent need to train and develop manpower at the local government level to catch up with modern and current trends of efficient service delivery in Nigerian Local Governments.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

In defining design, Odo (1992:43), stated that designing implies outlining the name of equipment and other materials the research intends using, applying some to successfully execute the practical aspect of the research study.

According to kinnear(1989:133) “a research design is the basic plan which guides the data collection and analysis phases of a research project. It is the framework which specifies the type of information to be collected and source of data collection procedure.

A case study method was used for this study. It is important to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion.

3.2 Population Of The Study

According to silver throne,(1980:12) “population is the totality of any group, person or objects which is defined by some unique attributes”. This is to say that population is any group of being the researcher has focused attention on and chosen as approved topic of study.

Population refers to all the members or elements of a particular group of people, animals, or things in a defined area. It simply refers to the totality of the “research subjects” in a given research situation. To state the population of a study very clearly therefore, there is the need to have factual figures on the number constituting the study’s population as this will have a direct implication for the sample and the sampling process.

Since it is usually not possible to study the entire larger population of Sokoto South State, the researcher has chosen 50 staff of Sokoto South Local Government as the studied population, although the local government has 150 staffs in total.

3.3 Sample And Sampling Techniques

Sample, in research, refers to that group of the study's population from which necessary data for its conduct would be obtained. In other words, it represents a smaller group of the elements or members, drawn through some definite procedure from a specified population.

It is the Sample that will be studied and not the Population, while the outcomes resulting from the data obtained from the Sample can be generalized for the population. This is because, some even believed that such outcomes of a carefully planned and well - executed Sample stand to be more accurate than those from a Population. Durotolu {2001} found justification for this position in the statement that: -

“Studying a complete population involves a huge and unwieldy organization so that most of the errors that would normally occur here cannot be controlled easily. Also, using a complete population may not satisfy the particular needs of individual disciplines. In a

sample, it is possible to estimate the margin of error and decide whether or not the results are sufficiently accurate.”

In carrying out this research study stratified random sampling will be adopted for this research, The sample size is 50

3.4 Methods of Data Collection

The method of data collection used by the researcher on this topic is questionnaire.

Questionnaire is used when factual information is needed. It's a list of questions given to individuals to fill either by answering the choice of option.

The questionnaire used for this research work has multiple opinions for the questions where respondents were provided with opinion of answers to choose only the right answer to their opinion. This form of research plan was adopted in order to ease the work of the researcher in the area of classifying and analyzing individuals (respondents) options. The researcher

went further to conduct personal interview for answer not properly given when filling the questionnaire

3.5 Questionnaire Design, Distribution and Collection

The research questionnaire was structured in both open- ended and close- ended questions. Double barrel questions that is, those questions capable of attracting multiple interpretations were cautiously avoided. In the close ended questions, respondents were given a number of alternatives from which to select options they consider appropriate.

In the open ended questions, respondents were provided with blank spaces in which to write down their own answers in their words. Dichotomous type of questions that demands “yes or No” type of answers was also used.

3.6 Secondary Method of Data Collection

The method of secondary collection used are data already in existence like textbooks and journals from library, manuals for Sokoto South Local government different website on the internet and past project reports.

3.7 Procedure of Administration of Instruments

This refers to the process by which the research instruments are administered for the purpose of data collection.

The questionnaire will be administered at the end of the month, when all the staff of the local government will report at the local government secretariat for monthly clearance. The data collection exercise will take the period of two weeks no research assistant or interpreter would be needed in the process of administration. After answering the questionnaire the respondent will submit it to the Public Relation Officer of the Local Government Secretariat on behalf of the researcher.

3.8 Method of Testing Hypotheses.

Testing of hypothesis is an aspect of statistic that enables one to make an inference about a group. According to Elekwa (2007), Hypothesis is a statement or assumption about the relationship of variables. Hypothesis testing or testing of hypothesis is a procedure that is adopted in order to accept or reject a hypothesis.

. The formula is:

$$X^2 = \sum \frac{(o_i - \sum_i)^2}{\sum_i}$$

Where x^2 = chi – square

o_i = observed frequencies

\sum_i = expected frequencies

Decision Rule: Accept H_1 if x^2 calculated is greater than x^2 critical.

Reject H_1 if x^2 calculated is less than x^2 critical.

CHAPTER FOUR

INTRODUCTION

4.1 DATA PRESENTATION AND ANALYSIS

The essence of this chapter is to present and analyze the data collected for the study. The presentation and analysis were based on the responses gotten from the respondents (Building professional administration and achieving improve service delivery in Sokoto South local government; An appraisal of manpower development policies and practices) through the questionnaire administer to them.

The data are presented and analyzed with table and simple percentage. The totals of 50 copies of questionnaire were distributed out of which 45 copies were returned. The researcher decided to concentrate on the responses of the 45 respondent at his disposal for his analysis.

4.2 SECTION A

PERSONAL DATA

QUESTION 1: Gender

Table 4.2.1

SEX	NO RESPONDENTS	OF	PERCENTAGE RESPONDANTS	OF
Male	35		78%	
Female	10		22%	
Total	45		100%	

Source: field survey (2015)

The above table 4.2.1, shows the gender of the respondents from sokoto south local government. it has 35(78%) representing males staff and 10(22%) representing female staffs who responded to the questionnaire administered in the cause of these research. Therefore majority of the respondent are male.

QUESTION 2: Age Distribution.

Table 4.2.2

AGE	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
Below 18-29	15	33%
30-39	20	45%
40 and above	10	22%
Total	45	100%

Source: Field survey (2015)

The above table 4.2.2 shows the age distribution of the respondents. It shows that 15 (33%) of the respondents to the age of 18-29 years, 20 (44%) of the respondent are within 30-39 years of age, while 10 (22%) respondent are between the age of 40 years and above. Therefore majority of the respondent are between the age of 30-39 years.

QUESTION 3: Marital Status.

Table 4.2.3

MARITAL STATUS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
Single	5	11%
Married	40	89%
Total	45	100%

Source: field survey (2015)

The above table 4.2.3 shows the marital status of the respondents. 5 (11%) of the respondents are single, while 40 (89%) of the respondent are married. Therefore majority of the respondent are married.

QUESTION 4: Education level of respondents.

Table 4.2.4

LEVEL OF EDUCATION	NO OF RESPONDENT	PERCCENTAGE OF RESPONDENTS
O' Level	10	22%
ND /NCE	20	45%
BSC/HND	10	22%
POSTGRADUATE	5	11%
TOTAL	45	100%

Source: field survey (2015)

The above table 4.2.4 shows the educational qualifications of the respondents, 10 (22%) of the respondent have O' level qualification, while 20 (45%) of the respondent have ND/NCE qualification, also 10 (22%) of the respondent have BSC/HND qualification, while 5 (11%) of the respondent have post graduate qualification. Therefore majority of the respondent have ND/NCE qualification.

QUESTION 5: Year of experience at local government

Table 4.2.5

YEARS	NO. OF RESPONDENT	PERCENTAGE OF RESPONDENTS
1-5 years	15	33%
5 years and above	30	67%
Total	45	100%

Source: field survey (2015)

The above table 4.2.5 shows the working experience, 15 (33%) of the respondents have 1-5 years working experience while 30 (67%) of the respondents have 5 years and above working experience. Therefore majority of the respondent have spent 5 years and above in service.

4.3 SECTION B

QUESTIONNAIRE RESPONSES.

QUESTION 6: Is there any fundamental problem encountered by the local government in its manpower development?

Table 4.3.1

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	35	78%
No	10	33%
Total	45	100%

Source: field survey (2015)

In the table 4.3.1: indicate 35(78%) of the total respondent agreed that there are fundamental problems encountered by the local government in its manpower development, while 10 (33%) of the total respondents disagreed with the opinion.

QUESTION 7: Are there any most appropriate way of achieving excellent service delivery by the local government?

Table 4.3.2:

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	25	56%
No	20	44%
Total	45	100%

Source: field survey (2015)

From the table 4.3.2: 25 respondents who makes up about 56% agreed that there are appropriate ways of achieving excellent service delivery by the local government, while 20 respondents making 44% disagree that there are no appropriate ways of achieving excellent service delivery by the local government.

QUESTION 8: Does local government embark on staff training and development?

Table 4.3.3

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	35	78%
No	10	22%
Total	45	100%

Source: field survey (2015)

The table 4.3.3: shows that 35 (78%) of the respondents agreed that local government embark on staff training and development, while 10 (22%) of the respondents disagreed that local government does not embark on staff training and development. Therefore majority of the respondent embark training and development.

QUESTION 9: Are there any detailed procedure of manpower development in the local government?

Table 4.3.4

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	40	89%
No	5	11%
Total	45	100%

Source: field survey (2015)

Table 4.3.4: shows that the largest percentage of respondent which is 40 (89%) agreed that there are detailed procedure of manpower development in the local government, while 5 (11%) of the total respondents disagreed that there are no detailed procedure of manpower development in the local government.

QUESTION 10; Does the local government manpower development policy attain to its set objectives of effective service delivery?

Table 4.3.5

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	30	67%
No	15	33%
Total	45	100%

Source: field survey (2015)

In the above table 4.3.5: shows 30 (67%) of the respondents agreed that local government manpower development policy attain to its set objectives of effective service delivery while 15 (33%) of the respondents disagreed that local government manpower development policy did not attain to its set objective of effective service delivery.

QUESTION 11:Is there any adequate, clear cut funding and timing of tenure for manpower development?

Table 4.3.6

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	10	22%
No	35	78%
Total	45	100%

Source: field survey (2015)

In the table 4.3.6: 10 respondents who makes up 22% agreed that there is adequate, clear cut funding and timing of tenure for manpower development, while 35 respondents representing 78% disagreed that there are no adequate, clear cut funding and timing of tenure for manpower development.

QUESTION 12: Does the local government integrate manpower its development into it strategic plan?

Table 4.3.7

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	32	71%
No	13	29%
Total	45	100%

Source: field survey (2015)

The table 4.3.7: shows that 32 (71%) of respondents agreed that the local government integrate its manpower development into it strategic plan, while 13 (29%) of the respondents disagreed that local government did not integrate its manpower development into it strategic plan

QUESTION 13: Is there any major problem encountered by the local government in effective service delivery?

Table 4.3.8

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	29	64%
No	16	36%
Total	45	100%

Source: field survey (2015)

From the table 4.3.8: 29 respondents who make up 64% accepted that there is major problems encountered by the local government in effective service delivery, while 16 respondents representing 36% disagreed that there is no major problem encountered by the local government in effective service delivery.

QUESTION 14: Does training and development improve productivity and better performance of the local government workforce?

Table 4.3.9

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	33	73%
No	12	27%
Total	45	100%

Source: field survey (2015)

In the table 4.3.9: shows that 33(73%) of the total respondents agreed that training and development improve productivity and better performance of the local government workforce, while 12 (27%) of the respondents disagreed that training and development does not improve productivity and better performance of the local government workforce.

QUESTION 15: Does training and development improve the skills and knowledge of the local government manpower?

Table 4.3.10:

VARIABLE	NO. OF RESPONSES	PERCENTAGE OF RESPONDENT
Yes	34	76%
No	11	24%
Total	45	100%

Source: field survey (2015)

The table 4.3.10: shows that 34 (76%) agreed that training and development improve the skills and knowledge of the local government manpower, while 11 (24%) of the respondents disagreed to this assertion.

4.4 Testing of Hypothesis.

Testing of hypothesis is an aspect of statistic that enables one to make an inference about a group. According to Elekwa (2007), Hypothesis is a statement or assumption about the relationship of variables. Hypothesis testing or testing of hypothesis is a procedure that is adopted in order to accept or reject a hypothesis.

The two (2) hypotheses formulated for this study in chapter one will be tested using the chi-square test (X^2) based on the data collected through the administration of questionnaires. The formula is:

$$X^2 = \sum (o_i - \sum_i)^2 \sum_i$$

Where x^2 =chi – square

o_i = observed frequencies

\sum_i =expected frequencies

Decision Rule: Accept H_1 if x^2 calculated is greater than x^2 critical.

Reject H_1 if x^2 calculated is less than x^2 critical.

HYPOTHESIS ONE (1)

H₁: That lack of adequate funding and timing have hinder the ability to build professional administration of the local government.

The below table of hypothesis is tested based on the responses of research question 11

Table 4.4.1

Variables	Yes	N0	Total
Yes	10	-	10
No	-	35	35
Total	10	35	45

Source: field survey 2015

Table 4.4.2; the below table is Contingency table

o_i	\sum_i	$o_i - \sum_i$	$(o_i - \sum_i)^2$	$(o_i - \sum_i)^2 / \sum_i$
10	2.22	7.78	60.53	27.27
35	27.22	7.78	60.53	2.22
				29.49

X^2 Calculated = 29.49

Degree of freedom is given as $(r-1)(c-1)$

Where r = number of row

c = number of columns.

DF = $(2 - 1)(2 - 1) = 1$

Level of significance = 5% Or $5/100 = 0.05$

From the critical values of chi-square table, χ^2 critical value = 3.841 at the degree freedom of 1. While the χ^2 calculated = 29.49

DECISION RULE

If χ^2 calculated is greater than χ^2 critical value, accept the alternative hypothesis, otherwise reject.

DECISION

Since χ^2 calculated (29.49) is greater than χ^2 critical value (3.841) the researcher accept the alternative hypothesis, which implies that lack of adequate funding and timing have hinder the ability to build professional administration of the local government.

HYPOTHESIS TWO (2)

H₂ That integrated manpower development into it strategic organizational plan have positive impact on manpower development policy of the local government

The below table of hypothesis is tested based on the response of research question 12.

Table 4.4.3

OPTIONS	Yes	No	Total
Yes	32	-	32
No	-	13	13
Total	32	13	45

Source: field survey 2015

Table 4.4.4; The below table is Contingency table

o_i	\sum_i	$o_i - \sum_i$	$(o_i - \sum_i)^2$	$(o_i - \sum_i)^2 / \sum_i$
32	22.76	9.24	85.38	3.75
13	3.76	9.24	85.38	22.71
				26.46

X^2 Calculated =26.46

Degree of freedom is given as $(r-1) (c-1)$

DF = $(2 -1) (2 -1) =1$

Level of significance =5% Or $5/100 = 0.05$

From the critical values of chi-square table, X^2 critical value = 3.841 at the degree freedom of 1. While the x^2 calculated = 26.46

DECISION RULE

If χ^2 calculated is greater than χ^2 critical value, accept the alternative hypothesis (H_1), otherwise reject.

DECISION

Since χ^2 calculated (26.46) is greater than χ^2 critical value (3.841), the researcher accept the alternative hypothesis, which implies that lack of adequate funding and timing have hinder the ability to build professional administration of the local government.

CHAPTER FIVE

Summary, Recommendation and Conclusion,

Introduction

This research examines the essence of government and administration at local level is to ensure effective service delivery to the people at the grassroots. By constitutional design and norms, governance at this level draws more closely to the needs of the people.

This research work critically shows those programs that should be put in place for Local Government to ensure effective service delivery and professional building of the staff in the local Government. Nevertheless, service delivery at this level of government in Nigeria is highly deficient because of the low capacity of staff.

5.1 Summary

The entire research work was organized into five chapters that shows the importance of manpower development, professional building and service delivery in Sokoto south Local Government in Nigeria.

Chapter one which is the introductory chapter started with the background of study, followed by statement of the problem, objectives of the study. It also entail scope and limitation of the study which clearly shows the research work limitation.

Chapter two was made up of the research comprehensive objectives in conducting this research work. The literature review of manpower development, professional building and service delivery, the research also look at the concept of Local Government, importance of manpower development and different means of manpower development

Chapter three also look at research methodology or techniques adopted in the collection of arranging and diagnoses of data.

In chapter four, the research tried to analyze the presentation and interpretation of data in tabular form with hypotheses testing of the relationship of staff training and manpower development.

Chapter five which of course is the final chapter of the research work and which successfully contained the comprehensive manner or summary,

conclusion, recommendation and bibliography of the research work objectives, pertaining the manpower development, professional building and service delivery.

5.2 Conclusion

The employees in any organization remain the most invaluable asset for growth and development. Training and re-training are essential components of manpower development. Manpower development and training play a major, if not decisive, role in promoting efficient service delivery at the grassroots as services will be rendered by competent and skillful personnel; these personnel functions (manpower development and professional building) benefit individuals, enterprises and the economy and society at large; and they can make local government function better in carrying out their duties to the people in local area.

It is the contention of this research work that if local governments in Nigeria, Sokoto South Local Government inclusive embarks on effective and efficient manpower development and professional building, it will enhanced skills acquisition of their staff, hence, service delivery at the

grassroots will be improved and be more efficient and quality of life in rural area will be better. Nevertheless, some caveats were observed and solutions were proffered to them.

5.3 Recommendation

The world is developing in an unprecedented speed and the rate of poor or deficient service delivery caused by poor skills and expertise knowledge of Local Government staff on one hand and poor training programme by the government on the other hand is growing fast which Nigerian Local Government may not be able cope with.

There is need to put in place monitoring and supervisory committee to monitor field officers in-charge of service delivery. Specific attention should be paid to monitoring of waste disposal officers, community health workers, officer in charge of accident rescue service, road traffic control officers. This will avoid the request for kickbacks or bribe from the people. Also, the monitoring team should beam their monitoring lights on newly provided services like bore-hole, infrastructures (town halls, shopping centers, lock-up shops or kiosks etc.).

This research holds the view that for an effective and efficient service to be rendered and delivered in Sokoto South Local Government a fast approach requiring a combination of training strategies need to be adopted. To this end, emphasis should be laid on later, inter alia; efficient service delivery and rural development through proper training of staff and manpower development.

More funds should be given to manpower development and capacity building because through this process, staff can be equipped with requisite skills and abilities for rendering adequate and efficient service delivery in Nigeria. If Sokoto South Local Government is to achieve efficient service delivery that will promote rural development as well as make its staff more specialized and professional her training procedures and manpower development curriculum must be designed to be functional and productive rather than obsolete. The option of an enhanced regulatory capability on the part of the government for effective enforcement of manpower policies should not be taken for granted. This is quite indispensable based on the need to ensure quality manpower development

irrespective of sex, class, ethnic affiliation to mention a few. This point could best be appreciated considering the liberal nature of most government policies which tends to snowball into elitists benefit in terms of policy nature.

The need for federal and state government to be persuasive in making local government embraces well designed policies of manpower development and professional capacity building. This could be done both internally and externally. Internally, local councils should be made to see reasons why a careful manpower development plan should form part of their plans and objectives for the financial year. As a matter of fact, the success of Local governments should not only be measured in terms of the magnitude of trained staff, but basically on the contribution of the local government in enlarging and enhancing efficient service delivery through manpower development. The external factor involves the contribution of local government councils to the development of manpower through financial support meant to boost staff training, on-the job training, and specialized research institutes to mention a few.

Local governments in Nigeria exist to provide political-social – economic services to local people and help both the state and nation to develop, the working relationship between the state and local governments should reflect these and allows the local rural people to enjoy the dividends of democracy in the country. The working relationship between the federal, state and local government should be transparent, accountable and complement each other for the benefit of the people they serve. To ensure probity and accountability, there should be branches of ICPC, EFCC in all the 774 local governments and 36 states of the federation, as the fear of EFCC could be the beginning of good governance and efficient service delivery.

There is also the need to address the character of Nigerian politics dominated by perennial politicians which have affected negatively the way and manner in which social services are rendered in Nigerian Local government. As rightly observed by (Bowman and Kearney 2002, in Agba et al., 2003), people (Nay Nigerians) want public institutions and leaders to govern honestly and wisely. Manpower development and building the

capacity of the human resources that is committed to the principles of good governance briefly summarized as transparency, accountability, honesty, foresightedness, equity, justice, prudent management, of public funds, strong leadership inspired by vision and direction that is beneficial to the masses can be used to ameliorate poor service delivery at the grass root.

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APPENDIX

Department of Public
Administration,
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P.M.B 2346,
Sokoto State.

Request for Completion of Questionnaire

Dear Sir/Madam

I am a final year student of the above named university conducting a research on “Building Professional Administration and Achieving Improve Service Delivery in Sokoto South Local Government; An appraisal of Manpower Development Policies and Practice”.

The research is in partial fulfillment for the award of B.sc degree in Public Administration from the above school. Please you are kindly requested to provide answers to the questions set out in the attached questionnaire to the best of your knowledge. Information supplied and views expressed are solely for academic purpose.

Yours faithfully

Abdullahi . Yahya. Kamba

QUESTIONNAIRES

INSTRUCTION: please tick () inside chosen box

SECTION A:

PERSONAL DATA

1) Gender :

a) Male ()

b) Female ()

2) Age :

a) 18-29 () (b) 30-39 ()(c) 40 and above ()

3) Marital status:

a) Married () b) single () c) divorced ()

c) Widowed ()

4) Academic Qualification:

a) O' Level ()

b) ND/NCE ()

c) B.SC/HND ()

d) Post graduate ()

6) Years of experience in Sokoto South local government

1-5 Years () 5 years and Above()

SECTION B:

RESEARCH QUESTIONNAIRE:

1. Is the fundamental problem encountered by the local government in its manpower development? Yes () No ()
2. Are there any most appropriate way of achieving excellent service delivery by the local government? Yes () No ()
3. Does local government embark on staff training and development? Yes () No ()
4. Are there any detailed procedure of manpower development in the local government? Yes () No ()
5. Does the local government manpower development policy attain to its set objectives of effective service delivery? Yes () No ()
6. Is there any adequate clear cut funding and timing of tenure for manpower development? Yes () No ()
7. Does the local government integrate its manpower development into it strategic plan? Yes () No ()
8. Is there any major problem encountered by the local government in effective service delivery? Yes () No ()

9. Does training and development improve productivity and better performance of the local government workforce? Yes () No ()
10. Does training and development improve the skills and knowledge of the local government manpower? Yes () No ()