

## Capacity Building and Community Development in Nigeria

Usman Bappi<sup>1</sup>, Kabiru Shuaibu<sup>2</sup>, Bilkisu Abubakar Mahdi<sup>3</sup>

<sup>1,3</sup>Department of Public Administration, Gombe State University, Nigeria

<sup>2</sup>Department of Accounting, Gombe State University, Nigeria

### ABSTRACT

*The impact of capacity-building on community development cannot be overstated due to the fact that sustainable development of any nation depends to a great extent on building its human capacity (human capital). This article aims to deepen knowledge about the relationship between capacity building and community development in the state of Gombe, Nigeria. Data on this material are collected from primary sources and secondary sources. For the primary source, a total of 107 respondents were selected with multi-stage sampling technique for the study. Data from secondary sources such as books, dailies and the Internet supplement the primary data. The study adopted the basic needs approach as a theoretical framework for the study. Chi-square (X<sup>2</sup>) was used to test the hypothesis, while content analysis was used to test the qualitative data. The hypothesis rejected the null hypothesis and accepted the alternative hypothesis at a significance level of 0.05, indicating that capacity-building programs through training, seminars and workshops could improve the quality of community development projects in Gombe and Nigeria in general. The paper concluded that governments at the central, regional and local levels should seek to develop and build capacities at the individual, institutional and social levels in order to produce human capital committed to service delivery and national development.*

**Keywords:** Community Development, Capacity Building, Human Capacity Building and Community Capacity Building.

### I. INTRODUCTION

**“Give someone a fish and he eats for a day; teach someone to fish, and he can feed himself for a lifetime.”**

The difference between the developed, developing and less developing countries (LDC) is not the size, the age nor the natural resources rather it is the human resources build through capacity building. No country can develop without first providing necessary facilities and enabling environment for developing its human capital. It's evident that Nigerians are more productive when they migrate to developed nations of the world and tend to become professionals and exceptional in their respective area of specialisation. Capacity-building often involves enhancing the skills, competencies and capacities of individuals and communities in developing societies to overcome the reasons for their exclusion and suffering. Capacity-building is defined by UNDP as an ongoing process of long-term development involving all stakeholders; including ministries, municipalities, non-governmental organizations, professionals, community members, researchers and others. Capacity-building uses human, scientific, technological, organizational, and institutional resource capacities in a country. The objective of capacity-building is to address issues related to development policies and methods, taking into account the

potential constraints and needs of those affected. UNDP emphasizes that capacity-building is at the individual, institutional and social levels. (United Nations, 2006)

Individual level: Building community capacity at the individual level requires developing the conditions for individual participants to build and improve knowledge and skills. It also calls for conditions that enable individuals to participate in "learning processes and adapting to change" (UN, 2006). Institutional level: Institutional capacity-building at the institutional level should include institutional support from developing countries. The objective is not to create new institutions but to modernize and support existing institutions in shaping sound policies, regulatory structures and effective methods of revenue management and control. (United Nations, 2006) Societal /Community level: community-based capacity building at the social level should encourage a more proactive public administration that learns from its actions and the returns it receives from the general population. Community capacity-building should be used to develop responsible and accountable public administrators. (United Nations, 2006)

## **II. STATEMENT OF THE PROBLEM**

A country that has not addresses the issues of poverty, unemployment, poor governance, illiteracy, insecurity, impunity, lack of funding, poor management, partisan politics, nepotism and favourism, public participation, impunity, industrial strikes of civil and public servants by the day, bribery and corruption and inequality among others cannot be said to be on the pathway to development. These include, among others, the critical issues of capacity building and community development in Nigeria. According to the National Bureau of Statistics, Nigeria (NBS, 2011) no less than 5.3 million youth are unemployed in the country, while 1.8 million graduates join the labor market annually. The Daily Sun of 3 December 2014 quoted the Nigerian Minister of Finance and Economic Development (Dr. OkonjoIweala). The fact that the deterioration of the employment crisis in the country is partly a reflection of government's inability to design policies that create more jobs, or an enabling environment that could encourage individuals and the private sector to expand employment opportunities without hindrance. The trampling of graduates jobseekers to death during the estuaries of the Nigeria Immigration Service (NIS) across the country on March 15, 2014 presents a graphical picture of the problem. The economy of a nation is reflected in its improved standard of living, knowledge, healthy live, sustenance, housing, health system among others. Any nation that does not have the above for its citizens has an economic problem, Eziefula&Umezurike (2014). Akoma (2011) considers the economic problem to be the unwanted gap between the desired economic status and the current economic state, Akoma further pointed out that Nigeria has an economic problem because the mode of production, energy consumption and replacement of imports is messy. In order to transform the economy, the government must address the fundamentals by deciding which sectors should grow, where and bring into line infrastructure, innovation, human capacity development and other investments are to make it happen, Eziefula&Umezurike (2014) This means that the government must provide the necessary facilities and the environment for the development of its human capital; which was not obtained with a large expansion. Given that the underdevelopment of human capacities is at the core of underdevelopment, Nigeria is ranked worldwide in terms of corruption and poverty instead of the development index. There is an urgent need for the government, international development agencies, NGOs and

all other stakeholders to join hand in other to create an enabling environment, necessary facilities and providing basic capacity-building needs of individuals, institutions and society as a whole, in other to produce the Human capital that is committed to effective service delivery and national development. In this context, the researchers intend to carry out a study to review the effectiveness of capacity building programs to facilitate the development of the Community, in particularly in Gombe metropolis, Gombe State, Nigeria.

### **III. PURPOSE OF THE PAPER**

The purpose of this study was to determine the effectiveness of capacity building programmes in facilitating community development particularly in Gombe metropolis, Gombe State, Nigeria. The specific objectives are:

- i. Determine the profile characteristics of the respondent in the study area;
- ii. To identify whether the capacity building programmes of development agencies/NGOs enhance the quality of community development projects.
- iii. To examine the link between community involvement and the outcome of capacity building workshops.
- iv. To assess the degree of sustainability of capacity building programmes as basis for community development.

### **IV. STATEMENT OF HYPOTHESES**

The following hypotheses were tested using the data generated in study:

**HO:** Capacity building programmes of development Agencies are not capable of enhancing the quality of community development projects in Gombe state.

**HI:** Capacity building programmes of development Agencies are capable of enhancing the quality of community development projects in Gombe state.

### **V. THEORETICAL FRAMEWORK**

For this study, the basic need approach was adopted as a framework. The fundamental argument in this theory is that societies need certain basic needs in other to achieve meaningful development. The provision of basic needs such as health, education, food, water, sanitation and housing directly affects poverty in less time and with less money, Jhingan(2002) Basic needs increase output and earnings via human development in the form of knowledgeable and healthy individuals. However, the problem of the basic needs approach is that there is no common ground on these needs. According to Rogers (1996), an individual basic requirements are measured relatively irrelevant to others needs and are seen as "necessities" to "privileges" - freedom of speech, access to quality and standard education, information, consumer protection and amortize facilities, the right to partake in decision making and implementation both at the national and local level. In another dimension, meeting human needs and improving quality of life is seen as the primary goals of development rather than building the economic wealth of the nation (Rogers, 1996). Chinsman (1999) noted that the long-term development approach, which was exclusively synonymous with economic growth, was no longer sustainable and may not have improved people's well-being as strong as expected. He stressed the importance of basic needs: Generally the main goal of state development is to eliminate poverty, provide employment and meet the basic needs of the

populace, which means that basic goods and services such as shelter, education, food, water and healthcare facilities among others must be accessible to all and sundry. (Chinsman, 1999)The success of the community is assessed and measured in terms of the availability of basic social facilities such as electricity, healthcare, school, clean and portable drinking water, road network, market, electricity and other things to improve the quality of life. If central, regional and local governments provide the necessary facilities and enabling environment (basic needs) for development of its human capital (capacity building) for individuals, institutions and communities, the community and national development will be achieved.

## **VI. CONCEPTUAL FRAMEWORK**

**Concept of Community and Community Development:** The concept “community” has a diversity of meanings such as geographic location (the most common) identity and a sense of belonging (Gilchrist, 2004). In addition, community means a group of individuals living in the same place and under the same administration. (American Heritage Dictionary) It comprisesof parents/guardians, residents, corporate organizations etc. Community is defined in various ways by different authors Ferrinho (1980) describes community as a exactorganization that arises when human populace settle in a certain territory, have shared common characteristics and interests and build mutual relations for common benefits. However, Garcia, Giuliani and Wiesenfeld (1999) note that individuals and community are connected together with features that is both exceptional and diverse. For De Beer, Swanepoel and Hennie (1998), a community is a specific geographicarea with shared interests and needs of its members. A community is a specific geographic area with shared interests and needs of its members. A common thread for these definitions is that there is a grouping of people who reside in a specific locality with a full range of daily felt needs. In this regard a community is a socially, culturally and ecologically limited group of people who are capable of making a difference in their lives. Community development is defined as the ability of people to work together to achieve their common interests (Maser, 1997). And it’s a process for the marginalized and excluded to gain self-confidence in joining others and to contribute in activities to change their situation and tackle the issues that face their community (CPA, 2000)Community Development:Maimunah Ismail (1999) Community development as a process of community activities planned and organized in order to increase the standard of living in a social, cultural, spiritual and the setting through creativities and active participation of the individuals in the community with minimum help from outside. De Beer and Swanepoel (2001), traced the origins to the experiences of community improvement and social welfare in the US and UK in the 1930s. In the US in the 1930s, community development focused on improving the welfare of rural communities. On the other hand, social welfare packages in the US and UK was for poverty relief and dedicated mostly on urban areas.

**Concept of Capacity Building and Human/Community Capacity Building:** Capacity means combining all the strengths, features and resources available within an organization, society or community to address and reduce disaster risk and build resilience. (United Nations, 2016) Note: Capacity mightcomprisesocial amenities, institutes, education, abilities and collective features such as social dealings, headship and administration. Capacity building (or capacity-development) is the procedure through which individuals and organizations acquire the skills and knowledge necessary for their efficient work. Capacity-building and capacity-

development are often used interchangeably; though, certain people interpret capacity-building as not recognizing the capabilities of people, while capacity-development recognizes existing capacities that need to be improved. (Wikipedia, 2017) In addition, capacity is viewed as the capacity of individuals and organizations or units to perform tasks in an effective and sustainable manner (United Nations, 1997, UNDP, 1998). In analyzing this meaning, Williamson and Rajabifard (2003) identified three significant features of the meaning: (i) indicates that capacity is not a passive state but part of an ongoing progression; (ii) ensuring that human resources and the manner in which they are used are critical to capacity-building; And (iii) requires that the overall context in which organizations perform their functions is also an important aspect of capacity-building strategies. UNDP (2003) identified capacity-building to cover human resource development, strengthen governance, and institutional development, including community participation and an enabling environment. Capacity-building in the development context includes a dynamic procedure that allows individual agencies to develop and analyze critical social and technical capacities for problem solving and analysis. Azikwe (2008) defines capacity building as a process through which, regardless of gender, an individual can have the skills and knowledge he needs to work efficiently and effectively in his or her various professions. Azikwe added that capacity building can also be defined as the capacity that allows people to take advantage of their creative potential, intellectual capacity and leadership for personal growth and development as well as for the nation. Capacity-building therefore means that people need to acquire knowledge and skills that are critical to the country's economic growth, standard of living and empowerment of the individual. It is planned programs that will provide skills that enable the recipient to acquire knowledge and skills and use them in a productive applications to solve a wide range of individual and national problems.

According to Groot and Molen (2000), capacity-building is well-defined as improvement, administration and upkeep of institutional and operational processes that are locally meaningful. Concern Worldwide (2001) sees it as a development programme that promotes empowering individuals, groups, organizations, networks and institutions to improve and to cope with crisis and help eradicate poverty in the long run. UNDP (1991); view capacity-building as an enabling environment with an appropriate policy and legal framework for institutional development including community participation (especially women), human resource development and strengthening management systems. Williamson & Rajabifard (2003) reckon capacity-building to replicate and strengthen the current capacity of individuals and organizations to perform their functions effectively. To this end, the United Nations Human Development Report (2004) identifies capacity development as a process in which human resources and organizational and capacities of institutions are improved in order to better meet priority tasks.

**Human Capacity Building (HCB):** The concept of human development, as defined in the United Nations Human Development Report (2004), is a process of expanding human choices through the expansion of human capacity and action. Aforementioned to the report:,, *The three vital capabilities of human development are for people to live a long and healthy life, to be educated and have a decent standard of living...* In the light of the above proposal, another United Nations development report (1998) emphasized the importance of focusing on people, their capacities and opportunities as a goal of development efforts. In addition, since people are at the

heart of sustainable development, which includes the fight against poverty, it can be understood how Akindale (1999) explains that individuals, groups and entire communities are required to learn, adapt and adapt to collaborate in an organized effort to facilitate and achieve national sustainable development, thereby minimizing poverty. Okorie (2003) highlights the scenario as an effective tool for managing people who work in an organization and gives them the opportunity to be more productive and get job-satisfaction, which also confirms the organization's genuine interest in its philosophy, culture and goals forever, which also includes human resources for sustainability of organization and economy. Capacity-building can be interpreted from a human capital perspective if people have the necessary knowledge and skills necessary for individual growth and for national growth and development. The capacity needed by a country for sustainable development depends mainly on the adequacy and relevance of the initiative. According to Banjoko (2002: 91), capacity building in the Nigerian government is necessary because the link between demand and supply is weak. In higher education institutes, there is a lack of real means that make it difficult to develop suitable workers. In this context, Banjoko trusts that there is need for support and change. He also noted that educational institutions were isolated and that communities were poor. For him, the development of teaching materials in schools is ineffective. Alternative capacity-building opportunities are not recognized adequately. In his view the three cases mentioned above make capacity building necessary, adding that Nigeria needs to use capacity-building strategies and other ways to strengthen people and change current practices. With regard to capacity, capacity-building is a means of achieving productivity and sustainable development. Ajayi (2006:32) opined that manpower is central to social existence as it is the central component of the citizenry of any country. To improve Nigeria's economical advantage, the researcher (Ajayi) recommends that special importance be given to maximising productivity and effectiveness via human capacity building, motivating community development activities as well as cooperation of all stakeholders. It is evident that today there is a desperate need to develop effective administration in industries and organizations of both private and public segments. This needs developed out of the understanding that the progress and development of Nigeria significantly depends on the existence of an well-organized, devoted, inventive and creative workforce, Nwankwo (2014).

**Community Capacity Building (CCB):** Community capacity-building (CCB) involves enabling all individuals of the community, including the lowliest and most deprived, to develop their abilities and capabilities to better control their lives and contribute to comprehensive native development. Local communities can not only be connected, they can also be more resilient and more able to cope with economic and social challenges. National and local governments can be encouraged to build meaningful and effective capacity-building capacities for the community and to strengthen the capacities already established by communities to become more integrated. OECD/Noya & Clarence (2009) According to Noya and Clarence (2009) CCB has been developed as a notion because strategies are necessary to address the significant social and economic decline in cities and regions experiencing major economic changes and the consequences of long-term and deep-rooted unemployment depending on social benefits. Every community, every group and every person has abilities: strengths and ability to solve problems; work creatively and work together for the advantage of their members. Community capacity is seen as the collaboration between human capital, managerial resources and societal capital of a given community that can be used to solve communal problems in order to improve or maintain the well-being of the

particular society. It can operate through informal social processes and organized efforts (Chaskin, 2001) In addition, S. Skinner, (2006) view CCB is seen as activities, resources and support that enhance the skills, abilities and confidence of individuals and communities for effective action and leadership in community development. According to the Western Australian Department for Community Development (2006) CCB is to strengthen community capacity to shape, devise and advocate their identifiable answers to their problems to allow them design and exercise control over their physical, societal, financial and cultural surroundings. CCB is the ongoing process to promote the appropriate local leadership and management that enables communities to be responsible for their development through their members to take decision for their own development. First it is a non-stop process. Community capacity building should not be about experimental schemes and temporary interventions (Mowbray, 2005), but must involve commitment and long-term efforts

**Capacity Building in Nigeria:** Capacity-building is one of the least understood yet best important features of development effort. The development of human and social capital is an integral part of the strategic development of society. Capacity-building requires careful planning to reach the right people and create the right skills in a timely manner and over time. Evidence suggests that capacity-building initiatives tend to be more effective when designed as an ongoing strategic commitment. The World Bank report noted that the surveys has showed that the sub-Saharan Africa was severely constrained in all sectors characterized by disability and weak institutional environment that undermined and limited the proper use of existing capacities and inadequate training facilities to meet the need for qualified staff. The technical tools to promote development and the capacity to formulate and implement policies and manage the economy are weak or absent. (World Bank, 2006) In supporting the results of the World Bank, Carvalho (1997) identified capacity-building as a missing link in the development of Africa and acknowledged the negative impact on national development and basic social services and the formulation of an inappropriate policy. In the same vein, Singh (1997) pointed out that the the missing link in Africa growth and development has been insufficient capacity building. He noted that It is necessary to strengthen capacity building in all institutions and should be integrated into all development systems. On the other hand, Williams (1997) traced capacity building in the government segment to the pre-colonial period, which was focused on maintaining law and order rather than promoting the economy. With the arrival of independence, Williams pointed out that government functions are becoming complex in nature, so there is need for more emphasis on formal education and training to develop the skills required. Chinsman (1997) noted that The United Nations Development Program (UNDP) had identified capacity-building as a necessity for human capital growth and so far identified the lack of skilled and training in conjunction with weak institutions as a cause of the development problem. According to Chinsman; the UNDP believed, that there is a need for substantial investment in the development of human capital for an abnormal correction. In terms of service provision, capacity-building is a prerequisite for several reasons. This includes the need to:

1. Change the orientation of the civil servant from business as usual to result oriented and customer focussed
2. Obtain new information and skills,
3. Have an attitudinal change etc.

**VII. METHODOLOGY**

The methodology adopted in this study included the use of qualitative design using exploratory and descriptive methods. The exploratory design makes it possible to examine existing elements clearly, explore new ideas, and ask questions, making it easier to evaluate a new angle of vision. The merit of this approach is its flexibility. The descriptive design, on the other hand, contributes to analyzing the data collected and drawing conclusions. Data from this study are mainly from two different sources: primary and secondary sources. The main source includes the use of questionnaires and interviewing methods, with a total of 107 samples selected by a multi-stage sampling technique. Data from secondary sources such as published materials such as textbooks, printed and electronic journals, newspapers, magazines and Internet supplement the primary data. These sources are very reliable and therefore, make them very attractive to a study of this kind. The study adopted the basic needs approach as the theoretical framework of the study, the Chi square (X<sup>2</sup>) was adopted to test the hypothesis at 0.05 degree of significance, , while the content analysis was also accepted to test the qualitative data. This method favors the nature of data in the study. Secondary data cannot be subjected to quantifiable analysis, and therefore the need for a qualitative approach.

**VIII. DATA PRESENTATION AND ANALYSIS**

Table one: Profile of respondents

Sex	Frequency	Percentage
Male	69	64.5%
Female	38	35.5%
<b>Total</b>	107	100%
Primary school certificate	52	48.6%
SSCE certificate	24	22.4%
OND/NCE	9	8.4%
1 <sup>st</sup> Degree/HND	5	4.7%
Others	17	15.9%
<b>Total</b>	107	100%

Table two. Respondent Opinion Whether they participated in any Capacity Building Programmes (CBP) and the Number of Times they participated.

Variable	Response	Percentage
Yes	98	91.6%
No	9	8.4%
<b>Total</b>	107	100%
Variables	Frequency	Percentage
One	10	9.3%
Two	84	78.5%
Three	13	12.2%
Four and above	0	0%
<b>Total</b>	107	100%

Table three: Respondent Opinion on the Capacity they participated in the Above Programme and on the Areas of the Seminar

Variables	Frequency	Percentage
As Community Rep.	78	72.9%
As L.G.A Staff	5	4.7%
As NGO Staff	4	3.7%
As an Observer	20	18.7%
<b>Total</b>	107	100%
Variables	Response	Percentage
Skills and entrepreneurial Capacity	89	83.2%
Revenue Generation	4	3.7%
Work Ethic	2	1.9%
All of the Above	9	8.4%
None of the Above	3	2.8%
<b>Total</b>	107	100%

Table four: Respondent’s opinion on the Stage they involved in the CBP and their key Roles in the workshop

Variables	Response	Percentage
Planning Stage	9	8.4%
Organizing Stage	5	4.7%
Implementation Stage	93	86.9
All of the Above	0	0
<b>Total</b>	107	100%
Variables	Response	Percentage
Facilitator	7	6.5%
Coordinator	4	3.7%
Ordinary Participant	96	89.7%
<b>Total</b>	107	100%

Table five: Respondent’s opinion on the major Incentive for attracting participation in CBP and the extent to which their Participation in the programs were able to influence the overall CBP.

Variable	Frequency	Percentage
Monetary Incentive	9	8.4%
Proximity to Training Venue	3	2.8%
Reputation of Organizers	4	3.7%
Some or all of the above	91	85.1%
None of the above	0	0%
<b>Total</b>	107	100%
Variables	Frequency	Percentage
Very large extent	87	81.3%
Large extent	13	12.1%
Limited extent	7	6.6%
Very limited extent	0	0%
No extent	0	0%
<b>Total</b>	107	100%

Table six: Respondent’s opinion on how the relationship between Agencies/NGOs and benefiting Council have affected the CBP and the popular methods of training in the CBP.

Variables	Frequency	Percentage
Very significantly	38	35.5%
Significantly	37	34.6%
Fairly significantly	32	29.9%
Insignificantly	0	0%
Very insignificantly	0	0%
<b>Total</b>	107	100%
Variables	Frequency	Percentage
Oral Coaching only	6	5.5%
Oral and practical training	3	2.8%
Interactive session	7	6.6%
All of the above	91	85.1
<b>Total</b>	107	100%

Table seven: Respondent’s opinion on the effectiveness of the strategies adopted by Agencies/NGOs in development programmes in relation to skill acquisition and the extent to which the programs by NGOs were table to improve the entrepreneurial life of the benefiting communities

Variable	Frequency	Percentage
Highly effective	38	35.5%
Just effective	47	43.9%
Fairly effective	22	20.6%
Just ineffective	0	0%
Very ineffective	0	0%
<b>Total</b>	107	100%
Variables	Frequency	Percentage
Very large extent	43	40.2%
Large extent	59	55.1%
Limited extent	5	4.6%
Very limited extent	0	0%
No extent	0	0%
<b>Total</b>	107	100%

**Testing of Hypothesis**

Chi-square ( $X^2$ ) was the method used to interpret the formulated hypothesis. It was used to compare the null and alternative hypothesis. The  $X^2$  formula is presented as:

$$X^2 = \sum \frac{(Fo - Fe)^2}{Fe}$$

Fe

Where:  $\chi^2$  = Chi- square, Fo= frequency observed, Fe =frequency expected,  $\Sigma$ =summation, Degree of freedom is DF=  $\chi^2 n-1$  @ (0.05) and Percentage of error=5%

Using Respondent’s opinion on how the relationship between Agencies/NGOs and benefiting Council have affected the CBP.

Variables	Frequency	Percentage
Very significantly	38	35.5%
Significantly	37	34.6%
Fairly significantly	32	29.9%
Insignificantly	0	0%
Very insignificantly	0	0%
<b>Total</b>	107	100%

Calculation of the chi-square using the above data

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$\frac{(Fo-Fe)^2}{Fe}$
38	21.4	16.6	275.56	12.56
37	21.4	15.6	243.36	11.37
32	21.4	10.6	112.36	5.25
0	21.4	-21.4	457.96	21.4
0	21.4	-21.4	457.96	21.4
				71.98

Chi-square calculated =71.98

Where  $Fe = \frac{\text{Total number of Responses}}{\text{Number of variables}}$

Number of variables

That is=  $\frac{107}{5} = 21.4$

5

Chi-square tabulated @ 5% degree of freedom (DF)

Chi-square tabulated =  $\chi^2 n-1$  @ (0.05)

$\chi^2 5-1$  @ (0.05)

$\chi^2 4$  @ (0.05)

$\chi^2 = 9.488$  Therefore the table chi-square = 9.488

Decision Rule: If the chi-square calculated is greater than Chi-square tabulated, we reject null hypothesis and accept alternative hypothesis. Therefore, since our chi-square calculated (71.98) is greater than the chi-square tabulated (9.488), we reject null hypothesis which says the CBP of Agencies/NGOs as development partners are not capable of enhancing the quality of community development projects in Gombe state and accept the

alternative hypothesis which says the CBP of Agencies/NGOs as development partners are capable of enhancing the quality of community development projects in Gombe state

**Summary of major findings:** From the foregoing presentation of the data, the research shows that there was cordial relationship between Agencies NGOs, Communities and government policies and the extent of the relationship with Agencies NGOs has affected the development programmes very significantly in many communities in Gombe State, therefore the Capacity Building programmes of Agencies /NGOs as development partners are capable of enhancing the quality of community development projects in Gombe state.

## **IX. CONCLUSION AND RECOMMENDATIONS**

Human capital respectively remains one of the most important assets in all aspects of development, because weak human capacity development is at the center of underdevelopment. The development of individual, institutional and community capacities in other to produce human capital that devoted to effective service delivery and national development must be a priority for all nations if meaningful development is to take place. The capacity-building program should be a more cautious plan for the right people in a timely manner for the target community and should be a continue process in other to get the desired result. Capacity-building programs through training, seminars and workshops will be able to improve the quality of community development projects in the state of Gombe and Nigeria. Success at community level is quantifiable and measured in relations to the availability of the basic social amenities such as electricity, health facility, school, clean and portable drinking water, road network, market amongst others, which help in improving the standard of living of the populace. The implication is, if both the central, regional (state) and local Governments can provide the basic needs, necessary facilities and enabling environment for the development of its human capital (capacity building) on Individual, institutional and society at large, then both community and national development will be attained. The following are the recommendations based on the study:

1. The Government should provide the basic needs, necessary facilities and enabling environment for the development of its human capital; and furthermore provide high-quality education of international standards for all and sundry.
2. The central government should strengthen relations between the regional government, local communities, international development agencies, non-governmental organizations and all other stakeholders in the area of capacity-building in other to achieve desired goals of community development.
3. The federal government should establish an agency for capacity building programs, with centers in the states and local government areas which should be complementary to community development.
4. The Government should provide a policy to promote and disseminate community products and regulate the importation of similar goods and services created locally in all communities.
5. Government should as a matter of policy for social responsibility make Private institution to organise and sponsor capacity building programme in their domain.

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