

**CAPACITY BUILDING AND SOCIAL SERVICE IN SOMALIA:  
A CASE STUDY OF MOGADISHU, SOMALIA**

**BY  
KHADAR QAASIM ALI  
BPA/39660/133/DF**

**A RESEARCH REPORT SUBMITTED TO COLLEGE OF HUMANITIES AND  
SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF BACHELORS DEGREE OF ARTS IN  
PUBLIC ADMINISTRATION OF KAMPALA  
INTERNATIONAL  
UNIVERSITY**

**AUGUST, 2016**

## DECLARATION

I, hereby declare that this research is entirely my original work and has never been submitted to any other institution of learning for any professional reward



1/9/2016

**STUDENT**

**Date**

Khadar Qaasim Ali

### APPROVAL

I certify that Khadar Qaasim Ali carried out the study and wrote this proposal under my supervision. The research has been presented for examination with my approval as a University supervisor

.....  
MAMAYENGO LYDIAH  
(Supervisor)

01/09/16  
.....  
Date

## **DEDICATION**

This research is dedicated to my parents for all the efforts rendered to me during the course of my studies.

## **ACKNOWLEDGEMENT**

I wish to take this opportunity to acknowledge all people who helped me in carrying out my research study. First I thank the almighty God for the wisdom, knowledge and understanding and also for His financial provision thought my studies.

Secondly, I thank my supervisor for the efforts he put in to guide me in all areas concerning this work so that it is completed in time.

Thirdly, special thanks go to my parents who cared for me during the academic struggle and the financial support they sacrificed for me to complete my course and this work.

I also extend my sincere thanks to my friends for the advice and all the support he rendered during my study.

Lastly I take this opportunity to thank each and every body who contributed greatly towards the completion of my course. With all those words, may the Lord reward you abundantly.

## TABLE OF CONTENTS

DECLARATION .....	i
APPROVAL.....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
ABSTRACT .....	x
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.0 Introduction .....	1
1.1 Background of the study .....	1
1.2 Problem statement .....	3
1.3 Purpose of the study .....	3
1.4 Objectives of the study .....	4
1.5 Research Questions .....	4
1.6.0 Scope of the study .....	4
1.6.1 Subject Scope .....	4
1.6.2 Geographical Scope.....	4
1.6.3 Time scope .....	4
1.7 Significance of the study .....	5
1.8 Conceptual framework .....	6
<b>CHAPTER TWO.....</b>	<b>7</b>
<b>LITERATURE REVIEW.....</b>	<b>7</b>
2.0 Introduction .....	7
2.1 Capacity building challenges faced in governance in Somalia .....	7
2.2 Role of capacity building in service delivery in Somalia.....	9
2.3 Measures for improving capacity building for improved service delivery .....	14

<b>CHAPTER THREE .....</b>	<b>19</b>
<b>METHODOLOGY .....</b>	<b>19</b>
3.0 Introduction .....	19
3.1 Research design .....	19
3.2 Study Population .....	19
3.3 Sample size.....	19
3.3.2 Sampling Selection techniques.....	20
3.4 Data source.....	21
3.4.1 Primary data .....	21
3.4.2 Secondary data .....	21
3.5 Methods of data collection .....	21
3.5 Questionnaires.....	21
3.5.2 Interview Guide.....	21
3.6 Data processing and analysis.....	21
3.7 Reliability and Validity .....	22
3.8 Ethical Consideration .....	22
3.9 Limitations and solutions .....	22
 <b>CHAPTER FOUR.....</b>	 <b>24</b>
<b>DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS .....</b>	<b>24</b>
4.0 Introduction .....	24
4.1 Demographic information of respondents .....	24
4.1 Demographic aspects of respondents .....	24
4.1.1 Findings on the gender of respondents.....	24
4.1.2 Findings on age distribution of respondents.....	25
4.1.3 Findings on education of respondents .....	26
4.1.4 Marital status of respondents.....	26
4.1.5 Period of work in this organization .....	27
4.2 Challenges faced in capacity building in the government of Mogadishu Somalia .....	27
4.2.1 Whether there are challenges faced in capacity building in the government of Mogadishu .....	28
4.2.2 Challenges faced in capacity building in the government of Mogadishu Somalia.....	28
4.2.3 Challenges faced in governance in Mogadishu .....	29

4.3 Role of capacity building on service delivery in Mogadishu Somalia .....	29
4.3.1 Whether capacity buildings improve the service delivery in Mogadishu .....	30
4.3.2 Contribution of capacity building on service delivery in Mogadishu Somalia .....	30
4.3.3 Other factors affect service delivery in Mogadishu Somalia .....	31
4.4 Strategies for improving capacity building for service delivery in Mogadishu .....	32
4.4.2 Strategies adopted for improving capacity building for service delivery in Mogadishu.....	32
4.4.3 Strategies to be established for improving service delivery in Mogadishu.....	33
<b>CHAPTER FIVE.....</b>	<b>34</b>
<b>SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS OF .....</b>	<b>34</b>
<b>FURTHER STUDY .....</b>	<b>34</b>
5.0 Introduction .....	34
5.1 Summary of the findings .....	34
5.2 Conclusions .....	35
5.3 Recommendations .....	36
5.4 Suggestions for further research.....	37
<b>REFERENCES .....</b>	<b>38</b>
<b>APPENDICES.....</b>	<b>40</b>
Appendix i: Questionnaires for the respondents .....	40
Appendix ii: Research budget .....	43
Appendix iii: Research Time Frame .....	44



## LIST OF TABLES

Table 1: Showing Gender respondents .....	24
Table 2: Show the age distribution of respondents.....	25
Table 3: Show education of the respondents .....	26
Table 4: Showing the marital status of the respondents .....	26
Table 5: Show the duration respondent's stay in the organization.....	27
Table 6: Showing whether there are challenges faced in capacity building in the government of Mogadishu.....	28
Table 7: Showing responses on the challenges faced in capacity building in the government of Mogadishu Somalia.....	28
Table 8: Showing responses on challenges faced in governance in Mogadishu.....	29
Table 9: Showing responses on whether capacity buildings affect the service delivery in Mogadishu .....	30
Table 10: Showing responses on the contribution of capacity building on service delivery in Mogadishu Somalia.....	30
Table 11: Showing responses on other factors affect service delivery in Mogadishu Somalia .....	31
Table 12: Showing the prevalence of strategies for improving capacity building for service delivery in Mogadishu. ....	32
Table 13: Showing responses on the strategies adopted for improving capacity building for service delivery.....	32
Table 14: Showing responses on the strategies to be established for improving service delivery in Mogadishu. ....	33

## LIST OF FIGURES

Figure 1.1 Conceptual framework .....	6
---------------------------------------	---

## ABSTRACT

The study was set to assess the influence of capacity building on service delivery in Mogadishu Somalia. It was guided by three research objectives that included assessing the challenges faced in capacity building. Determine the role of capacity building on service delivery and establish the strategies for improving capacity building for service delivery in Mogadishu Somalia.

The study adopted a case study survey design based on qualitative and quantitative research approaches with the focus on a population of 70 who were the employees of Mogadishu city in Somalia with a focus on a sample population of 60 respondents who were interacted with through the research questionnaire.

The researcher found that several factors were available to hamper capacity building which included political influence, low levels of funding accounted, prevalence of inadequate legal systems, limited monitoring and supervision, limited skills capacity and low levels of education. It was established that capacity building affects service delivery through that technical knowledge and expertise improves service delivery, expert knowledge eases work completions, sensitization improves participation of locals plus management teams improve ordinations. On the third objective, the researcher established that little in terms of improving capacity building for service delivery were found insufficient with sanitization of masses account, providing avenues for training and development, allocation of funds for capacity building and providing adequate means to equitable funding. It was established that capacity building affect service delivery in Mogadishu, Somalia.

The researcher concluded that capacity building is vital in the determination and provision of the services to the people of Mogadishu. The researcher further revealed that there are low level aspects of capacity building in Mogadishu hence the poor service delivery.

The researcher therefore recommends that there is need to strengthen policies, strategies, standards, human resource development plans. Local government efficiency and citizen engagement can be enhanced through maximizing available information Capacity building activities of international organizations often put strong emphasize on training key players in government, engage those members of the international donor community that provide budget support, efforts should focus on building the structures in the countries, improving service delivery systems.



## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

In pursuit of the topic mentioned above, this chapter brings forth the introduction to the research paper as it tackles the background of the study, the statement of the problem, purpose of the study, study objectives, research questions, the scope of the study in terms of geography, content/variables and time, the significance of the study and eventually conceptual framework.

#### 1.1 Background of the study

Ani (1997) defined capacity building as the ability to formulate plans, identify and select viable options, execute, monitor and evaluate implementation of plans. Ani compared capacity building to the supply-side of an equation while capacity utilization represent the demand side and pointed out that both must be seen as equally important element in the overall development process. On his part, Akinola (1997) sees capacity building as the utilizable ability of people, institutions and practices within a country. It entails the creation and strengthening of this utilizable ability for development. As in other areas of development, capacity building is not always based on assessments or expressed needs of local organizations. This gap threatens the responsiveness, ownership, and sustainability of any intervention and risks diverting scarce resources from where they are most needed. The following are the capacity building challenges in governance.

Service delivery .Service delivery is getting services as effectively and quickly as possible to the intended recipient. In most instances service delivery implies a degree of excellence on the part of the organization, and is a hallmark of economies that have moved past the production phase. This has the dimensions of quality, cost and timely delivery. Thomas (2002). Service delivery means provide a given range of requirements to a given society or community according to obligation and needs of the provided, it incorporate all measures designed to embrace the provision of organizational services to community members for the good of society.

(Scot, 1995). Quality is fitness for the purpose; it means that what is required by the buyers is suitable for the intension it was ordered for .Cost is the value attached to an item; it is in fact the price value service/ product and or works always expressed in monetary terms. Timely delivery

means the ability of the organization to provide a contractual requirement in terms of goods, services or works to the buyer in a prescribed time frame Nancy (1996).

The World Bank supports a wide range of capacity building interventions through its country lending and nonlending programs and dedicated corporate and Regional entities. Between 1995 and 2004, the Bank provided some \$9 billion in lending and close to \$900 million in grants and administrative budget to support capacity building in Africa. The bulk of this support has been directed toward the public sector. This evaluation assesses the relevance and effectiveness of Bank support for public sector capacity building in Africa over the past 10 years. It draws on studies of Benin, Ethiopia, Ghana, Malawi, Mali, and Mozambique aggregate assessments of country strategies and operations across the Bank's Africa Region; and reviews of three corporate and Regional programs dedicated to capacity building the World Bank Institute, the Institutional Development Fund, and the Bank-supported African Capacity Building Foundation.

With reference to the Africa continent, the public service has come intense criticism from within and outside for its epileptic service delivery. The citizen (customer) perceives the public service as oppressive, unjust, imposing, non-existent, unproductive and inefficient (Sekoto and Straaten). With the changing role government from been the engine of growth to one of facilitator and partner with the private sector, the public sector has been identified as a clog in the wheel of progress. It has indeed being described as prostrate and inefficient. The inability of the public sector to effectively initiate, design, implement and monitor development programs, projects and policies have been blamed for the relative backwardness of the continent which has been tagged a 'fair continent'. Viewed from this perspective, Africa public service delivery mechanism has failed – albeit woefully. However, given the internal and external pressure for change, deliberate attempt to transform and improve the image of the public service has led to the introduction of customer-focused based private sector practices. This aims primarily at improving public service delivery which hitherto has been characterized by the culture of non-delivery thereby bringing about improved efficiency and productivity.

Supporting the World Bank findings, Carvalho (1997) identified capacity building as the missing link in Africa's development and identified the adverse effect of this on national development, basic social services and inappropriate policy formulation On his part, Williams (1997), traced capacity building and utilization in the public sector to the pre-colonial era in Somalia, when

emphasis was on maintenance of law and order rather than on capacity building for economic development. With the advent of independence, Williams posited, the tasks of government increase in magnitude and complexity, making it necessary to lay more emphasis on formal education and training to build the required skills.

Chinsman (1997) stated that the UNDP had identified capacity building as being compulsory for the growth of human capital stock, and hitherto, paucity of trained and skilled manpower coupled with weak institutions were identified as the root causes of development problem. The UNDP believed, stated Chensman, that a large investment in human capital development was necessary to correct the anomaly.

### **1.2 Problem statement**

In today's global atmosphere the organizations are looking for ways through which service delivery can be provided to the people. The various vessels is ensuring a stable workforce to support service delivery in country that is to say capacity building, for a country to be strong and deliver services of its needs there is need for a strong capacity strategy to enable service delivery (World bank, 2014). Somalia is among the third world countries embracing the international agenda as far as service delivery is concerned. Service extension both at the local government and central government is committed through procurement procedures whose value sometimes is unseen and or doubted. The poor trend of service delivery is especially ascribed to the choice of service providers Agaba, Shipman (2007). Despite the legal regulations of sourcing service providers of high value thresh holds under capacity building, the adoption trends are very low and in cases where it has been used, it is marred with inconsistencies in provision of service because the key guiding parameters are not adequately set. It is based on this analogy that the researcher intend to conduct a study in Mogadishu in order to evaluate the worth of capacity building in provision of services if any in order to realize value and provide recommendations for effectively operating the capacity building.

### **1.3 Purpose of the study**

The purpose of the study was to assess the influence of capacity building on service delivery in Mogadishu Somalia.

#### **1.4 Objectives of the study**

- 1) To assess the challenges faced in capacity building in the government of Mogadishu Somalia.
- 2) To determine the role of capacity building on service delivery in Mogadishu Somalia.
- 3) To establish the strategies for improving capacity building for service delivery in Mogadishu Somalia.

#### **1.5 Research Questions**

- 1) What are the challenges faced in capacity building in the government of Mogadishu Somalia?
- 2) What is the role of capacity building on service delivery in Mogadishu Somalia?
- 3) What strategies can be attained for improving capacity building for service delivery in Mogadishu Somalia?

#### **1.6.0 Scope of the study**

##### **1.6.1 Subject Scope**

The study focused on capacity building and service delivery in organization. The focused on the role of capacity building, challenges faced in capacity and the measures for improving capacity building in organizations.

##### **1.6.2 Geographical Scope**

The study was conducted in Mogadishu a capital city of Somalia. Somalia is located in the Horn of Africa. It is bordered by Ethiopia to the west, Djibouti to the northwest, the Gulf of Aden to the north, the Indian Ocean to the east, and Kenya to the southwest. Somalia has the longest coastline on the continent's mainland, and its terrain consists mainly of plateaus, plains and highlands. The study area is chosen because of having relevant information for the study.

##### **1.6.3 Time scope**

The research is to be carried out covering the period of 2012-2015. This time period there is a forecast of prevalence of less academic activities at the university the fact that part of it is a holiday.



### **1.7 Significance of the study**

The study will be significant to.

The researcher will be able to full fill the requirement for the award of Bachelors of Arts in Public administration of Kampala International University and gain more knowledge on the subject.

The study will also be of great benefit to the students who will be able to access this information that will guide them in research and equip them with knowledge as far as capacity building and service delivery is concerned and the importance of capacity in ensuring service delivery in Uganda.

This research paper will be of prime benefit to the management and staff of local governments not only for Mogadishu city but for other districts as well, since it will enable them identify and understand the risks and problems associated with competitive bidding and how best to combat such problems.

### 1.8 Conceptual framework

This is a diagrammatic representation of variables. The framework shows the linkage of variables under their measurable units.

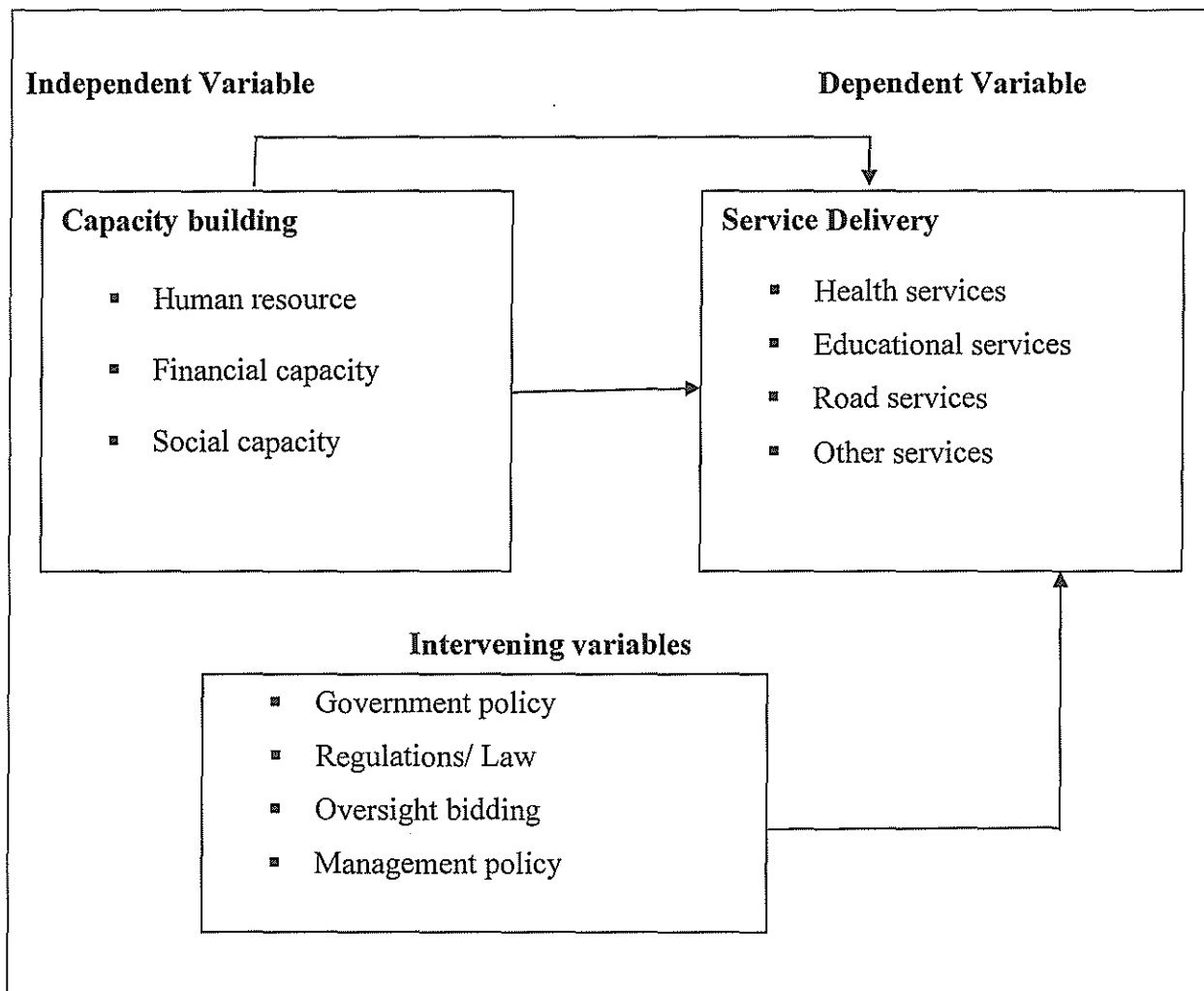


Figure 1.1 Conceptual framework

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter gives an elaborate explanation of what other authors have written about the subject of study. It is the review of literature majorly concentrating on the objectives of the study.

#### 2.1 Capacity building challenges faced in governance in Somalia

Capacity building lacks a fully articulated framework for assessing capacity needs, designing and sequencing appropriate interventions, and determining results. The rise to prominence in the 1990s of institutional economics and new perspectives on public management enhanced understanding of the requirements for effective public sector performance. In the World Bank, this new thinking was reflected in the 1997 World Development Report [WDR], *The State in Changing World* (World Bank 1997e), which was an important step in envisioning the role and effectiveness of the state in development. Noting that there can be no single approach to state reform worldwide, it provided a framework for guiding public sector reform efforts. The framework was based on a two-pronged strategy that involved focusing on core public activities as the way to rationalize the role of the state to match its capacities, and strengthening public institutions in order to increase incentives for improved public performance and bolster restraints against arbitrary and corrupt behavior.

Muhtar, M.L. (1997) Even published (electronic or print) capacity building resources are not readily and widely available to many users because existing virtual or physical libraries are not comprehensive; they tend to focus on the work of a single project, organization, or donor. Despite noteworthy sites, such as that of the Impact Alliance, practitioners do not consistently use a single site to share their materials, successes, and challenges with their peers around the world. A knowledge exchange network that serves as a “one stop shop” is clearly needed. Additionally, many tools and approaches were developed for a particular situation; although they might be adaptable to different socio cultural, situational, or geographic contexts, no specific advice is offered on how to adapt the tools and approaches, and those tools are not readily accessible for off-the-shelf use

Abdul Wahab (1998) Capacity building is insufficiently defined, evaluated, and reported upon. Few tools, approaches, interventions, and programs have undergone rigorous evaluation. When viewed as a supporting element of projects or as a means of achieving primary goals, capacity building may not be held to the same standards as primary project activities and may not be included in the evaluation and research process. Multiple definitions and disparities in understanding of the term. capacity building may cause confusion among donors, providers, and recipients. The multiplicity of capacity building approaches and frameworks makes relevant evaluation research difficult. The small number of organizations involved in many capacity building efforts and the heterogeneity of approaches and tools used limit the potential sample size, affecting research design and the quality of substantive evaluation and published research.

Chinsman, B (1997) The lack of common indicators and standards prevents capacity building providers from objectively comparing interventions or determining a promising capacity building practice, activity, tool, or project. Donor demands and the competitive nature of development funding means that capacity builders may be unwilling to evaluate and share outcome results that might negative. Capacity building is driven by external factors. Project time lines make planning and implementing capacity building to meet organizational needs difficult in the appropriate time frame. Organizations may be pressured to use funds earmarked for capacity building without a defined strategy, assessed need, or desired outcomes.

Singh Jasdip (1997) when viewed as an element of a project, capacity building may not be based on assessed needs or developed in a participatory fashion with implementing organizations. Few capacity building tools are designed specifically for HIV/AIDS organizations or programs. Capacity building tools and approaches are not widely available or applicable in multiple settings. Reports for projects using capacity building are often not published, or capacity building results may not be included, thereby limiting the field's ability both to determine and use promising practices and to build on preexisting work. The wide variety of organizations undergoing capacity building may limit the generalizability of results, and the wide variety of settings in which capacity building is used leads to difficulty in generalizing approaches across settings (e.g., midlevel development, post-conflict, concentrated epidemic). Providers often believe that the most effective interventions should be designed to meet the specific needs of local implementing organizations, making general inferences difficult. Organizations may be

willing to share their tools but may not publish them, make them available electronically, or translate them. Williams, F.O. (1997) Determining the most appropriate level of capacity building (e.g., national, regional, organizational) is difficult.

Baser, H., and P. Morgan. 2008 (April) suggest another choice that nonprofits face when attempting to build institutional capacity. Nonprofits may strengthen themselves through economic means (altering their product mix, diversifying funding sources, and increasing marketing activity) or they may attempt to alter public policy through political strategies such as lobbying legislators, mobilizing public opinion, and making campaign contributions. Because of legal prohibitions, some non profits are constrained from engaging in direct political action. Nevertheless, legal restrictions do not entirely strip them of political options the organization's formal status as a nonprofit or for-profit entity may impose legal limitations. The group's willingness to embrace change may also be a factor. Because change is difficult and uncertain, organizations often prefer to follow familiar and comfortable courses that have worked successfully in the past. Such rigidity can hamper the organization's capacity to serve the community, especially in environments that are in flux.

## **2.2 Role of capacity building in service delivery in Somalia**

Building the capacity of community-based organizations and the nonprofit sector is not a simple task. There is no magic formula that guarantees success, and little agreement exists on where to begin or what to do. Instead, the process of creating and maintaining a robust and effective nonprofit sector exemplifies the tensions and trade-offs that individuals and organizations face when adapting to change. It is through this dynamic process that organizations, like people, learn to adapt and grow to their full potential.

Booth, W., R. Ebrahim, and R. Morin. 2001 first introduced the concept of sustainable development. It defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Although first applied to the business sector's use of the natural environment, the concept now goes beyond the desire for economic returns and incorporates the idea of planned social change. For communities seeking to improve their quality of life over time, the concern is not just for the current generation, but also future generations (Roseland 1998). While the actual definition of

quality of life may vary from one community to the next, the process by which it is achieved sustainable development relies on a long-term agenda and the use of available resources in a just and equitable manner. Sustainable development focuses on managing the process of change, not on setting an end goal with fixed outcomes. It recognizes that uncertainties exist, necessitating flexible and ongoing processes. It also supports diversity and differences within the local setting. Inherent in this concept is consideration of the social, political, economic, and cultural relationships fundamental to the organization of society (Innes and Booher 1997). Sustainable development requires looking at the broader picture of communities, while constantly thinking critically about and fine-tuning the small intricacies of the relationships that ultimately shape these communities. In popular terms, the implementation of sustainable development means to think globally and act locally.

Bopp, M., K. Gormann, J. Bopp, et al. 2002. The long-term goals of the sustainable development movement are to empower people, increase community participation, foster social cohesion, enhance cultural identity, and strengthen institutional development. Equity and fairness are also integral to sustainable development. If community members have a sense of ownership in the decision-making processes and feel that scarce resources have been distributed in an equitable and fair manner, the likelihood of success is vastly improved. Under the right conditions, societies can meet human needs by organizing in new ways and responding with innovative approaches.

Externally oriented capacity-building strategies attempt to alter the relationship between individual nonprofits and the funding and political systems in which they operate. Organizations will adopt new resource strategies to address uncertainty and to heighten the prospects of organizational survival, stabilize relations with other groups in the community, and reduce overdependence on specific sources of funding (Pfeffer and Leong 1977; Pfeffer and Salancik 1978; Aldrich 1979; Provan et al. 1980; Twombly and Boris 1999). One typical external approach is to shift resources to more profitable activities or services (James 1983). A homeless shelter, for example, may create a job training program in order to take advantage of a new foundation or government initiative in this area. Such external strategies are not uncommon. There is mounting evidence that nonprofit organizations are becoming increasingly business

oriented and more inclined to diversify goods and services to expand their financial capacity (Weisbrod 1998).

Gronbjerg (1993) notes that initiatives to increase the predictability and continuity in funding will improve a nonprofit's ability to plan the allocation of resources, staff, space, and activities. Moreover, resource diversification strategies to reduce dependence on single sources of revenue, such as government funding or foundation support, can be internally or externally driven. For example, the recent shift from the traditional community chest model to donor choice by the United Way in the Washington, D.C., metropolitan area caused many member agencies to search for alternative sources of funding (Cordes et al. 1999).

Draper, Lee. 2000. By combining all the different elements of organizational capacity in a single, coherent diagram, the pyramid emphasizes the importance of examining each element both individually and in relation to the other elements, as well as in context of the whole enterprise. These emphases reflect a key finding of the research many nonprofits tend to think capacity building is limited to "technical assistance" or improving the effectiveness of functions at the bottom of the pyramid human resources or organizational structure, for example. As in the case of Samaritan Inns, the organization's systems were most effective when integrated both with other lower-level capacity elements such as structure and human resources and with the higher level elements of aspirations, strategies, and skills. Prudent nonprofit managers are therefore well advised to consider the organization wide impact of an initiative designed to build capacity in one element and plan accordingly. Certainly, nonprofits need not attempt to fix all of the elements of capacity at once such an effort would undoubtedly lead to institutional paralysis for the duration of the project. By the same token, they must be aware that capacity building cannot be undertaken in isolation. Far better to extend capacity building started in one element to the most pertinent interconnected capacity elements

Chino, M., and L. DeBruyn. 2006 The team also developed the Capacity Assessment Grid, a diagnostic tool to measure an organization's strength along each capacity element in the Capacity Framework. In essence, this grid enables an organization to determine where it stands along the continuum of best practices for each element of capacity. A nonprofit manager can use the grid to map her organization's institutional evolution along each area board, fund-raising, information systems, and so forth. We tested the grid with nearly a dozen nonprofit executive

directors, all of whom found the exercise illuminating and relevant. In the appendix, we go into greater detail about how nonprofits can use this tool and how to interpret the data that it generates.

Along with systems improvements, nonprofits find it easiest to deal with capacity building efforts that address issues of organizational structure. Clarifying roles and responsibilities, creating new work groups or spinning off existing ones, developing and working with a board most of these activities are familiar to nonprofit managers and therefore not overly threatening. Because so many people already equate capacity building exercises with reorganization, practitioners have even come to expect that their organizations will undergo significant structural modifications at regular intervals. Collins, C., M.E. Phields, and T. Duncan. 2007 Structural “fixes” have to be taken with a grain of salt, however. A nonprofit can keep changing its organization chart every 3 months if it wants, but it will never achieve institutional alignment unless its organizational design supports not only systems and human resources, but also its aspirations, strategies, and skills. As with other components of organizational capacity, changes in an organization’s structure are most effective when they are integrated with a comprehensive package of capacity building initiatives.

Cammack, J. 2007. As with other elements in the Capacity Framework, enhancements in one area will often spill over into the others, and performance culture is no exception. In 1996, for example, the Carrera Program initiated a 3-year study with a professional social services evaluation firm to assess the social impact of the program. The purpose was to help validate the effectiveness of Carrera’s approach to stopping teen pregnancy, but an unanticipated benefit was the impact on the organization’s performance culture. The new emphasis on measurable outcomes led to a new appreciation of the value of good information as a management tool. As the lead evaluator commented, “The staff became attuned to looking at data every month and interpreting it. They went from data eschewers to data junkies.” As a result, the Carrera Program has now embraced a performance culture dedicated to continual assessment of program effectiveness and organizational capacity.

Building political capacity is grounded in efforts to support people's ability to participate in decisions affecting their family and community. The goal of many non-governmental



organizations (NGOs) and development organizations, for example, is to create empowered individuals and active citizens who will take responsibility for their own welfare and that of their families. This means funding social programs to foster human development and organizing training sessions to develop people's knowledge and skills. One central component of the capacity building of individuals at the local level is popular education. Popular education also helps to strengthen local citizens' awareness of their rights and responsibilities and to keep them informed about recent legislation. Connolly, P., and M.H. Cady. 2003 Literacy, in particular, helps to build awareness, raise political consciousness, and give people the information they need to think critically and become independent. When individuals have the ability to read, write, and access information, they can make better decisions and articulate their demands for social change. Indeed, many theorists have noted that democracy requires an educated citizenry. If individuals and groups are to participate constructively in democratic political processes, they need sufficient knowledge to vote and take part in political debates. Additional skills that enable individuals to participate effectively in public life include discussion and communication skills, problem-solving and decision-making skills, and the ability to negotiate and work as part of a team. If members of local communities are to advance social change, they also need to learn skills of advocacy and effective policy influence.

In addition, it is important to develop communities' capacity to manage conflicts and disputes. This requires that citizens, politicians, and professionals learn dispute management skills, adapt them to their particular context, and apply them within their societies. One method to develop dispute management capacity is the development of graduate and post-graduate curricula in conflict resolution and dispute management. Dageid, W., and F. Duckert. 2007. Peace education curricula provide instruction on conflict resolution, cooperation, global awareness, and social and ecological responsibility. Note that such education need not be done solely at the graduate level, but can also be incorporated into popular education. Once people have the skills of reading and writing, conflict resolution education teaches the skills of collaboration and consensus building. Both citizenship education and peace education initiatives emphasize skills relating to empathy, active listening, negotiation, and the ability to construct and present reasoned arguments. Parties also learn to think critically, argue cogently, and develop cooperative dispute resolution skills.

Some theorists regard capacity building as an important part of development work. They describe it as a matter of strengthening the ability of individuals, groups, institutions, and organizations to identify and solve development problems over time. This means helping local people and institutions to realize their own development objectives and address issues of human survival and welfare. Governments, aid donors, and NGOs commonly contribute to capacity development by investing in people, institutions, and practices that will help societies to deal with their development needs in an effective manner. Core Initiative. 2005 To some extent, sustainable development also depends on nations' capacity to implement effective conflict resolution processes. Building capacity involves skills transfer, training, human resource management, organizational development, and the strengthening of communities and social networks. It is important to train individuals to serve in national or international technical assistance programs; and also to train policy makers and practitioners to implement sustainable development strategies. Those from civil society who should receive training and improve their skills include government workers, community leaders, members of women's groups, and other civil society actors. In order to build capacity within the legal system, jurors and employees within the court system should receive rigorous instruction from international legal mentors who are prepared and able to train and lead by example.

### **2.3 Measures for improving capacity building for improved service delivery**

Porter, Michael E., and Mark R. Kramer. 1999 Organizational capacity building is often based on institutional assessments that systematically look at strengths and weaknesses of organizations and is used to develop responses to identified weaknesses. Interventions can be trainings, mentoring, and technical assistance to develop systems and standard operating procedures, documents or tools, curriculum and or laboratories, hiring of staff to fill organizational needs, and staff retention and recruitment incentives It is critical that the interventions be based on assessed needs and that they be designed to improve the organization's overall performance and its ability to adapt itself within a changing context, and not be limited to immediate program implementation needs.

Fukuda-Parr, Sakiko, Carlos Lopes, and Khalid Malik (eds.). 2003 The system level refers to the functions and structures that support programs and activities that cut across organizations or government units. Systems and policy level capacity building activities improve the external

environment in which organizations and individuals function, including structures supporting the way organizations interact, and/or policies and standards that must be adhered to. This includes setting standards, guidelines and requirements at the national level, including supportive policy and legal environments. Systems below the national level also require capacity building, such as systems of coordination and support, reporting, referrals and linkages at regional or local levels of service delivery.

(Moore, Mick. 1995) Other local systems are also important, such as networks and coordination of providers of community based support programs. Capacity building at the systems level requires synergies across system components. Also, system strengthening requires investment and buy in from higher levels of the country, and may require, for example, a change in laws, national budgets, service delivery guidelines, and or demand generation approaches for services. Capacity building at this level often involves multiple interventions across different sites, through different types of activities and may require multiple donors and an alignment of donor resources and activities.

Grindle, Merilee (ed.). 1997 Successful system level interventions also require agreement by all parties to share information and to act in cooperative ways that further the system capacity building objectives. At the systems level, the national government will need to strengthen policies, strategies, standards, human resource development plans, costing analyses and budget planning, supply chain for commodities such as testing supplies and ARV drugs, laboratories, and information systems that support PMTCT and integrated service delivery.

Grindle, Merilee S., and Mary Hilderbrand. 1995 Standard operating procedures for service delivery, quality management systems, and systems for referrals and linkages are required. Organizational capacity building may also need to focus on strengthening the capacity of nursing and medical schools, and health in service training programs/centers for hospital staff in order to meet the ongoing training needs for PMTCT providers in the country over time.

Identifying needs and building on existing capacities. Carefully performed needs assessments are critical to priority setting and program design and are essential if the capacity building programs are to reflect the specific conditions and priorities of beneficiary countries. Capacity building will be most efficient when beneficiary countries take the lead in conducting such needs

assessments. A needs assessment, initiated by an external organization, raises expectations, and should only be done with a clear long-term strategy for how the identified needs will be prioritized and addressed. UNDP Capacity Development Practice Note (2008) with international organizations facing budgetary constraints, a needs assessment may be a tempting first step, as it leads to fast results with limited funds involved. But nothing has actually been achieved when funds come to an end, just when the needs assessment is completed. A step equally important to needs assessment is the assessment of already existing capacity in a country. Capacity assessment will help to identify the already existing basis that new capacity building activities can build on as well as the national institutions and local experts that could be involved in the design and implementation of the activities. This requires a careful insight into previous work done in a country, existing structures and institutional settings.

Country Operational Plan (COP) Guidance (August 2012) Being clear about the objectives. There is a need for a clear understanding of the objectives of capacity building between providers and beneficiaries. Above all, any capacity building program should make a clear contribution to achieving sustainable development, whatever the focus of the program is (i.e. water, climate, trade, impact assessment, etc.). In addition, questions such as: “What capacities should be built, for whom, on what topics, and to what end?” need to be addressed carefully. A clearer set of objectives, mutually agreed among beneficiaries and providers, will help to effectively target activities, reduce redundancy, improve synergies and ensure that capacity building genuinely meets the needs of countries. It also needs to be considered that capacity building can have three different dimensions: building awareness, building analytical capacity and building decision-making capacity, as well as different targets: human capacities and institutional capacities. Each one is equally important, but may involve different stakeholder groups and require a different strategy. A lot of activities that are currently offered through workshops, seminars, and conferences remain at an awareness raising level.

(Thomas R. Frieden, CDC 2011) Using a wide range of capacity building approaches. A wide range of approaches is available to build capacities, including training, formal education, capacity building projects, networking and others. Which measure will be most effective strongly depends on the specific objective to be achieved. A training workshop usually can go as far as building human capacities at an awareness raising level. If specifically designed, training may

also succeed in building analytical capacity. However, there is a tendency to call a wide range of activities 'capacity building', which rather are policy dialogues, discussion workshops, regional meetings, etc. For those activities usually no clear capacity building objectives are defined and no capacity building methodologies are used. It takes much more for an adult to acquire new knowledge and skills than listening to a power point presentation in a workshop. In addition to seeing and listening adults usually need real life experiences to acquire new abilities.

LaFond A; Brown L (2003) Target the right people to build a critical mass. Capacity building activities of international organizations often put strong emphasize on training key players in government, such as senior officials that actually take decisions. This can lead to a situation where a fairly limited group of people, who usually already received a comparably good education, is involved in all sorts of capacity building activities. While senior official are definitely an important target group, more emphasis needs to be put on building the capacities of other groups in society. One major constraint of developing country administrations is often the capacity to implement reforms. While - as in the case of EIA - most countries have drafted necessary legislation, problems arise in the implementation. Implementation, however, is not merely the task of senior officials at national level, but involves different levels of governments, usually putting a lot of responsibility into hands of provincial or local officials. There is tremendous need to build capacity at these levels, but the attention for those groups is comparatively low.

IAIA Annual Conference (2006) Making the training-of-trainers approach work. One approach frequently promoted for multiplication is the training-of-trainers approach, meaning that trainings offered by international agencies focus on training a smaller group of professionals, who would then be equipped to themselves train others in their country. Using this approach, two questions need to be carefully addressed from the beginning: What knowledge and skills does a person need to be able to train others? What structures will be available for the person to pass on knowledge to others in his/her country? For a person that does not have much experience teaching or conducting training, it will most probably not be enough to participate in one training of trainers to be able to pass on knowledge to others. A continuous process building skills and knowledge would be needed. Further, a future trainer will need structures, facilities and financial resources to train people in his/her country. This aspect needs much more attention in order to

make the training-of-trainers approach more effective. Selecting participants for a training of trainers workshop, therefore should be based at least on two main criteria: Is the person that is attending a training-of-trainers in a position to be a trainer in the future (e.g., a government official will probably not have a chance to train others)?, and Is the person part of a structure that offers capacity building activities in the country (or can the person at least get access to such a structure)?

Institutionalizing capacity building programs at regional and national level. Bringing the different aspects addressed above together, one suggestion to increase the effectiveness of capacity building activities could be that international organizations focus their efforts on institutionalizing capacity building programs at regional and national level. Instead of offering capacity building programs and training courses themselves and spending tremendous resources on participants' travel, efforts should focus on building the structures in the countries through which capacity building programs could be offered on a regular and long-term basis. In most developing countries, capacity building providers of different type are already available but they are usually underfunded and not well equipped (e.g. national cleaner production centers, universities, government training centers, etc.). (Lafontaine, A July 2000), Technical and financial assistance provided by international organizations could focus on sustaining, expanding and improving these structures, with the objective that capacity building programs on different subjects can eventually be provided on a regular basis in the country itself. Once structures are established and functioning, new developments or topics can be easily brought to the relevant target group. If the programs are attractive enough they could even be run as part of a commercial activity, raising funds to reach financial sustainability.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This section will focus on the methods that were used to collect data and analyze it. It greatly concerns the research design, the population, the sample selection procedures and sampling techniques used, data source, methods of verifying reliability and validity of data and methods, ethical procedures and the limitations of the methodology used as well as the conclusions drawn from the methodologies used.

#### 3.1 Research design

The study was conducted using a different research designs particularly Surveys, Case study. Survey (according to Oso and Onen, 2008) “present an oriented methodology used to investigate population by selecting samples to analyze and discover occurrences”. The same Authors explain the determination of whether or not and to what extent an association exists between two or more variables. They also note that case study is “an Intensive descriptive and holistic analysis of a single entity or a bounded case”. Case study chose since Mogadishu Somalia chose as a representative where results of the study can be replicated and applied to other organizations.

#### 3.2 Study Population

The study focused on human resource, finance and other city departments related departments of Mogadishu Somalia. The individuals from Mogadishu city involve a cross section of individual and most importantly the departmental heads (especially during the budgeting process). The target population is estimated to be 70 people. This is the population that provided the basis of the sample population.

#### 3.3 Sample size

From the estimated population of 70 a sample size was determined using Slovene’s Formula to come up with appropriate sample size to be used in the study.

Solvent’s Formula states that, given a population, the minimum Sample size is given by:

$$n = \frac{N}{1 + N\alpha^2}$$

Where;            n = the sample size

N = total population of respondents is 70.

$\alpha$  = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{70}{1 + 70 (0.05)}$$

$$n = \frac{70}{1 + 70 * 0.0025}$$

$$n = \frac{70}{1.175}$$

$$N = 59.61$$

A sample size of 60 respondents was selected to participate in the study.

### 3.3.2 Sampling Selection techniques

The study basically target top and middle level management members because they are the Custodians of cash flow management. The objective interviewed a sample of 60 respondents of the departmental heads and all staff in finance and accounts related offices. The researcher therefore using purposive and random sampling techniques in selecting Interviewees with an option of replacing those who didn't wish to respond to the Researcher's plea. Purposive sampling is where the researcher consciously decides who to include in the sample. Random sampling will be used as rotary to select people with the information need. It was used simply because the study targeted basically custodians of accounts receivable management.



### **3.4 Data source**

Data was collected using both primary and secondary data collection techniques.

#### **3.4.1 Primary data**

Primary data was gathered basically through structured questionnaires and interviews. Involving the selection of respondents to provide information. This was sought for to attain raw and current information existing in the organization.

#### **3.4.2 Secondary data**

Secondary data on the other hand gathered through review of available records and other company publications. To enable the attainment of published information for comparing the status quo in the occurrences.

### **3.5 Methods of data collection**

Methods included questionnaires and interviews

#### **3.5 Questionnaires**

Questionnaires were used simply because of the time limitation and partly because the researcher dealt with an elite community (respondents). The researcher also used a combination of structured questionnaires and interviews.

#### **3.5.2 Interview Guide**

Interviews are the other data collection technique used by the researcher. They were used as a way of supplementing the questionnaires already filled, but at the same time they would enable the Researcher probe further into the responses given in the questionnaires especially given the importance of the research and the specialized nature of the topic under study.

### **3.6 Data processing and analysis**

After the researcher obtaining the necessary data from the field, the researcher will analyze it and interpret it in relation to the objectives of the study. The researcher presented the findings in form of tables with frequencies and percentages analysis and presentation of the findings in this way form enhanced the easy understanding of the interface in the relationship between capacity building and service delivery. The analysis was taken into consideration with the analysis and interpretation based on the likert scale measure from strongly agrees, agree, not sure, disagree and strongly disagree.

### **3.7 Reliability and Validity**

The reliability was ensured by testing the instruments for the reliability of values (Alpha values) as recommended by Cronbach, (1946). Cronbach recommends analysis for Alpha values for each variable under study. According to Sekaran 2001 Alpha values for each variable under study should not be less than 0.6 for the statements in the Instruments to be deemed reliable. Consequently, all the statements under each variable will be subjected to this test and if proven to be above 0.6 approved as valid. The validity of the data collection instruments with the help of an Expert to edit the questionnaire and the Interview guide. The researcher presented the structured questionnaire to supervisor who is an expert in the area covered by the research for editing and reviewing.

### **3.8 Ethical Consideration**

The researcher attained a letter of introduction from Kampala international University Uganda.. The researcher will begin on data collection process. The researcher made the questionnaires commensurate to the number of respondents, then personally delivers the questionnaires to Mogadishu Somalia and distribute to the respondents. The researcher ensured honesty and confidentiality in data collection including respecting the rights respondents, thus free will and not compulsion After all questionnaires are back, the researcher organized the work by summarizing all responses.

### **3.9 Limitations and solutions**

Language barrier since some targeted respondents did not interact fully with the researcher because of not understanding the local language

Simple designed questionnaires were employed to curb this with the use of local research assistants.

Limited time: The researcher coordinated between Kampala international University and Mogadishu besides the respondents were schedule and lack time for responding. The available time will be utilized sparingly.

Financial problem. The cost of the research was might be high accessing relevant stationary, printing and the yet to be incurred cost of photocopying, binding, transport, and telephone

charges. The financial constraints were solved by asking my friends and family to raise some money for my research work.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

#### 4.0 Introduction

The data is presented and interpreted in view of establishing the influence of capacity building on service delivery in Mogadishu Somalia. The focus was on 60 respondents who included the selected employees of Mogadishu city. The interpretation also sought to answer the research questions that were raised in chapter one. Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods. Quantitative methods involved the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation is divided in to two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation, and analysis of the research objectives.

#### 4.1 Demographic information of respondents

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents in terms of gender, age, level of education, time of stay in the organization and position in organization as per the study.

#### 4.1 Demographic aspects of respondents

##### 4.1.1 Findings on the gender of respondents

Here the researcher was interested in gathering information on the gender of respondents and information got was presented in the table below.

**Table 1: Showing Gender respondents**

Gender	Frequency	Percentage
Male	36	60
Female	24	40
<b>Total</b>	<b>60</b>	<b>100</b>

Source: *Primary data, 2016*

From table 1, it can be seen that the majority of respondents are male that is (36) representing 60% of the total number of respondents, 24 respondents are female representing 36.7% of the respondents. This is an indication that gender sensitivity was taken care off so the findings therefore cannot be doubted on gender grounds; they can be relied for decision making. It further indicates that the researcher sought for information from both genders.

#### 4.1.2 Findings on age distribution of respondents

Here the researcher was interested in gathering information on the age of respondents and information got was presented in the table below.

**Table 2: Show the age distribution of respondents**

Age	Frequency	Percentage
20 –29	8	13.3
30 - 39	27	45
40 – 49	15	25
50+	10	16.7
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary data, 2016*

Table 2 above shows that, majority of respondents were aged between 30–39 years 27(45%) respondents followed, by 40-49 years represented by 15(25) respondents, followed by 51+ represented by 10 (16.7%) respondents and 20-29 represented by 8 (13.3%). From the above analysis, it can be construed that majority of the respondents are mature hence the information obtained from them can be trusted and looked at as true and good representation of the information the researcher was looking.

#### 4.1.3 Findings on education of respondents

Here the researcher was interested in gathering information on the education of respondents and information got was presented in the table below.

**Table 3: Show education of the respondents**

Academic qualifications	Frequency	Percentage
Certificate	17	28.3
Diploma	8	13.3
Degree	27	45
Others	8	13.3
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary data, 2015*

Results in table 3 indicate that majority of the respondents were 27 for degree holders representing 45% followed by certificate level with 17 respondents representing 28.3% , diploma followed with 8 respondents representing 13.3% and others with the same with 13.3%. This implies that the respondents are well educated and therefore the information obtained from them can be relied on for the purpose of this study. The higher rate of secondary leavers was attained from the local population whose education levels were low. It is of no doubt therefore that information is attained from highly educated respondents. Information can therefore be relied on for decision making in this topic.

#### 4.1.4 Marital status of respondents

**Table 4: Showing the marital status of the respondents**

Marital Status	Frequency (f)	Percentage (%)
Single	15	25
Married	35	58.3
Separated/ Divorced	10	16.7
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary Data, 2016*

The results in table 4 show that 58.3 percent of the respondents were married, and 25 percent were single and 16.7 percent divorced or separated. The presentation indicates that most respondents involved are married. This is perhaps because of the high responsibility therefore information attained from them can be trusted for decision making

#### 4.1.5 Period of work in this organization

Here the researcher was set to find out the duration respondent's stay in the organization

**Table 5: Show the duration respondent's stay in the organization**

Position	Frequency	Percentage
1-4 Year	10	16.7
5-9 years	15	25.0
10-14 years	16	26.7
15 and above	19	31.6
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary data, 2016*

The results in table 6 on the duration respondent's stay in Mogadishu city authority were that majority respondents (employed had been there for 2-4years (30%), 1year had (16.7%) of the respondents 8 years and above had (31.6%) of the respondents while 6-7years had 6(15%) of the respondents. This implies that many respondents have information about respondents of Mogadishu, they understand the concept therefore the study will be based on this study area for the respondents understand their study.

#### 4.2 Challenges faced in capacity building in the government of Mogadishu Somalia

The first objective of the study was to assess the challenges faced in capacity building in the government of Mogadishu Somalia. The data collected was presented and interpreted as shown in the provisions below.

#### 4.2.1 Whether there are challenges faced in capacity building in the government of Mogadishu

**Table 6: Showing whether there are challenges faced in capacity building in the government of Mogadishu**

Position of respondents	Frequency	Percentage
Yes	35	58.4
No	10	16.6
Not sure	15	25.0
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Primary data**

The study findings on whether there are challenges faced in capacity building in the government of Mogadishu reveal that majority of the respondents contend that capacity building in Mogadishu is being faced with a series of challenges, 16.6% disagreed while 25.0% of the respondents were not sure. The responses imply that capacity building in Mogadishu is not effective as several challenges are faced with it.

#### 4.2.2 Challenges faced in capacity building in the government of Mogadishu Somalia

**Table 7: Showing responses on the challenges faced in capacity building in the government of Mogadishu Somalia.**

Responses	Frequency	Percentage (%)
Political influence	15	25.0
Low levels of funding	13	21.6
Prevalence of inadequate legal systems	9	15.0
Limited monitoring and supervision	8	13.3
Low levels of education	5	8.4
Limited skills capacity	10	16.7
<b>TOTAL</b>	<b>60</b>	<b>100.0</b>

**Source: Primary data, 2016**

The results on the challenges faced in capacity building in the government of Mogadishu Somalia. The researcher established that majority responses were on political influence



accounted for 25% of the respondents, low levels of funding accounted for 21.6% of the respondents, prevalence of inadequate legal systems had 15%, limited monitoring and supervision 13.3%, limited skills capacity 16.6% and low levels of education accounting for 8.4% of the respondents. The findings implied that many respondents are in agreement with the views suggested and suggest that capacity building in Mogadishu is highly constrained.

#### 4.2.3 Challenges faced in governance in Mogadishu

**Table 8: Showing responses on challenges faced in governance in Mogadishu**

Responses	Frequency	Percentage (%)
Corruption	21	35
Low education	15	25
Struggle for resources	9	15
Income inequality	5	8.4
Political instability	10	16.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: Primary data, 2016**

The responses on the challenges faced in governance in Mogadishu:- the table 7 reveal that many respondents agreed that corruption accounted for 35% of the respondents, low level of education accounted for 25% of the respondents, struggle for resources had 15% of the respondents, political instability had 16.7% of the respondents and Income inequality had 8.4% of the respondents. The findings reveal that many respondents agreed that governance is having with a series of challenges in Mogadishu city.

#### 4.3 Role of capacity building on service delivery in Mogadishu Somalia

The second research objective was to establish the role of capacity building on service delivery in Mogadishu Somalia. The data collected was presented and interpreted as shown in the provisions below.



#### 4.3.1 Whether capacity buildings improve the service delivery in Mogadishu

**Table 9: Showing responses on whether capacity buildings affect the service delivery in Mogadishu**

Responses	Frequency	Percentage
Yes	40	66.7
No	12	20.0
Not sure	8	13.3
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary data, 2016*

Table 9 provides responses on whether capacity buildings affect the service delivery in Mogadishu. The study findings revealed that majority of the respondents agreed that capacity building affect service delivery (66.7%), 20% of the respondents disagreed while 13.3% of the respondents were not sure. The results imply capacity building contribute to service delivery in Mogadishu city.

#### 4.3.2 Contribution of capacity building on service delivery in Mogadishu Somalia

**Table 10: Showing responses on the contribution of capacity building on service delivery in Mogadishu Somalia**

Responses	Frequency	Percentage
Technical knowledge and expertise	23	38.3
Improving the state of development	10	16.7
Expert knowledge eases work completions	12	20.0
Sensitization improves participation of locals	09	15.0
Management teams improve ordinations	06	10.0
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary data, 2016*

The study findings on the contribution of capacity building on service delivery in Mogadishu Somalia. The table presents that technical knowledge and expertise improves service delivery according to 38.3% of the respondents, expert knowledge eases work completions had 20% of the respondents, sensitization improves participation of locals had 15% of the respondents plus Management teams improve ordinations had 10% of the respondents. The findings imply that capacity building is a key generator of service delivery for organizations.

#### 4.3.3 Other factors affect service delivery in Mogadishu Somalia

**Table 11: Showing responses on other factors affect service delivery in Mogadishu Somalia**

Responses	Frequency	Percentage
Funding	22	36.6
Corruption	16	26.7
Administration	12	20.0
Decision making	10	16.7
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Primary data, 2016*

The results in table 11 shows that other factors affect service delivery in Mogadishu Somalia. The results revealed that funding accounted for 36.6% of the respondents, corruption accounted for 26.7% of the respondents while decision making accounted for 16.7% of the respondents. The findings imply that service delivery in Mogadishu is being affected by many other factors other than capacity building.

#### 4.4 Strategies for improving capacity building for service delivery in Mogadishu

The third objective of the study was to establish the strategies for improving capacity building for service delivery in Mogadishu. The data collected is presented for analysis as shown below.

##### 4.4.1 Whether there are strategies for improving capacity building for service delivery in Mogadishu.

**Table 12: Showing the prevalence of strategies for improving capacity building for service delivery in Mogadishu.**

Responses	Frequency	Percentage (%)
Yes	23	38.3
No	17	28.3
Not sure	20	33.4
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Primary Data, 2016**

The results in table 12 concerning the prevalence of strategies for improving capacity building for service delivery in Mogadishu. The research revealed that 38.3% of the agreed, 28.3% disagreed while 33.4% of the respondents disagreed. The findings imply that measures for improving service delivery are not yet adequate in the operations of Mogadishu city.

##### 4.4.2 Strategies adopted for improving capacity building for service delivery in Mogadishu

**Table 13: Showing responses on the strategies adopted for improving capacity building for service delivery.**

Response	Frequency	Percentage
Sanitization of masses	15	25
Providing avenues for training and development	28	46.7
Allocation of funds for capacity building	12	20
Providing adequate means to equitable funding	5	8.3
<b>TOTAL</b>	<b>60</b>	<b>100%</b>

**Source: Primary data, 2016**

The study finding on the strategies adopted for improving capacity building for service delivery. The researcher reveals that Sanitization of masses account for 25% of the respondents, providing avenues for training and development 46.7% of the respondents, allocation of funds for capacity building had 20% of the respondents, providing adequate means to equitable funding 8.3% of the respondents. The results imply that measures are in place though not appropriate hence the need for further improvements.

#### 4.4.3 Strategies to be established for improving service delivery in Mogadishu

**Table 14: Showing responses on the strategies to be established for improving service delivery in Mogadishu.**

Response	Frequency	Percentage
Improve on job training	15	25
Establishing a budget for capacity building	30	50.0
Effectively assessing infrastructure requirements	10	16.7
Involving stakeholders in decision making	5	8.3
<b>TOTAL</b>	<b>60</b>	<b>100%</b>

*Source: Primary data, 2016*

The researcher provided that the strategies to be established for improving service delivery in Mogadishu. The researcher argued that there is need for Improve on job training (25%) of the respondents, establishing a budget for capacity building 50%, Effectively assessing infrastructure requirements 16.7% while involving stakeholders in decision making had 8.3% of the respondents. The findings mean that respondents suggested for the application of these to heighten decision making for Mogadishu city authority.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS OF FURTHER STUDY**

#### **5.0 Introduction**

The study was carried out with the view to assess the capacity building and service delivery in Mogadishu local government. This chapter is concerned with, summary, conclusion, recommendations and suggestions about the findings that were gathered from the case study.

#### **5.1 Summary of the findings**

##### **5.1.1 Challenges faced in capacity building in the government of Mogadishu Somalia**

Capacity building in Mogadishu is being faced with a series of challenges, 58.6% of the respondents agreed with the aspects of governance.

Challenges faced in capacity building in the government of Mogadishu Somalia. The researcher established that majority responses were on political influence accounted for 25% of the respondents, low levels of funding accounted for 21.6% of the respondents, prevalence of inadequate legal systems had 15%, limited monitoring and supervision 13.3%, limited skills capacity 16.6% and low levels of education.

Challenges faced in governance in Mogadishu:- the table 7 reveal that many respondents agreed that corruption accounted for 35% of the respondents, low level of education accounted for 25% of the respondents, struggle for resources had 15% of the respondents, political instability.

##### **5.1.2 Role of capacity building on service delivery in Mogadishu Somalia**

Capacity buildings affect the service delivery in Mogadishu. The study findings revealed that majority of the respondents agreed that capacity building affect service delivery (66.7%)

Capacity building affect service delivery in Mogadishu Somalia. The table presents that technical knowledge and expertise improves service delivery according to 38.3% of the respondents, expert knowledge eases work completions had 20% of the respondents, sensitization improves participation of locals had 15% of the respondents plus Management teams improve ordinations had 10% of the respondents.

### **5.1.3 Strategies for improving capacity building for service delivery in Mogadishu Somalia**

Prevalence of strategies for improving capacity building for service delivery in Mogadishu. The research revealed that 38.3% of the agreed, 28.3% disagreed while 33.4% of the respondents disagreed.

The strategies adopted for improving capacity building for service delivery were found insufficient with sanitization of masses account for 25% of the respondents, providing avenues for training and development 46.7% of the respondents, allocation of funds for capacity building had 20% of the respondents, providing adequate means to equitable funding 8.3% of the respondents.

The respondents suggested improving on job training (25%), establishing a budget for capacity building 50%, Effectively assessing infrastructure requirements 16.7% while involving stakeholders in decision making had 8.3% of the respondents

## **5.2 Conclusions**

The study was set to assess the influence of capacity building on service delivery in Mogadishu Somalia. It was guided by three research objectives that included assessing the challenges faced in capacity building in the government of Mogadishu Somalia. Determine the role of capacity building on service delivery in Mogadishu Somalia and establish the strategies for improving capacity building for service delivery in Mogadishu Somalia. The researcher found that several factors were available to hamper capacity building which included political influence, low levels of funding accounted, prevalence of inadequate legal systems, limited monitoring and supervision, limited skills capacity and low levels of education. It was established that capacity building affects service delivery through that technical knowledge and expertise improves service delivery, expert knowledge eases work completions, sensitization improves participation of locals plus Management teams improve ordinations. On the third objective, the researcher established that little in terms of improving capacity building for service delivery were found insufficient with sanitization of masses account, providing avenues for training and development, allocation of funds for capacity building and providing adequate means to equitable funding. It was established that capacity building affect service delivery in Mogadishu, Somalia.



### 5.3 Recommendations

The challenges that hinder capacity building need to be addressed for example establishing means of funding to improve the service delivery in Mogadishu.

There is need to strengthen policies, strategies, standards, human resource development plans, costing analyses and budget planning, supply chain for commodities such as testing supplies.

Local government efficiency and citizen engagement can be enhanced through maximizing available information and communications technology. Opportunities remain for local government to access available ICT.

Improving service delivery systems has often been an integral component of wider moves to reform existing approaches to public service management more generally. And, just as it was possible to trace in broad terms the development of service provider relationships over time, from that of dependency as clients to one of much greater involvement and empowerment.

Administration should engage those members of the international donor community that provide budget support, particularly the Bank and the IMF, to arrive at a common set of criteria regarding the issues of corruption and the transition to multiparty politics.

Instead of offering capacity building programs and training courses themselves and spending tremendous resources on participants' travel, efforts should focus on building the structures in the countries through which capacity building programs could be offered on a regular and long-term basis.

Capacity building activities of international organizations often put strong emphasize on training key players in government, such as senior officials that actually take decisions. This can lead to a situation where a fairly limited group of people, who usually already received a comparably good education, is involved in all sorts of capacity building activities.

#### **5.4 Suggestions for further research**

Due to limited scope and time, the researchers could not exhaust all the aspects of the study. Consequently, the researchers have recommended the following areas for further study:

Further research should be carried out how they manage to training and productivity of employees

Human resource development and service delivery in Uganda.

## REFERENCES

- Abdul Wahab (1998): "Management Development Needs and Trends in South Asia". Paper presented at the Global forum on Education Management US
- Ani, A.A. (1997): Keynote Address PACT Workshop Nigeria
- Baser, H., and P. Morgan. 2008 (April). "Capacity, Change, and Performance: Study Report." Organization: European Centre for Development Policy Management.
- Booth, W., R. Ebrahim, and R. Morin. 2001. "Organizational Capacity Assessment Tool (OCAT): A Handbook on Participatory Monitoring and Evaluation." Organization:
- Bopp, M., K. Gormann, J. Bopp (2002) Assessing Community Capacity for Change." Organization: David Thompson Health Centre/Four Worlds Centre for Development Learning.
- Cammack, J. 2007. Building Capacity through Financial Management. Oxford, UK: Oxfam GB, Oxfam House. [http://www.oxfam.org.uk/resources/downloads/buildfincap\\_book.pdf](http://www.oxfam.org.uk/resources/downloads/buildfincap_book.pdf)
- Chino, M., and L. DeBruyn. 2006. "Building True Capacity: Indigenous Models for Indigenous Communities." American Journal of Public Health 96(4):1–4.
- Chinsman, B (1997): "The Role of Multilateral Institutions in Capacity Building in Nigeria – UNDP Experience. PACT Workshop Nigeria.
- Collins, C., M.E. Phiels, and T. Duncan. 2007. "An Agency Capacity Model to Facilitate Implementation of Evidence-based Behavioral Interventions by Community-based Organizations." Journal of Public Health Management and Practice 13 (1):
- Connolly, P., and M.H. Cady. 2003. "Strengthening the Capacity of Cultural Organizations to Increase Participation." New Directions for Philanthropic Fund raising 40: 79–87. <http://www3.interscience.wiley.com/journal/104556070/abstract>.
- Core Initiative. 2005. "CBO/FBO Capacity Analysis Toolkit: A Tool for Assessing and Building Capacities for High Quality Responses to HIV/AIDS." Organization: The Alliance.

- Dageid, W., and F. Duckert. 2007. "The Process of Evaluating a Capacity-Building Support Initiative for HIV Positive South Africans." *Evaluation and Program Planning* 30(4): 381–91. [www.elsevier.com/locate/evalprogplan](http://www.elsevier.com/locate/evalprogplan)
- Draper, Lee. 2000. "Goal: Stronger Nonprofits—How to 'Do' Capacity Building." *Foundation News & Commentary* 41(5): 33–36.
- Fukuda-Parr, Sakiko, Carlos Lopes, and Khalid Malik (eds.). 2003. *Capacity for Development. New Solutions to Old Problems* United Nations Development Programme. London: EarthScan
- Grindle, Merilee (ed.). 1997. *Getting Good Government: Capacity Building in Public Sectors of Developing Countries*. Cambridge, MA: Harvard Institute for International Development
- Grindle, Merilee S., and Mary Hilderbrand. 1995. "Building Sustainable Capacity in the Public Sector: What Can Be Done?" *Public Administration and Development*
- Harvard Business Review* (November–December): 121–30.
- Moore, Mick. 1995. *Institutional Building as a Development Assistance Method*. Stockholm: Swedish International Development Authority (SIDA).
- Muhtar, M.L. (1997): *Capacity Building and Utilization Tools for National Development*. PACT workshop
- Porter, Michael E., and Mark R. Kramer. 1999. "Philanthropy's New Agenda: Creating Value."
- Singh Jasdip (1997): *The Centrality of Capacity in African Economic Development: An Overview*. PACT Workshop Lagos
- Williams, F.O. (1997): "Capacity Building and Utilization in the Public Sector In Nigeria: Status, Problems and Prospects" PACT Workshop, Nigeria
- World Bank (AGR) Report 1996: World Bank Publication. World Bank: *Towards Environmentally Sustainable Development in sub-Saharan Africa: A World Bank Agenda (Development in Practice)*. Washington DC.

## APPENDICES

### Appendix i: Questionnaires for the respondents

Dear respondents,

I am a student of Kampala International Uganda pursuing bachelors of public administration conducting a research on: The study is to assess the influence of capacity building on service delivery in Mogadishu Somalia. You are among the respondents selected to provide me with the appropriate information. The information you will provide here will be treated with utmost confidentiality and used for academic purposes only.

In this section, you are kindly requested to tick that alternative response that fits your opinion.

#### SECTION (A)-DEMOGRAPHIC ASPECTS

##### 1. Gender

- a) Male ☐
- b) Female ☐

##### 2. Age

- a) 20 – 29 ☐
- b) 30 – 39 ☐
- c) 40 - 49 ☐
- d) 50 + ☐

##### 3. Qualification academically

- a) Certificate ☐
- b) Diploma ☐
- c) Degree ☐
- d) Masters ☐

##### 4. Marital status

- a) Single ☐
- b) Married ☐
- c) Separated/divorced ☐

5. Time period

a) 1-4 years

b) 5-9 years

c) 10-14 years

d) 15 and above

**Section B: Challenges faced in capacity building in the government of Mogadishu Somalia**

6. Whether there are challenges faced in capacity building in the government of Mogadishu?

Yes

No

Not sure

7. What are the challenges faced in capacity building in the government of Mogadishu Somalia?

.....

.....

.....

8. What are the challenges faced in governance in Mogadishu, Somalia?

.....

.....

.....

**Section C: The role of capacity building on service delivery in Mogadishu Somalia.**

9. Whether capacity buildings improve the service delivery in Mogadishu?

Yes

No

Not sure

10. What are the contribution of capacity building on service delivery in Mogadishu Somalia?

.....

.....

.....

11. What other factors affect service delivery in Mogadishu Somalia?

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

**SECTION D: Strategies for improving capacity building for service delivery in Mogadishu**

12. Whether there are strategies for improving capacity building for service delivery in Mogadishu?

Yes ☐

No ☐

Not sure ☐

13. What strategies have been adopted for improving capacity building for service delivery in Mogadishu?

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

14. What strategies should be established for improving service delivery in Mogadishu?

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

## Appendix ii: Research budget

No	Item	Costs (Ushs)
1	Pilot study	100,000
2	Preparation for proposal	050,000
3	Final proposal development	060,000
4	Data collection	100,000
5	Data analysis	100,000
6	Contingencies	100,000
7	<b>Total</b>	<b>610,000</b>



### Appendix iii: Research Time Frame

No	Activity	Period (Time)	
1.	Pilot study	February	2016
2.	Proposal writing	March	2016
3.	Preparing the instruments	April	2016
4.	Approval and proposal hearing	Early May	2016
5.	Data collection	Late May	2016
6.	Data analysis	June	2016
7.	Report writing and submission	July	2016
8.	Final submission	August	2016