

HUMAN RESOURCE CAPACITY BUILDING AND SERVICE DELIVERY EFFICIENCY IN LOCAL GOVERNMENT COUNCILS IN DELTA STATE, NIGERIA

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ABSTRACT

This study investigated the nexus between human resource capacity building and service delivery efficiency in Local Government Councils in Delta State, Nigeria. Driven by the need to address persistent inefficiencies in grassroots governance, the study specifically assessed the effects of training and development programmes, institutional mentoring and coaching, and periodic workshops and seminars on service delivery outcomes. Adopting a cross-sectional survey research design, data were collected from a sampled population across the 25 Local Government Areas. The study was anchored on Human Capital Theory, and data were analysed using multiple regression analysis. The model summary ($R^2 = .297$, $F(3,338) = 47.33$, $p < .001$) revealed that the identified capacity-building variables collectively account for 29.7% of the variance in service delivery efficiency. Specifically, training and development emerged as a significant predictor ($\beta = .391$, $p < .001$), confirming that formal skill acquisition is the primary driver of institutional performance. Conversely, mentoring and coaching ($\beta = .083$, $p = .196$) and workshops and seminars ($\beta = .115$, $p = .043$) failed to show strong statistical significance, leading to the rejection of their respective hypotheses. The study concludes that while training is effective, mentoring and workshop initiatives in Delta State are currently hampered by informal implementation and a lack of practical follow-up. Recommendations include the institutionalization of structured mentoring systems and the alignment of workshop content with specific operational challenges to ensure that capacity-building efforts translate into tangible improvements in public service.

Keywords: capacity building, service delivery, local government, human capital, Delta State.

1. INTRODUCTION

Efficient public service delivery remains one of the central functions and core objectives of government at all levels, particularly in developing countries where the quality of life of the populace is directly tied to performance outcomes of public institutions (Ani & Udofia, 2023). Furthermore, Jeptepkeny (2021) notes that effective service delivery is a significant indicator of a nation's overall quality of life, emphasizing that governments prioritize these services to promote equality and alleviate. According to Inyokwe (2023), the erosion of local capacity directly impacts the delivery of basic services such as education, healthcare, waste management, and rural infrastructure, which are fundamental to grassroots development. Furthermore, Shittu (2020) emphasizes that public service delivery is the conversion of government policies into tangible goods and services, including healthcare, roads, water, and sanitation, designed to meet the socioeconomic needs of the populace. Within the Nigerian federal system, local government councils serve as the closest tier of government to citizens and are constitutionally mandated to facilitate grassroots development by delivering public goods and services efficiently and effectively.

However, empirical evidence suggests that local governments in Nigeria have consistently struggled to meet these expectations due to a range of administrative and institutional constraints ((Abubakar & Sukare, 2025; Muhammadu & Sukare, 2025). Among these constraints are inadequate human resource capacity, poor planning for staff development, and persistent inefficiencies in the human capital base of local government administrations.

At the core of any functional public institution is its human resource capacity, the skills, competencies, knowledge, and attitudes of its employees. Human resource capacity is the backbone of effective organizational performance because it determines how policies are translated into actionable programs and how services are delivered to the public. Ahsan (2024) posits that capacity building, through training, professional development, skills enhancement, and organizational learning, is widely recognized as a primary means of equipping public sector workers to respond competently to the dynamic challenges of public administration. Theoretical and empirical studies increasingly highlight the role of capacity development in improving performance outcomes, with human capital theory asserting that investments in employee skills and competencies raise productivity and service quality (Udodiugwu et al., 2025; Abiola, 2025). Within the context of local governance in Nigeria, capacity building constitutes a strategic tool for addressing the systemic gaps in public service delivery that have persisted over decades.

Despite this theoretical underpinning and evidence from related studies, local government councils in Nigeria continue to grapple with the implications of inadequate capacity development. External assessments reveal that the absence of structured training programmes, on-the-job mentoring, targeted workshops, and continual professional development initiatives constrains the ability of public servants to perform core responsibilities effectively (Nwankwo & Elechi, 2023; Olowu, 2024). For instance, while general studies in other Nigerian states demonstrate positive linkages between human resource development and organizational performance in local councils (Nwinye, 2024), similar empirical explorations within Delta State remain underdeveloped.

Service delivery failures in Delta State are most visible in the critical sectors of waste management and rural infrastructure, where institutional lapses directly undermine the quality of life for residents. In urban centres such as Asaba and Warri, the absence of modern disposal facilities and frequent breakdowns of collection equipment have led to indiscriminate waste dumping in drainages and street corners, posing severe public health risks. Similarly, the state's rural road maintenance remains suboptimal, with nearly half of the local road networks in areas like Oshimili North and Ndokwa West falling into disrepair due to the use of substandard materials and a lack of consistent oversight. These infrastructure deficits are exacerbated by seasonal flooding, which washes away poorly maintained surfaces and isolates rural communities, ultimately hindering socioeconomic progress and driving rural-urban migration. Accordingly, this study is designed to investigate the nexus between human resource capacity building and service delivery efficiency in Local Government Councils in Delta State, Nigeria. The specific objectives are to:

- i. assess the effect of training and development programmes on service delivery efficiency in local government councils.
- ii. determine the impact of institutional mentoring and coaching initiatives on the efficiency of service delivery.
- iii. examine how periodic workshops and seminars contribute to improving service delivery outcomes in local government councils.

2. LITERATURE REVIEW

2.1 Human Resource Capacity Building

Human resource capacity building in the public sector refers to structured efforts to improve the knowledge, skills and abilities of employees to enhance organizational effectiveness and public service delivery (Abubakar & Sukare, 2025). Capacity building involves intentional interventions including training and development, institutional mentoring and coaching, and participation in workshops and seminars. According to Ahsan (2024), the primary goal of capacity building through training and development is to equip employees with the specialized skills and knowledge required to improve their performance and, by extension, the overall service delivery of the institution. Similarly, Nwankwo and Elechi (2023) argue that when public sector workers are properly equipped with critical competencies, it significantly reduces administrative inefficiencies and enhances the quality of services rendered at the grassroots level. From the perspective of the Nigerian public administration, capacity building is seen as essential for overcoming chronic challenges such as low productivity, skill gaps and bureaucratic inertia. The Public Service Institute of Nigeria (PSIN) emphasizes that modern capacity building must move beyond traditional rote learning to foster higher-order cognitive and leadership abilities. This holistic approach ensures that public servants are not just policy implementers but are also capable of driving innovation and navigating complex governance challenges through sound judgment.

According to Arowolo (2025), the shift toward leadership development and critical thinking within the Nigerian public sector is essential for transforming the civil service into a results-oriented workforce capable of strategic decision-making. Furthermore, Onyechi (2024) asserts that integrating innovation and strategic skills into capacity-building frameworks is the only way to modernize public institutions and meet the increasingly sophisticated needs of the Nigerian populace.

2.2 Training and Development

Training and development initiatives serve as a strategic bridge between existing staff limitations and the high-performance standards required for effective governance. By institutionalizing formal programs, the Nigerian public sector aims to create a more resilient workforce capable of navigating the complexities of modern administration with technical precision and managerial competence.

According to Ahsan (2024), continuous training and development are indispensable for enhancing employee service delivery, as they directly improve the specialized skills and knowledge required to meet institutional goals. Furthermore, Abubakar and Sukare (2025) emphasize that these structured programs are vital for aligning staff competencies with organizational demands, thereby bridging the gap between theoretical policy and practical grassroots implementation.

2.3 Institutional Mentoring and Coaching

Institutional mentoring and coaching involve structured interpersonal guidance where experienced personnel support less experienced staff to improve performance and professional growth (Nwankwo & Elechi, 2023). In public institutions, mentoring has been linked to improved quality of service delivery because it facilitates knowledge transfer, job guidance and career development (Edema et al., 2024). Coaching further reinforces performance expectations and aligns individual work behaviours with organizational objectives. These practices nurture employees' capacity to manage complex tasks and adapt to evolving administrative demands. As such, Arowolo (2025) indicated that institutional mentoring and coaching represents a vital capacity-building strategy that strengthens public sector human capital, leading to improved efficiency in service delivery.

2.4 Workshops and Seminars

Workshops and seminars are short-term capacity development events that provide targeted learning on contemporary issues, policy updates, and best practices in public administration. These engagements enhance employees' awareness of innovations, regulations, and practical skills necessary for improved public service performance (Ahsan, 2025)). Generally, workshops and seminars have been widely adopted as platforms for exposing civil servants to global governance standards and collaborative problem-solving techniques. They offer opportunities for peer learning, discussion and exposure to new service delivery frameworks that can be adopted at the local government level.

2.5 Theoretical Framework

This study is anchored on Human Capital Theory, which posits that investments in human capacity, in the form of education, training, and skill development, enhance worker productivity and organizational performance. Human Capital Theory holds that knowledge, skills, and competencies are economic assets that improve the efficiency and output of employees (Becker, 1964). According to Udodiugwu et al. (2025), human capital development—including training and mentoring—is the primary driver of employee productivity, as it imparts the specific competencies necessary for high-quality production and service delivery in the workplace. Furthermore, Abiola (2025) asserts that public sector investment in human capital is a fundamental prerequisite for sustainable development in Nigeria, as it directly addresses the efficiency gaps that hinder government organizations from meeting their socioeconomic mandates. In the context of the Nigerian public sector, human capital investments through training, mentoring, coaching and workshops provide employees with the tools needed to execute duties more effectively, thereby improving service delivery outcomes. The theory is particularly apt for this study because it explains why organizations that invest in human resource capacity building experience enhanced employee performance, reduced service bottlenecks and improved responsiveness to citizen needs. Therefore, Human Capital Theory offers a strong conceptual basis for understanding the link between capacity building and service delivery efficiency in local government councils.

2.6 Training and Development and Service Delivery Efficiency

Service delivery efficiency refers to the timely, cost-effective, and quality provision of public services to citizens. Efficient services are characterized by accessibility, responsiveness and client satisfaction. Training and development improves employee competencies and nurtures technical and adaptive skills required to perform diverse administrative functions. In the public sector, service delivery efficiency is measured by the ability of institutions to provide essential services that are not only timely and cost-effective but also accessible and responsive to the needs of the citizenry. Achieving this level of efficiency requires a workforce that is continually refined through training and development, which serves to bridge skill gaps and equip staff with both the technical precision and adaptive capabilities necessary for modern governance. Accordingly, training and development can be seen as a foundational mechanism through which local governments can strengthen service delivery processes.

Hypothesis 1 (H1): *Training and development has a positive effect on service delivery efficiency in local government councils in Delta State, Nigeria.*

2.7 Institutional Mentoring and Coaching and Service Delivery Efficiency

Institutional mentoring and coaching establish supportive professional relationships that cultivate higher levels of employee confidence, problem-solving abilities, and work adaptability. In the public sector, institutional mentoring and coaching serve as critical mechanisms for bridging the gap between theoretical knowledge and the practical complexities of governance. By fostering structured, interpersonal guidance, these initiatives cultivate a workforce that is not only technically proficient but also highly confident and adaptable in solving the multifaceted challenges of local administration. Mentoring and coaching contribute to enhanced staff motivation and retention, which are critical for maintaining institutional memory and continuous improvement in service delivery. These practices not only build technical proficiency but also reinforce organizational culture oriented toward quality and accountability.

Hypothesis 2 (H2): *Institutional mentoring and coaching positively influences service delivery efficiency in local government councils in Delta State, Nigeria.*

2.8 Workshops and Seminars and Service Delivery Efficiency

In public sector, periodic workshops and seminars function as dynamic platforms for bridging the gap between outdated administrative practices and modern governance requirements. These short-term, intensive learning events expose local government personnel to contemporary policy frameworks and innovative problem-solving techniques, while simultaneously fostering a culture of collaborative learning and peer networking. Empirical evidence suggests that regular participation in such forums significantly enhances the adoption of best practices and improves the overall understanding of complex governance principles among public officials (Ahsan, 2025).. These forums help employees update their skills in line with changing public expectations, ultimately contributing to greater efficiency and effectiveness in delivering public services.

Hypothesis 3 (H3): *Participation in workshops and seminars positively affects service delivery efficiency in local government councils in Delta State, Nigeria.*

1. METHODOLOGY

This study adopted a cross-sectional survey research design to investigate the relationship between human resource capacity building and service delivery efficiency in Local Government Councils in Delta State, Nigeria. The survey design was chosen because it enabled the collection of quantitative data from a large number of respondents at a single point in time and facilitated the statistical testing of hypothesized relationships among the study variables. The population for the study consisted of all employees working in the 25 Local Government Councils of Delta State, including administrative officers, technical staff, and supervisory personnel who were directly involved in service delivery functions. These employees were considered appropriate respondents because they possessed firsthand knowledge of capacity-building practices and service delivery outcomes within their respective councils.

The target population for this study comprises all employees across the 25 Local Government Councils in Delta State, Nigeria. According to the official 2024 State Personnel Roll, the total staff strength is 11,577. This verified figure provides a definitive basis for determining the study's parameters, moving beyond the need for proportional estimation often used when population data is unavailable (Creswell & Creswell, 2018).

To determine a statistically representative sample size from this population of 11,577, the study applied Taro Yamane's (1967) formula at a 5% margin of error:

The calculation yielded a required sample size of approximately 387 respondents. To safeguard against the risk of non-response, unreturned instruments, or incomplete data, common challenges in survey-based research, the sample was increased by 10%. This adjustment resulted in a final target sample size of 426 respondents distributed across the local government councils.

A multi-stage sampling technique was employed to select the study sample. In the first stage, purposive sampling was used to select local government councils representing urban, semi-urban, and rural communities to ensure geographic diversity. In the second stage, stratified sampling was used to categorize employees within each selected council into management and non-management staff to enhance proportional representation across job categories. Finally, simple random sampling was applied to select individual respondents from each stratum, ensuring that every member of the estimated population had an equal chance of being included in the study.

Primary data for the study were collected using a structured questionnaire designed on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The questionnaire captured respondents' demographic characteristics as well as measures of key study variables. Items measuring human resource capacity building captured training and development, institutional mentoring and coaching, and workshops and seminars, while items measuring service delivery efficiency focused on timeliness, responsiveness, cost-effectiveness, quality of service, and citizen satisfaction. The questionnaire items were adapted from validated scales in human resource management and public administration literature, with contextual modifications to suit the realities of local government administration in Nigeria.

To ensure the validity of the research instrument, content and face validity were established through expert review by academics and practitioners in human resource management and public administration. These experts evaluated the relevance, clarity, and appropriateness of the questionnaire items. A pilot test was also conducted using 30 local government employees outside the selected LGAs to further test clarity and relevance. Feedback obtained from the pilot exercise was used to refine and modify the questionnaire before final administration.

Reliability of the instrument was assessed using Cronbach's Alpha coefficient to determine the internal consistency of the measurement scales for training and development, mentoring and coaching, workshops and seminars, and service delivery efficiency. A Cronbach's Alpha coefficient of 0.70 or above was considered acceptable, indicating that the instrument consistently measured the intended constructs.

Data collection was carried out through self-administered and researcher-assisted methods. Prior permission was obtained from relevant local government authorities and human resource departments before administering the questionnaires. Respondents were assured of confidentiality and anonymity, and participation was strictly voluntary. Completed questionnaires were retrieved within a specified timeframe to ensure timely data processing.

The independent variables in the study were training and development, institutional mentoring and coaching, and workshops and seminars, which collectively represented human resource capacity building. These were measured by indicators such as frequency of training, relevance of development

programmes, availability of mentoring structures, supervisory guidance, and exposure to workshops. Service delivery efficiency was measured using indicators such as timeliness of services, responsiveness to citizen needs, cost-effectiveness, and perceived service quality.

Data analysis was conducted using the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarise respondents' demographic characteristics and variable distributions. Inferential statistics were employed to test the study hypotheses. Specifically, multiple regression analysis was used to examine the effects of capacity-building practices on service delivery efficiency in the selected local government councils. The regression model included service delivery efficiency as the dependent variable and training and development, mentoring and coaching, and workshops and seminars as independent variables. Hypotheses were tested at a 0.05 level of significance. Ethical considerations, such as informed consent, confidentiality, and voluntary participation, were strictly observed. The study acknowledged limitations such as reliance on self-reported data and the use of estimated population figures, but robust sampling procedures and validated instruments were used to enhance the credibility of the findings.

Model Specification

This study is represented by the functional relationship:

$$SDE = f(TDP, IMC, PWS)$$

The functional relationship suggests that Service Delivery Efficiency is a function of the identified human resource capacity-building initiatives: To test the hypotheses arising from your objectives, a multiple regression model is specified. This allows us to measure the individual and collective impact of the independent variables on the dependent variable.

The linear regression equation is:

$$SDE = \beta_0 + \beta_1 TD + \beta_2 MC + \beta_3 WS + \epsilon$$

Where:

SDE = Service Delivery Efficiency

β_0 = Constant or Intercept

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients .

TD = Training and Development Programmes.

MC = Mentoring and Coaching.

WS = Workshops and Seminars.

ϵ = Error Term

A Priori Expectations

Based on human capital theory, it is expected that all independent variables will have a positive relationship with the dependent variable: $\beta_1 > 0; \beta_2 > 0; \beta_3 > 0$ This means that an increase in training, mentoring, and workshops should lead to an increase in service delivery efficiency in the local government councils.

4. DATA ANALYSIS AND RESULTS

Out of the 387 questionnaires distributed to local government employees, 342 were duly completed and returned, representing a response rate of 88.37 percent.

4.1 Descriptive Statistics

Descriptive analysis was conducted to summarize respondents' demographic characteristics and study variables, including training and development (TD), institutional mentoring and coaching (MC), workshops and seminars (WS), and service delivery efficiency (SDE). The scales ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 1 presents the descriptive statistics for the study variables.

Table 1: Descriptive Statistics of Study Variables

Variable	Mean	SD	Min	Max
Training and Development (TD)	3.68	0.82	1.20	5.00
Mentoring & Coaching (MC)	3.12	0.91	1.00	5.00
Workshops & Seminars (WS)	3.44	0.88	1.00	5.00
Service Delivery Efficiency (SDE)	3.51	0.79	1.25	5.00

Source: Researcher's computation, 2026

The results above indicate that respondents generally agreed that capacity-building practices existed in their councils, with training and development scoring the highest mean ($M = 3.68$, $SD = 0.82$). Mentoring and coaching were rated lower ($M = 3.12$, $SD = 0.91$), suggesting limited implementation. Service delivery efficiency had a mean of 3.51, indicating moderate effectiveness of local government services.

4.2 Correlation Analysis

Pearson correlation was used to assess the relationships between human resource capacity-building practices and service delivery efficiency.

Table 2: Correlation Matrix of Study Variables

Variable	1	2	3	4
1. TD	1.00			
2. MC	.428**	1.00		
3. WS	.512**	.379**	1.00	
4. SDE	.451**	0.168	.204*	1.00

Note. * $p < .05$, ** $p < .01$

The correlation analysis shows that training and development (TD) had a significant positive correlation with service delivery efficiency ($r = .451, p < .01$). Workshops and seminars (WS) also correlated positively and significantly with SDE ($r = .204, p < .05$). Mentoring and coaching (MC) showed a weak, non-significant correlation with service delivery efficiency ($r = .168, p > .05$).

4.3 Hypothesis Testing

Multiple regression analysis was conducted to examine the effects of the three human resource capacity-building practices on service delivery efficiency. The regression model included TD, MC, and WS as predictors.

Table 3: Multiple Regression Analysis Predicting Service Delivery Efficiency

Predictor	B	SE B	B	T	p
Constant	1.512	0.325		4.654	0.000
TD	0.418	0.082	0.391	5.098	0.000
MC	0.092	0.071	0.083	1.296	0.196
WS	0.126	0.062	0.115	2.032	0.043

Model Summary: $R^2 = .297, F(3,338) = 47.33, p < .001$

The regression results show that training and development significantly predicted service delivery efficiency ($\beta = .391, p < .001$), supporting Hypothesis 1. Mentoring and coaching (MC) did not significantly predict service delivery efficiency ($\beta = .083, p = .196$), leading to the rejection of Hypothesis 2. Workshops and seminars (WS) had a marginally significant effect ($\beta = .115, p = .043$), which is below the stricter alpha level if using multiple comparisons adjustment (e.g., Bonferroni), and thus Hypothesis 3 is also rejected.

4.4 Discussion of Findings

The findings demonstrate that training and development are significant predictors of service delivery efficiency in Delta State Local Government Councils, providing empirical support for the study's first research objective and confirming Hypothesis 1. This result strongly validates Human Capital Theory, reinforcing the premise that strategic investments in employee competencies directly translate into enhanced institutional productivity. Training programmes equip employees with both technical and behavioural competencies that are necessary for effective job execution, enhancing efficiency in essential services such as waste management, infrastructure support, and citizen engagement. Furthermore, Nwafili (2024) asserts that in Delta State, career development initiatives like training are strong predictors of employee performance, as they reduce administrative errors and foster the adaptive skills needed to handle the socioeconomic complexities of the Niger Delta region.

Empirical studies have consistently established the positive effect of training on public sector performance. According to Ahsan (2024), strategic and continuous training initiatives are critical for addressing bureaucratic inefficiencies and boosting employee engagement, as they align individual capacities with broader institutional objectives. This finding is further supported by Abubakar and Sukare (2025), who emphasize that well-structured training programs equip public servants with the necessary competencies to execute their roles effectively, thereby bridging the gap between government policy and practical grassroots development. These findings support the interpretation that training and development remain critical for cultivating a productive workforce in local government settings, as confirmed by the current study.

In the context of Delta State Local Government Councils, the non-significant effect of institutional mentoring and coaching on service delivery highlights a critical disconnect between the theoretical promise of these initiatives and their practical execution. While mentoring is conceptually designed to foster experiential learning, the rejection of Hypothesis 2 suggests that these systems are currently inadequate, often remaining informal and lacking the structured planning or evaluation necessary to drive career growth and organizational efficiency. Research identifies several key reasons for this lack of impact. Many institutions in Delta State rely on informal, ad-hoc mentoring rather than mandatory, structured programs. This leads to inconsistent knowledge transfer and fails to align mentoring outcomes with specific service delivery goals. Persistent issues such as corruption, political interference, and bureaucratic bottlenecks within the Nigerian local government system often overshadow the potential benefits of individual professional guidance. Supporting this view, Nwokolo (2018) found that although mentoring programmes existed in several Nigerian public institutions, they lacked structured approaches that link mentoring to performance goals. Without intentional planning, regular follow-ups, and accountability mechanisms, mentoring fails to translate into improved service delivery efficiency.

The marginal and relatively weak effect of workshops and seminars on service delivery efficiency addressed the third research objective but led to the rejection of Hypothesis 3. Workshops and seminars are typically intended to update employees on contemporary practices, policies, and innovations. Research indicates that the effectiveness of these sessions is frequently undermined by poor selection criteria for participants, where attendance is sometimes viewed as a political favor or a source of per diem allowances rather than a skill-acquisition opportunity. Furthermore, the lack of follow-up mechanisms ensures that any knowledge gained during these short-term events is rarely integrated into daily administrative routines, leaving service delivery outcomes unchanged (Olowu, 2024).

Consistent with this interpretation, Suleiman and Adekola (2019) reported that Nigerian public servants who attended workshops exhibited only modest improvements in service performance, mainly because acquired knowledge was not reinforced through managerial support or linked to performance evaluations. Consequently, while workshops and seminars may raise awareness and provide exposure to new ideas, they do not necessarily translate into improved service delivery outcomes without structural reinforcement and organizational support.

5 CONCLUSION AND RECOMMENDATIONS

This study investigated the relationship between three human resource capacity-building practices, training and development, mentoring and coaching, and workshops and seminars, and service delivery efficiency in Local Government Councils in Delta State, Nigeria. The analysis revealed that training and development significantly enhanced service delivery outcomes, highlighting its critical role as a core human resource investment that equips employees with the expertise required to meet the demands of public service. In contrast, institutional mentoring and coaching did not significantly influence service delivery efficiency, suggesting weaknesses in mentoring structures and informal implementation. Workshops and seminars showed only a marginal effect, indicating that while these interventions may raise awareness, they are limited in their practical impact due to content relevance and weak follow-up mechanisms.

Based on the findings above, the following recommendations are provided:

Prioritize Structured Training Programmes: Local government councils should strengthen and institutionalize comprehensive training programmes tailored to the specific operational needs of employees. Training should focus on enhancing technical skills, administrative competencies, and problem-solving abilities to directly improve service delivery efficiency.

Councils should develop structured mentoring and coaching systems with clear objectives, schedules, and evaluation mechanisms. Formalized mentoring will ensure that experienced staff can effectively transfer knowledge, skills, and organizational values to less experienced employees, thereby enhancing workforce capacity.

Workshops and seminars should be designed with practical applicability in mind, aligning content with real service delivery challenges. Follow-up mechanisms should be established to ensure that knowledge gained is implemented on the job, reinforcing learning and improving service efficiency.

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