

An Analysis of the Contribution of Capacity Development Strategies to the Performance of Community Based Organizations in Kisumu City, Kenya

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Abstract: *There is concurrence in community development conversation that capacity development is the engine of human development. In the face of economic, climate, health and food crises, development of communities' capacities to design and implement strategies that minimize the impact of events remain relevant for sustaining progress. The purpose of the study was to analyze the contribution of capacity development strategies to the performance of Community Based Organizations in Kisumu City, Kenya. A descriptive survey research methodology was used. The study targeted 1202 respondents from 16 active Community Based Organizations. The sample size obtained through Fisher's model was 291 respondents. Sampling technique was stratified random sampling. Structured questionnaire tested for validity and reliability was made use of in data collection. Data was analyzed through correlation and regression models and results presented in tables. The findings were: a statistically significant strong degree of positive correlation ($R=.707$; $P<.05$) between joint capacity development strategies and performance; roughly 50.0% of the variation in performance was attributed to capacity development strategies; the value $F_{ratio} = 95.841$; $P<.05$ revealed multiple linear regression model was statistically significant. Capacity development strategies therefore contributed to the performance of Community Based Organizations; the largest statistically significant Beta coefficient of .517 ($P<.05$) was for benchmarking. It had the strongest unique contribution in explaining performance; the Beta value for networking of .292 ($P<.05$) was also statistically significant and made the second strongest unique contribution in explaining performance; and training with Beta value of .024 ($P>.05$) was statistically insignificant. It made the least and negligible contribution in explaining performance. In conclusion, capacity development strategies had a strong degree of statistically significant positive relationship with performance of Community Based Organizations in Kisumu City. Performance of Community Based Organizations was significantly attributed to capacity development strategies. Benchmarking made the strongest unique contribution in explaining performance; networking made the second strongest unique contribution; and training made the least and insignificant contribution. The study recommends: joint use of capacity development strategies; and identifying other capacity development strategies with a view to improving performance.*

Keywords: capacity development; training; networking; benchmarking; community based organizations; and performance

1. INTRODUCTION

There is a general agreement in development community that capacity development is the engine of human development. In the event of economic, climate, health and food crises, developing societal capacities to design and implement strategies that minimize their impact remain relevant for sustaining progress towards achieving development goals [51]. In this section the key concepts of the study, namely; capacity development and performance are discussed. Problem, objective and hypothesis of the study are also stated.

1.1 Capacity development

Capacity development strengthens individuals, organizations and society's capabilities to set and achieve their own development objectives over time. To some it may be about creating new institutions or strengthening old ones while to others it may focus on education and training with a view to

broadening views for improving individual rights, access to resources and enjoyment of freedom. It may concern individuals working in an organization where a particular performance is needed but these individuals lack certain competencies (knowledge, skills, and attitudes) to meet expectations. It may also concern capacity development of the whole organization, for example; the introduction of a gender policy where the organization as a whole and its individual staff members need to develop new knowledge, skills, and attitudes [51].

Capacity development is a means through which individuals, groups, and organizations improve their ability to perform functions and achieve desired results over time. Without capacity development in research and development organizations, the gap between the rich and the poor will continue to widen. Capacity development is largely an internal process of growth and development, and its efforts should be results oriented [31].

Capacity development strategies to include: information dissemination; training; facilitation and mentoring; and feedback, which are exercised to promote learning from experience. It entails efforts to disseminate information in one form or another and describe training as a common tool used in developing participants' knowledge, skills, and attitudes for organizational performance. Despite the fact that training is generally more effective in promoting learning, it is however more costly and labor intensive than information dissemination [18].

Capacity development is a component of an investment program comprising strategies which are inputs or ingredients for achieving development goals. These goals can be sectoral, for example, health and education or improving income levels, or thematic, such as improving: voices of the voiceless; accountability; human rights; and governance. It can support civil society organizations to enable economically disadvantaged and vulnerable citizens to: access information and understand policies, laws and their rights; engage effectively in policy formulation and monitoring processes of poverty reduction; and contributes to social development and to constructively hold government and private sectors accountable [50].

According to [5], capacity development can be described as organizational learning which develop capabilities to enable acquisition of new information and converting that information into knowledge. The authors further opines that it is a combined process of internal and external organizational systems alignment, culture of learning, including emphasis on exploration of information, open communication, staff empowerment, and support for professional development. It has a huge potential of changing employees' behavior to enable an organization to achieve improved results, ensure adaptability to change, and growth through innovation.

Harrison cited in [18] describes capacity development as a highly elastic concept. It can be stretched to embrace spheres of agricultural research and development, training initiatives and management of schools. The author further opines that it can be described as organizational development.

Capacity development is a process that aims at enhancing the skills of individuals and changing formal or informal standards and regulations in organizations. It is the process of learning that takes place among different actors and in the interaction amongst themselves. Beside education and training, capacity development may include development of administrative systems and information communication technology systems. It may also be something built by outsiders through installation of new systems and provision of new knowledge to the insiders [45]. In this sub section, capacity development strategies in three broad dimensions;

namely, training, networking, and benchmarking are discussed.

1.1.1 Training

Training programs are stimulants that workers require to improve their performance and capabilities, which consequently increase organizational performance. Training should be designed on the basis of a firm's specific needs and objectives. Effective training is a thoughtful intervention designed to attain learning necessary for upgrading organizational performance. Training plays a vital role in building competencies of new as well as old employees to perform their job in the most effective way. It also prepares employees to have full capabilities for future positions in an organization and helps them overcome deficiencies in any job related areas. It is considered as a sort of investment by the organization, which not only brings high returns but also supports them in achieving competitive advantage [14].

According to [51], training is an integral part of a program addressing capacity issues, on how to use the most readily available technology suited for organizational goals as embedded in personnel development plan. For example: developing incentives to apply new skills; empowering/enabling trainees to develop others in use of new technology; articulating benefits of personnel development; and articulating the linkage between personal performance and team performance with a view to fulfilling organizational performance and mandate. It is further reported in [51] that training may mean hiring foreign experts to work in an organization to perform needed functions. In this perspective, foreign experts coach local staff in the organization for a limited period of time. Foreign expert training modes make a difference by independently transferring knowledge and expertise from outside experts to internal personnel for development in the long run.

Individuals and groups need to be trained on how to be reflexive and become a learning community for organizational sustainability. However, training can be a challenge as it depends on the ability and willingness of individuals and groups involved to reflect on what has been acquired. Training could be done as a stand-alone activity or integrated into other existing programs as part of formal and informal development [53]. In the current study, training as a component of capacity development strategies was interrogated through: hands on training; interactive training; and instructor led training researched with a view to ascertaining their aggregate contribution to the performance of Community Based Organizations.

1.1.2 Networking

Networking is another important component of capacity development strategies used in organizations. Networking is enhanced when donor agencies provide linkage between local organizations and international markets or

organizations. Donor agencies may procure/provide goods and services from international markets on behalf of local organizations or may network them to deal with each other directly. Local organizations' capacities are therefore enhanced to support the establishment of procurement processes, which are transparent, accountable and responsive to organizational systems needs. In this perspective, networking is based on the assumption that it provides possibilities for a two-way flow of knowledge that lead to partnerships through which resources required to plan and implement healthy programs may emerge. Effective partnership through networking is only possible when prominent members of the community, including community leaders, community advocates and representatives, as well as other professionals who can facilitate program promotion efforts are involved [51].

Networking means an organization working with other organizations without any formal contracts with a view to accessing some gains. Organizations can be interconnected with other organizations through a wide array of social and economic relationships, each of which can constitute a social network. These may include supplier relationships, resource flows, trade association memberships, interlocking directorates, relationships among individual employees, and prior strategic alliances [35]. The current study considered networking as a component of capacity development strategies achieved through: attending business meetings; continuous communication; accessing available resources; building rapport; and maintaining already reached contacts with a view to establishing the extent of its application in performance of Community Based organizations.

1.1.3 Benchmarking

Another important component of capacity development strategies is benchmarking. Benchmarking is an activity adopted by organizations to improve their performance, and is a strategy for organizational learning and adjustment. It allows an organization to compare its operational and managerial practices with performance of its competitors or with those of other organizations considered world-class or the best in their industry in order to achieve continuous improvement [35].

In benchmarking, an organization can use performance measurement systems to scan organization's environment and identify any change in the industry strategies and compare competitive products and services with those of its competitors. It may involve measuring performance of an organization against the performance of previous years or other organizations in the same sector. It evaluates and emulates the products, services, and processes of best practices in the industry, and involves implementation of industry's best operational practices and those of best performing organizations [29].

Benchmarking is a management process of comparing and contrasting organizational performances in certain key identified areas. It is aimed at measuring and comparing: costs; efficiency; effectiveness; strategic successes; employee performances; applications of technology; and service delivery processes. It concerns an organization capturing specific data related to its costs and performance in terms of set baseline, and then evaluates the cost and performance data against those from some other benchmarking partners. Such comparisons and contrasts enable organizations to identify their areas of weaknesses and strengths and learn to take appropriate remedial actions to deal with them [28]. The current study viewed benchmarking as one of the capacity development strategies conducted through: accessing published materials; attending trade meetings; engagement in conversations; and use of internet technologies with a view to getting capacitated about industry best practices for the performance of Community Based Organizations.

1.2 Performance

Performance is described as the degree to which a development intervention or a development partner operates according to specific criteria/standards/ guidelines or achieves results in accordance with stated goals or plans [21]. According to [18] and [8], organization's performance is measured through effectiveness, efficiency, relevance, impact and sustainability. In the current study performance was measured in terms of effectiveness, efficiency and relevance for Community Based Organizations. This was deemed appropriate because community based organizations are modeled majorly on not for profit dimensions.

1.2.1 Effectiveness

Effectiveness is described as the extent to which development intervention's objectives are achieved, or are expected to be achieved, taking into account their relative importance. It may also be viewed as an aggregate measure of the merit or worth of an activity, which explains the extent to which an intervention has attained, or is expected to attain, its major relevant objectives with a positive institutional development impact [21].

Effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals [56]. Organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement [17]. Organizational effectiveness is a measure of performance against a set of standards. Its measurement requires a set of standards, indicators, work sample size, and evaluation of the samples against defined standard. Indicators to be used in evaluating organizational effectiveness have to be chosen from among several possible types [46].

Effectiveness is a measure of how well an organization meets its goals and objectives. It encompasses maximizing production and output, minimizing cost and input and attaining technological excellence among others. It is a function of productivity emanating from employee satisfaction as manifested by myriad internal performance outcomes rather than external measures. It is manifested in an organization's ability to excel at one or more output goals such as coordination, motivation, and employee satisfaction of multiple strategic constituencies both within and outside an organization [43].

Effectiveness measures the degree to which formally stated project objectives have been achieved or can be achieved. To make such measures and verification possible, project objectives should be defined clearly and realistically. Often it is mandatory for evaluators to simplify unclear and highly general objectives that are hard to measure and assess [8]. In the current study, effectiveness as indicator of performance was measured through improved: communication; interactions; leadership; directions; adaptability; and environment in Community Based Organizations.

1.2.2 Efficiency

Organizational efficiency involves optimal transformation of inputs through activities into outputs. It focuses on rational use of resources at tactical level, meeting timelines and emphasizes least costs and maximum results [51]. Organizational efficiency measures the relationship between inputs and outputs or how successfully the inputs have been transformed into outputs [25]. It is a ratio that reflects a comparison of outputs accomplished to the costs incurred for accomplishing these goals. It reflects an improvement of internal processes of the organization, such as organizational structure, culture and community [41].

Two aspects of efficiency exist. The first is the units of production or services that relate to the organizational purpose, and the second is how much it costs to produce those goods and services. This implies that to attain efficiency, an organization must ensure that maximum outputs are obtained from the resources it devotes to a program, operation or department. Efficiency is achieved when the minimum level of resources is used to produce the target output or to achieve the objectives of a program, operation or department [6; 49]

Organizational efficiency measures how economic resources/inputs (funds, expertise, time among others) are converted to results. It shows the degree to which organizations manage their resources and minimize costs [21; 18]. Efficiency measures the economic relationship between allocated inputs and project outputs. It includes efficient use of financial, human and material resources [8]. The current study measured efficiency of Community Based organization as being able to: use resources rationally; meet

timelines; operate at least costs; be oriented towards maximum results; and improve internal processes.

1.2.3 Relevance

Relevance measures the degree to which the objectives of a program or project remain valid as was planned. It is the overall assessment to determine whether project interventions and objectives are still in harmony with the needs and priorities of the beneficiaries. Society's priorities might change over time as a result of social, political, demographic or environmental changes. As a result a given project might not be as important as it was when first initiated. In many cases continuation of project depends on the seriousness, quality of needs assessment and the rationale upon which the project was developed [8].

Organizational relevance is the ability to meet needs and gain the support of stakeholders' priorities in the past, present and future. It is an organization's ability to innovate and create new and more effective situations as a result of insight and new knowledge [26]. The current study measured relevance as the ability of Community Based Organizations to: meet needs of stakeholders; gain support of stakeholders; be innovative and creative; and generate own funds.

1.3 Statement of the problem

Despite the practice of capacity development, most Community Based Organizations in Kisumu City cannot: plan; design data collection tools; collect data; analyze data; and make decisions regarding such data. They also cannot make decisions regarding asset inventory, community mapping, daily activity schedules and seasonal calendar of events. They cannot discuss issues of eligibility for election and selection of members in organization management structure. Moreover, they lack skills in resource mobilization and financial management [39]. Community Based Organizations in Kisumu City are weak in developing participatory management plans [42].

1.4 Objective

To analyze the contribution of capacity development strategies to the performance of Community Based Organizations in Kisumu City, Kenya

1.5 Hypothesis

H_0 : There is no statistically significant contribution of capacity development strategies to the performance of Community Based Organizations in Kisumu City, Kenya

H_1 : There is a statistically significant contribution capacity development strategies to the performance of Community Based Organizations in Kisumu City, Kenya

2. LITERATURE

In this section, a detailed account of empirical literature on capacity development strategies and performance is provided. Specifically, it provides literature on: training and organizational performance; networking and organizational performance; and benchmarking and organizational performance.

2.1 Training and organizational performance

Training practices of telecommunication sector in Pakistan were examined to determine their impact on organizational performance. Three hundred and sixty questionnaires were distributed among the employees. It was revealed that most organizations meet their needs for training in an ad hoc and haphazard way. It was also revealed that some organizations identify their training needs, then design training activities in a rational manner and finally assess the results of training. Organizations that invest in the right type of employee training enhanced employee competencies and skills leading to improved organizational performance. It was also revealed that training accounted for approximately 50.1% variation in organizational performance [1].

While examining the relationship between training, motivation and employees job performance – the moderating role of person job fit [44] hypothesized that training was positively related to job performance. The study revealed that training: helps attain the required level of knowledge or skill; affects employee's job performance positively; increases efficiency of work; and contributes to the success of an organization. Training was observed to have a motivational factor which enhances knowledge of the employee towards job performance for organizational achievement. Through training, it was revealed that employees become proficient in their jobs becoming enabled to give better results. This study considered the relationship between training, motivation and employees job performance but did not link it to organizational performance.

A study conducted by [15] about the impact of training and feedback on employees for organizational performance. It showed a statistically positive correlation between training and organizational performance with a correlation coefficient of .233. The study concluded that it is not possible for a firm to gain high returns without best utilization of its human resource, and this can only happen when the firm is able to meet its employee's job related needs in timely fashion. It further revealed that training is the only way of identifying the deprived needs of employees and then building their required competence to enable them perform well in achieving organizational goals.

In a study on employees training and organizational performance conducted by [47] both quantitative and qualitative methods were used to collect data. A complete set of 220 questionnaires were dispatched to school teachers of

district Kotli AJ&K, out of which 90 percent turnover was realized. The coefficient of determination of roughly 15% variance in organizational performance was attributed to training. The general regression model of the study showed a statistically significant correlation between training and organizational performance. In terms of beta coefficients, the model showed training accounted a statistically significant positive variation in organization performance at 1% significance level with t value of 5.813.

In Pakistan telecom sector [48] studied the relationship between training programs and organization performance. The results showed a coefficient of determination of roughly .501. It meant roughly 50.1% of variation in organizational performance was attributed to training programs. Further, t-value of 8.58 was observed meaning that training was a good predictor of organizational performance.

A study by [37] in automobile industry in Nigeria revealed a statistically significant positive correlation between organizational learning capacity and organizational effectiveness. Most importantly the regression analysis showed that organizational learning capacity explained 60% of the total variance in organizational effectiveness. It was therefore pertinent to deduce that enhancement of organizational learning capacity in an organization leads to improved organizational effectiveness.

A study in automobile industry revealed an increase in learning capacity triggers people's ability to utilize learning opportunities leading to high level of employee satisfaction. This in turn improves financial and growth performance of such organizations [5].

In Ghana an investigation about the effect of employee training on organizational performance within Graphic Communication Group Limited revealed that some employees were not aware of and were not involved in training programs. However, correlation coefficient results suggested a statistically strong relationship between employee training and organizational performance. Employee training therefore had a huge effect on organizational performance [19].

A study by [2] examined the effect of training on organizational performance within the biggest telecommunication companies operating in Uganda. Questionnaire comprising of 18 questions was distributed to a sample of 120 respondents. The results showed that training had a clear positive effect on the performance of employees leading to improved organizational performance.

In study was conducted by [20] on the relationship between on job training and organizational performance in courier companies in Dar es Salaam, Tanzania. Different training programs were conducted in the courier companies, namely;

DHL and FedEx. The training programs were conducted based on needs of the company or on changes that did not take place in the companies but were necessary. The level of performance was measured against well set standards as key performance indicators. It was found out that organizational performance to a large extent depended on training of employees. It was also established with certainty that there was a big relationship between on job training and performance at DHL and FedEx. On job training programs positively influenced performance in the organizations.

The relationship between training and development on performance of state owned corporations in Kenya was studied by [36]. Training need indicators factored in the model were performance appraisal reports, employee grievances, absenteeism and accidents. Performance indicators factored in were based on revenue generation, profit, corporate image, employee acquisition and retention, and customer acquisition and retention. The study adopted an explanatory research design. The target population was 232 from which a sample of 142 respondents was drawn. The research tool was structured questionnaire. The hypothesis was that training & development improved organizational performance. A statistically significant correlation coefficient of .389 was obtained. The hypothesis that training & development improved organizational performance was accepted at 5% significance level. Simple linear regression equation showed that training and development explained approximately 14.5% of the variation in organizational performance. Strategic positioning of training and development directly promoted organizational business goals and objectives, which subsequently enhanced organizational performance.

Influence of training and development on performance was studied by [38] in research institutes in Kenya. The null hypothesis was that training and development had no influence on employee performance in research institutes in Kenya. A descriptive and correlation research designs were used. The study population was drawn from all government owned research institutions formed under the Science & Technology Act. Cap 250 and targeted the ones within Nairobi County and its environs. Stratified random sampling technique was used with a sample size of 256 employees. Questionnaire was used to collect data. The results showed a moderate relationship between training and development and organizational performance. Training and development explained approximately 38.3 % of the variation in organizational performance.

2.2 Networking and organizational performance

The impact of networking and linkages on organizational performance, a comparative study of local and international non-governmental organizations in Vavuniya District of Sri Lanka was conducted by [35]. Networking focused on very good communications and partnerships with others to serve

people with mutual interest. A sample of 42 employees from fourteen local NGOs and 30 employees from ten international NGOs were considered. Data was collected through questionnaires. Exploratory factor analysis was used to reduce the variables and regression analysis used to compare the variables. The results showed that, networking accounted for approximately 38% of organizational performance of local NGOs and approximately 21.9% of the International NGOs.

An empirical study on strategic resources: traits, configurations and paths to sustainable competitive advantage was studied by [7] with evidence that resource acquisition and performance of firms are statistically positively correlated. The study succinctly showed resource acquisition as a function of social networks. Social networks were observed to benefit a firm's ability to find new resources with net effect in high growth and superior performance of organizations.

On modeling the relationship between networking and firm performance [54] reported that firms which develop social network, impact on the amount of resources acquired with a net improvement in organizational performance. The author further reported that on an overall scale, it is preferable for a firm to develop a strong network to acquire the resources needed for growth and organizational performance.

A study on the causal link between social networks and productivity was conducted by [27]. This was done by introducing a social network tool that could alter a person's social network inside a large information technology firm. Performance was examined before and after the adoption of the expertise search engine to show evidence of a potential causal relationship between brokerage and organizational performance. The results were much smaller than what is normally observed in traditional Ordinary Least Square and fixed-effect estimates. However, it was observed that in order to reduce the risks of layoffs, having a socially diverse network was important in achieving superior work performance.

The effect of networking through social sites at workplace on job performance was studied in Yemen and United States. The research model predicted that social networking site use intensity influenced employee work related outcomes. In order to empirically test the model, a survey was conducted on 426 full time and part time employees focusing on: social networking site use intensity, perceived job satisfaction, perceived organizational commitment, absenteeism, turnover intention, innovative behavior, and job performance. The results showed a significant support that social networking sites use intensity in the workplace influences organizational performance through mediating variables [33].

2.3 Benchmarking and organizational performance

A study examining benchmarking management practices and performance was conducted in manufacturing companies of Penang. A total of 114 respondents participated in the study through structured questionnaires. The analyses were done through linear regression models. The results showed that benchmarking had a statistically significant effect on cost efficiency, delivery, and customer service performance [24].

Benchmarking and organizational performance giving some empirical results was conducted from European manufacturing industries. The first hypothesis was that business performance was statistically positively correlated to benchmarking. The results showed business performance was statistically significantly positively correlated to benchmarking with approximately 5.2% of the variation in business performance attributed to benchmarking practices. The second hypothesis was that operational performance was statistically positively correlated to benchmarking. The result showed a statistically significant positive correlation between operational performance and benchmarking with approximately 11.2% of the variation in operational performance attributed to benchmarking [52].

While reviewing the literature on mechanisms of benchmarking and its impact on organizational performance [3] found that benchmarking had a statistically significant positive effect on organizational performance. The authors further found benchmarking to be an effective organizational performance improvement tool that enhances competitive advantage.

A study was conducted by [34] to establish the effect of benchmarking practices on the financial performance of SME's in Kenya using a causal research design. A sample size of 56 Small and Micro Enterprises was used. A simple random sampling technique was used with self-administered questionnaires. The response rate was 31 respondents. The study sought to find if there exists a relationship between benchmarking practices and financial performance. The result showed a statistically significant positive relationship between benchmarking practices and financial performance. Benchmarking contributed approximately 19.4% of Small and Micro Enterprises financial performance. Benchmarking therefore enhanced overall performance in the organizations through acquisition of the best businesses and management practices.

A study was conducted on performance improvement through benchmarking in Commercial Banks in Kenya, the managers' perception and experience. The target population constituted all managers from all 25 commercial banks in Nakuru town. A sample of 50 respondents was considered. Respondents were selected through simple random sampling technique. The Pearson product moment showed a statistically significant positive relationship ($R = .551$; $P = .001$) between benchmarking and organizational

performance. Roughly 30.36% of the variation in organizational performance of commercial banks was attributed to benchmarking [12].

3. METHODOLOGY

In this section, research methodology is presented. In particular, it provides a detailed account of the research design, location of the study, target population, sampling procedures and techniques, research instrument, validity and reliability of research instrument, data collection procedures, data analysis techniques and procedures, and ethical considerations.

3.1 Research design

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure. It is the conceptual structure within which research is conducted, and includes the blueprint for collection, measurement and analysis of data. It is necessary because it facilitates the smooth scaling of various research operations, thereby making research as efficient as possible; and yielding maximal information with minimal expenditure of effort, time and money [23]. According to [55], research design is a mapping strategy and essentially a statement of the object of inquiry and encompasses strategies for collecting evidences, analyzing evidences and reporting the findings.

In the study, both descriptive survey and correlation research designs were used. Descriptive survey design was deemed fit for the study because it enabled the researcher: to produce empirical data based on real world situations that focused on reality rather than theory; to be inclusive and had wide coverage, which helped in obtaining representative sample scores for generalization; and to generate quantitative data through structured questionnaire, which the study was more inclined [13]. According to [13], correlation research design was deemed fit for the study because of its ability to measure the level of relationship capacity development strategies have with organizational performance. It was also capable of bringing out the contribution of each of the capacity development strategies to the organizational performance.

3.2 Location of the study

The study was conducted at the lakeside city of Kisumu, Kisumu County, Kenya. Kisumu City is situated at the source of Lake Victoria approximately 387 kilometers from Nairobi, the capital city of Kenya. The Latitude and Longitude of Kisumu is 0.092°S and 34.77°E respectively. Kisumu is a port city situated at an altitude of 1,131m (3,711ft) above the sea level. It is the third largest city in Kenya, the principal city of Western Kenya, the immediate former capital of Nyanza Province and the headquarters of Kisumu County.

3.3 Target population

According to [10] target population is the total collection of elements about which an inference is made. The target population in the study was 1202 members of 16 selected Community Based Organizations in Kisumu City, Kenya. According to the Kisumu Central Sub-County, Department of Social Services, the choice of 16 Community Based Organizations was deemed fit because they were the most active and were directly involved in development matters at the grass root levels. The distribution of the target population was shown in table 1.

Table 1: Distribution of the target population

Community Based Organizations	Membership	Membership (%)
Kisumu Youth Olympic Centre	62	5.16
Positive Mindset for Youth CBO	54	4.49
Nyamasaria Upper Friends Youth Group	66	5.49
Ecofinder CBO	103	8.57
Shiners Centre	58	4.83
Umoja Disables Group	70	5.82
Agulu Environmental Network	99	8.24
Jubilee Market CBO	223	18.55
Nyaori Boda Boda	99	8.24
Self Help Group		
Jubilee Widows	41	3.41
Women Group		
Kisumu Central Community Care	95	7.90
Tonney Red Women Group	45	3.74
Ecofit Resource Mobilization CBO	34	2.83
Make Me Smile CBO	50	4.16
Kazi Ngumu	62	5.16
Integrated CBO		
Kaddnet	41	3.41
Total	1202	100.0

Source: Survey data (2017)

3.4 Sampling procedures and techniques

Sampling is a combined course of action used in identifying the target population, estimating the sample size, making a decision on a suitable sampling strategy and choosing a representative group from the target population. The procedure should be made such that error of estimation is minimized as much as possible and the fractional part selected provides only an estimate of the population characteristics [55]. Fisher's estimation model was used in sample size determination [32]. According to Fisher, for a

target population exceeding 10,000 the sample size is estimated by

$$\eta = \frac{Z^2 PQ}{D^2} \quad (1)$$

P = Fraction of target population with the characteristics being investigated;

Q = Fraction of target population without the characteristics being investigated;

D = Significance level of statistics set; and

Z = Normal standard statistical divergence

Fishers' model reports further that if the fraction of the target population with the characteristic being investigated is not known then 50% is considered sufficient. When estimated at 95% level of confidence

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2} \approx 384$$

In the current study, the target population of 1202 was less

than 10,000 and so modified Fisher's model $n_f = \frac{n}{1 + \frac{n}{N}}$

was used to estimate the sample size. In this case: n_f was the requisite sample size; n was the sample size for the target population that exceeds 10,000; and N was the actual target population.

$$\therefore n_f = \frac{384}{1 + \frac{384}{1202}} \approx 291$$

The distribution of the sample size was as revealed in table 2.

Table 2: Distribution of sample size

Community Based Organizations	Membership	Membership (%)
Kisumu Youth Olympic Centre	15	5.16
Positive Mindset for Youth CBO	13	4.49
Nyamasaria Upper Friends Youth Group	16	5.49
Ecofinder CBO	25	8.57
Shiners Centre	14	4.83
Umoja Disables Group	17	5.82
Agulu Environmental Network	24	8.24

Jubilee Market CBO	54	18.55
Nyaori Boda Boda	24	8.24
Self Help Group		
Jubilee Widows	10	3.41
Women Group		
Kisumu Central	23	7.90
Community Care		
Tonney Red Women	11	3.74
Group		
Ecofit Resource	8	2.83
Mobilization CBO		
Make Me Smile CBO	12	4.16
Kazi Ngumu	15	5.16
Integrated CBO		
Kaddnet	10	3.41
Total	291	100.0

Source: Survey data (2017)

Data was collected from the likely sample through stratified sampling technique. Members of Community Based Organizations formed the units of each stratum. The sample size in every Community Based Organization was allocated in proportion to the target members. Members were randomly drawn from each of the selected Community Based Organizations. Stratified sampling was most appropriate for the study because of its ease of administration and homogeneity of members in every Community Based Organization [32]. Members in each organization were considered homogeneous because they were bound by same core values and pursued identical mission. According to [13] the strategy was correct for the reason that the investigator could assert some control in the choice of the sample with the assurance that essential members or factors were investigated in proportions as they appeared in the larger member populace. This supported the globalization of the results of the investigation.

3.5 Research instrument

Questionnaire was used as the tool of investigation. It is an investigation tool developed to bring together primary data necessary in facilitating subsequent analysis. It is made up of printed set of questions. Every individual responding to a specific questionnaire reads the same set of questions to allow for regularity and exactness. The research tool was thought-out as fit for the investigation for the reason that it: supplied a considerable amount of research data at a fairly small expenditure; was simple to organize; had identical answers to the level that every respondents were posed with precisely identical set of questions; and provided coded multiple choices which were more manageable during analysis [13].

The questionnaire was divided into four sections: general information; demographic characteristics; capacity development strategies; and organizational performance. General information included: name of the organization;

estate of location; and activity of the organization. Demographic characteristics included: gender; age; education; position in the organization; and experience as a member of the Community Based Organizations. Capacity development strategies included: training; networking; and benchmarking. Organizational performance included: effectiveness; efficiency; and relevance.

3.6 Validity and reliability of research instrument

The questionnaire was tested for validity to authenticate its usefulness in quality control. Quality control was necessary to ensure acceptability level of research findings [4; 9; 40]. Validity is the degree to which outcome of the investigation can be precisely interpreted and globalized to the target population [9]. The research instrument was tested for content, face and concurrent validity. Content validity measured the degree in the direction of which data collected depicted all facets of the given social constructs, for example; clear definition of constructs and their components [32]. Face validity measured the probability that a question in the data collection tool could not be misinterpreted or misunderstood by the respondents and showed whether at face value, the questions appeared to be measuring the constructs. Concurrent validity measured whether results of the research tool were consistent with the results of established measures [11]. Validity was authenticated through investigative experts at Mount Kenya University. The research tool was issued to the investigative experts to appraise and grade every construct relative to the investigation objectives on a scale from 1-4 as either irrelevant or relevant. Validity index of .84 was then computed from the appraisers' concurrence through the model $C_{3/4}/C$. The numerator $C_{3/4}$ was the numeral integral value of constructs mutually ticked 3 or 4 by the appraisers. The denominator C was the entire numeral integral value of the constructs appraised. The computed index of .84 was considered adequate as it was greater than .70 the recommended numerical minimum value required for a questionnaire to be valid [40]

Reliability is the degree to which an investigation outcome is steady and can be reproduced in other situations [4; 23]. Reliability is the stability of measures when the investigation tool is administered from a single collection of constructs to a different one, and as well as from a position in a moment to a new point [16]. Cronbach Alpha (α) model was used to test reliability. Ten members were randomly chosen from the target members. The number 10 was preferred for the reason that it was the minimum numerical value that could yield significant outcome in data analysis of an investigative survey [22]. Cronbach's Alpha (α) model

$$\alpha = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum_{i=1}^k \sigma_{y_i}^2}{\sigma_x^2} \right) \quad (2)$$

where k = number of scale items

$\sigma_{y_i}^2$ = variance associated with i

σ_x^2 = variance associated with the observed total scores

programmed in SPSS version 20.0 software was used to obtain the value .918. The value was adequate because it was greater than the minimum Cronbach Alpha (α) value of 0.7 considered appropriate for Likert scale questions [30].

3.7 Data collection procedures

The research was conducted within the Community Based Organizations in Kisumu City, Kenya, thus approval was requested from National Commission for Science, Technology & Innovation through the School of Graduate Studies, Mount Kenya University. Notification letters were thereafter sent to the selected Community Based Organizations. The investigator conducted the exercise with awareness that not following correct procedure could have been dangerous and obtaining permission from appropriate authorities had to take some time [13]. Before dispatch of the research instruments to the field, field support staffs were: meticulously trained on investigative morals; prepared on the way to comprehend directives and substance of the tool; directed on the way to capture every dimension for the parts in a reliable way from every member; and taught how to write and assemble facts correctly. Data was then collected using structured questionnaires administered by field support staff. Despatch and reception of questionnaires was routinely supervised through a confirmation roll. The questionnaires were administered through drop and pick approach. This was deemed useful because it gave the respondents ample time to respond to the questions.

3.8 Data analysis techniques and procedures

Finished questionnaires were condensed for reliability and coded in a way that facilitated categorization of data into suitable groups. Data was subsequently entered into Statistical Package for Social Sciences version 20.0. The contribution of capacity development strategies to the performance of Community Based Organizations was analyzed inferentially through regression models. In particular, multiple linear regression model 3 was used

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_q X_q + \varepsilon \quad (3)$$

The residual ε in model 3 stood for the divergence of the empirical measurement of organizational performance away from what the model could estimate. The residual had a

normal distribution with variance σ^2 . $\beta_0, \beta_1, \beta_2, \dots, \beta_q$, were coefficients to be determined. Specifically, the outcome variable Y was organizational performance while the input variables X_1, X_2 and X_3 were training, networking and benchmarking respectively. The model was used to: establish the correlation between aggregate capacity development strategies and performance of Community Based Organizations; examine the attribution of aggregate capacity development strategies to performance of Community Based Organizations; and assess the contribution of each of the capacity development strategies, namely; training, networking and benchmarking to the performance of Community Based organizations. Findings were presented through well interpreted and discussed tables.

3.9 Ethical considerations

Ethical considerations are concerned with issues related to: data collection; rights of respondents; processing of data and dissemination of research results [32]. Various ethical standards were observed during the study.

First, prior approval for data collection was sought from National Commission for Science, Technology & Innovation through the School of Post Graduate Studies Mount Kenya University. This was necessary because the research involved collecting data directly from people with varied interests. National Commission for Science, Technology & Innovation scrutinized the research process and ensured the design included appropriate measures that protected the interests of the respondents and groups covered by the research.

Second, respondents were guaranteed anonymity, confidentiality and the right to comment about the progress of the research. In order to guarantee anonymity, names and addresses of the respondents were not included in the final report. Information was not stored or categorized using names and addresses of respondents. This was done to ensure that what was discussed during the investigation could not be traced back to the respondents by third parties. To guarantee confidentiality any information provided by the respondents was not disclosed to third parties without permission of the respondents. This was necessary because some comments made by the respondents were personal or private in nature. Comments on the emerging results or final report by the respondents were also assured if they wished to do so at any stage.

Last, the respondents were assured that a copy of the final report was to be sent to their organizations on request. Also, a copy was availed at university library or to anyone who took part in the research upon request.

4. RESULTS AND DISCUSSIONS

The results of the study are analyzed, interpreted, presented and discussed in this section.

4.1 Results

The contribution of capacity development strategies to the performance of Community Based Organizations in Kisumu City is presented and interpreted. Descriptive information for capacity development strategies and performance variables was revealed in table 3.

Table 3: Descriptive information for variables of the study

	N	Mean	Std. Deviation
Statistic	Statistic	Statistic	Statistic
Performance	291	4.19	.35
Training	291	4.07	.32
Networking	291	4.28	.39
Benchmarking	291	4.02	.36

Key: 1.0 - 1.4- strongly disagree; 1.5 - 2.4-disagree; 2.5 - 3.4- not sure; 3.5 - 4.4-agree; 4.5 - 5.0-strongly agree

Source: Survey data (2017)

Table 3 showed the mean and standard deviation for performance (M=4.19; SD=.35). The means and standard deviations for independent variables: training (M=4.07; SD=.32); networking (M=4.28; SD=.39); and benchmarking (M=4.02; SD=.36) were also shown. Though there was general concurrence that Community Based Organizations train, network and benchmark, table 3 did not show how they contributed to performance. Moreover, the mean for performance was higher than those of training and benchmarking except for networking by some units. There was uncertainty as to whether jointly the strategies could be statistically significant contributors to performance. Multiple linear regression analysis was consequently used. The findings were shown in table 4.

Table 4: Multiple linear regression analysis for the contribution of capacity development strategies to performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	.930	.234		3.975	.000	
Training	.027	.051	.024	.534	.594	
Networking	.261	.042	.292	6.281	.000	
Benchmarking	.505	.049	.517	10.269	.000	
Goodness of fit:						
$R = .707$						
$R^2 = .500$						
Adj. $R^2 = .495$						
$F_{ratio} = 95.84$						

$P < .05$

a. Outcome Variable: Performance

b. Input Variables: Training, Networking, Benchmarking

Source: Survey data (2017)

Table 4 showed a statistically significant strong degree of positive correlation ($R=.707$; $P<.05$) between joint capacity development strategies and performance. The value of R-square .500 revealed that roughly 50.0% of the variations in performance were attributed to capacity development strategies. Adjusted R-square provided a suggestion of the way the model could have been globalized. It ought to have been near to the value of R-square. In the current study, the difference from final model was quite small; that is, .005 or .5%. This meant that if the model was developed from the study population as a substitute for the sample, it could have explained roughly .5% less variance in results. The value $F_{ratio} = 95.841$; $P < .05$ revealed that the multiple linear regression model was statistically significant. Capacity development strategies therefore contributed to the performance of Community Based Organizations.

Table 4 also showed standardized Beta coefficients used to compare the contributions of capacity development strategies to the performance. Benchmarking Beta coefficient of .517 ($P < .05$) was statistically significant and had the strongest unique contribution in explaining performance. Networking Beta coefficient of .292 ($P < .05$) was also statistically significant and made the second strongest unique contribution in explaining performance. Training Beta coefficient of .024 ($P > .05$) was statistically insignificant and made the least and negligible contribution in explaining performance. The optimum multiple linear regression model for the relationship between performance and capacity development strategies: training; networking; and benchmarking was

$$Y = .930 + .027X_1 + .261X_2 + .505X_3 \quad (4)$$

The multiple linear regression model 4 revealed that variation in performance had a strong statistically significant degree of positive correlation ($R = .707$; $P < .05$) with variations in capacity development strategies: training; networking and benchmarking factored in the model. The linear regression model 4 was approximately 50.0% explained by variation in capacity development strategies and was statistically significant.

The un-standardized coefficients of table 4 were also used to interpret model 4. The constant .930 was the predicted value of performance when there was no training, networking, and benchmarking. The coefficients showed that for every unit increment in: training, performance increased by .027 units when networking and benchmarking were controlled; networking, performance increased by .261 units keeping

training and benchmarking constant; and benchmarking, performance increased by .505 units when training and networking were controlled.

4.2 Discussions

Results of the investigation were discussed in this section. Specifically: training and performance of Community Based Organizations; networking and performance of Community Based Organizations; and benchmarking and performance of Community Based Organizations were discussed.

4.2.1 Training and performance of Community Based Organizations

In this study training was jointly analyzed with networking and benchmarking, and independently revealed a statistically insignificant contribution to performance Beta value .024 ($P > .05$). However, in other related studies training was analyzed as a single independent variable and revealed a statistically weak positive correlation with organizational performance. More so, contribution to training ranged from 5.4% to 15% [15; 36; 47].

Organizations that invest in the right type of employee training enhanced employee competencies and skills leading to improved organizational performance [1]. This was in concurrence with [48] results which revealed that 50.1% variance in organizational performance were attributed to training. However, in the current study, when training was jointly analyzed with networking and benchmarking it revealed a statistically insignificant contribution to performance Beta value of .024 ($P > .05$). It was evident that Community Based organizations in Kisumu City did not invest in the right kind of training strategy mix which could improve performance adequately.

Training: helps attain the required level of knowledge or skill; affects employee's job performance positively; increases efficiency of work and contributes to the success of an organization [44]. However, the current study revealed that despite existence of correlation between training and performance, it had a statistically insignificant contribution to performance in Community Based Organizations.

Organizational learning capacity had a statistically significant strong positive correlation with organizational effectiveness attributing 60% variance [37]. However, the current study revealed a statistically insignificant contribution of training to performance Beta value .024 ($P > .05$) when studied jointly with networking and benchmarking.

4.2.2 Networking and performance of Community Based Organizations

In this paper, joint analysis of the capacity development strategies revealed networking Beta value of .292 ($P < .05$) made a statistically significant strong unique contribution in explaining performance in Community Based Organizations. This was in concurrence with [35] results which showed that, networking accounted for approximately 38% of the variation in organizational performance of local NGOs and approximately 21.9% of the variance in International NGOs. However, [35] considered local and international non-governmental organizations, which are relatively large in scope than Community Based Organizations which the study focused on.

In [7] it was found that resource acquisition is a function of social networks resulted in high growth and superior performance of the organizations. In this paper networks was studied and achieved through: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; and interaction among members, which resulted into improved performance.

On modeling the relationship between networking and firm performance [54] reported that firms which developed social networks change, impact on the amount of resources acquired with a net improvement in organizational performance. This was in agreement with [27] study in which causal link between social networks reduced risks of layoffs and achieved superior work performance. This conformed to the findings of the present investigation which revealed that intensifying networking initiatives enhanced performance of Community Based Organization even if other variables are controlled.

According to [33] social networking sites use intensity in the workplace influences organizational performance through mediating variables. The current study did not use mediating variables. However, it showed that intensifying use of networking strategies: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; interaction among members and investing in networking contributed to organizational effectiveness, efficiency and relevance.

4.2.3 Benchmarking and performance of Community Based Organizations

When joint analysis was conducted between capacity development strategies and performance it revealed a beta coefficient of .517 ($P < .05$). Benchmarking therefore made the strongest unique contribution in explaining performance. This concurred with [52] study in which revealed that roughly 5.2% of the contribution in business performance was caused by benchmarking. Also, results of [52] revealed

that roughly 11.2% of the changes in operational performance were caused by benchmarking. This was also similar to [24] study which showed that benchmarking had a statistically significant effect on cost efficiency, delivery, and customer service performance.

The results of the study by [3] concurred with the current study findings in which benchmarking was found to have a statistically significant positive correlation with performance and improved organizational effectiveness, efficiency and relevance. This concurred to [34] study which showed benchmarking practices had a statistically significant positive correlation with financial performance. Also, the current study revealed that benchmarking had a statistically significant contribution to the performance of Community Based Organizations.

5. CONCLUSION

Capacity development strategies had a strong degree of statistically significant positive relationship with performance of Community Based Organizations in Kisumu City. Performance of Community Based Organizations was significantly attributed to capacity development strategies. Benchmarking made the strongest unique contribution in explaining performance of Community Based Organizations, when training and networking were controlled; networking made the second strongest unique contribution when training and benchmarking were controlled; and training made the least and insignificant contribution when networking and benchmarking were controlled.

6. RECOMMENDATIONS

- Community Based Organizations should be engaged in joint application of capacity development strategies. It was evident from the results of the study that when training, networking and benchmarking were practiced jointly, they contributed immensely to the performance of Community Based Organizations.
- Capacity development is a wide field with numerous operational strategies. The study was confined to training, networking and benchmarking only. Community Based Organizations should therefore invest in research to identify other capacity development strategies which should be practiced for rapid improvement in performance.

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