

**INFLUENCE OF ORGANIZATIONAL CAPACITY ON PERFORMANCE OF
COMMUNITY ORGANIZATIONS IN BURETI SUB COUNTY, KENYA**

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**A Thesis submitted to the Graduate School in partial fulfillment for the requirements of
the Master of Arts Degree in Sociology (Community Development and Project
Management Option) of Egerton University**



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DECLARATION

This thesis is my original work and to the best of my knowledge has not been presented for the conferment of degree in any University.

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RECOMMENDATIONS

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DEDICATION

I dedicate this thesis to my partner late Hussein Gongah who patiently supported me and always encouraged me to strive on till the end.

To my children Raquel, Stacy and Jesse for their prayers and encouragement to complete the journey and at times were teasing me. I sacrificed their time to go to back to school and this inspired and encouraged me greatly.

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LIST OF ABBREVIATIONS AND ACRONYMS

AMREF	African Medical and Research Foundation
CACC	Constituency Aids Control Council
CBOs	Community Based Organizations
CDF	Constituency Development Fund
FBOs	Faith Based Organizations
GOK	Government of Kenya
IGAs	Income Generating Activities
MDGs	Millennium Development Goals
NACC	National Aids Control Council
NGOs	Non-Governmental Organizations
SHG	Self Help Groups
UNDP	United Nations Development Plan
WEF	Women Enterprise Fund
YF	Youth Fund

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ABSTRACT

This study focused on the relationship between organizational capacity and performance of local community organizations in Bureti Sub County. Organizational capacity has gained interest especially as it relates to performance of community organizations. Community organizations provide avenues for its members to improve their lives through their participation, however the potential contributions of these organizations to community development has been limited by low organizational capacity among these organizations to effectively deliver services and meet their objectives. Organizational capacity is believed to influence performance; however, evaluation of studies on organizational capacity indicates mixed results. The aim of this study was to examine the influence of organizational capacity on performance; the specific objectives were to explore the influence of resources, to evaluate the influence of skills, and to assess the effects of infrastructure capacity on performance of local community organizations. The general systems and the goal setting theories guided this study. The study sample was drawn from local registered community organizations in Bureti Sub County; stratified random sampling was used to select community organizations from which 100 members of the organizations were randomly selected and 5 technical officers purposively sampled. Data was collected through interview method with both open and close ended questions. Data was analyzed quantitatively and qualitatively; quantitative analysis generated frequencies and percentages which were interpreted in line with the study objectives. Qualitative data were analyzed thematically to provide in-depth explanations. This study found a significant and positive relationship between organizational capacity and performance. It was also established that resource capacity influenced performance of community organizations. However, this study found no strong relationship between skills capacity and performance, though skills were found to be helpful to organizational performance. These findings suggest that organizational capacity influence performance of community organizations therefore suggesting that improved organizational capacity would lead to better performance of local community organizations. Recommendations to practitioners and policy makers are that efforts should be directed at improving the overall organizational capacity of community organizations in order to raise their performance and the benefits to the members and the community. This study contributes to the body of knowledge on the relationship between organizational capacity and performance of community organizations.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Community based organizations have been accepted worldwide as channels for community development and there has been a significant growth in the number of these organizations especially in the developing world. These organizations are engaged in various development activities and there is increased interest in their capacity to effectively meet their mandate and drive community development. This is stressed by De Vita and Fleming (2001) pointing out that there has been a general interest among practitioners and scholars to link indicators of capacity to overall performance of community organizations. Further there is need to measure performance of organizations beyond project performance, to focus on the overall functioning of an organization. Community Organizations are associations formed by people or households resident in a local territory with the goal of achieving certain identified needs or issues of concern (Awortwi, 2012). While Lusthaus *et al.*, (2002) stated that an organization is made up of people working together toward a shared goal. These organizations are therefore avenues that community members use to address their problems or needs.

Organizational capacity is the ability of an organization to perform and meet its objectives, which Ingraham (2003) referred to as 'the resources and conditions necessary to achieve effectiveness'. According to Eisinger (2002) capacity is measured by a set of organizational attributes that enable an organization to fulfill its mission; this therefore makes it a crucial aspect of any organization. Organizational capacity in the field of community development has progressively gained interest; during the 1950s and 1960s the approaches were the technical assistance and development cooperation. Resources and skills were transferred from the west to developing countries. The approaches shifted to acquisition of knowledge and skills to meet development needs (Horton, 2003). Evaluation studies done in the 1990s however indicated many performances related weakness of the approaches adopted by many development agencies. This led to the introduction of approaches that support locally owned development strategies which strengthen partner capacities and increase beneficiary participation (Schmidt, 2006; Chaskin, 2001). The increased awareness and understanding of the importance of grassroots organizations and need to integrate them in development activities, led to adoption of community based perspectives that emphasize the bottom-up approaches to development. According to Brown and Kalegaonkar (1999) the new thinking

focuses attention on building capacities for civil society organizations to enable expansion of their development impacts.

According to UNDP (2007) decentralization strategies now favoured in developing countries are linked to the bottom-up dynamics where local actors' capacity and resources are mobilized for collective action to achieve public good. This has led to governments increasingly taking community organizations as partners in service delivery especially in social services and community development (Horton, 2003). Further MDGs aimed at poverty eradication necessitates the incorporation of community based programs that alleviates extreme poverty and improves lives of community members (Helling *et al.*, 2005). According to World Bank (2008) the private sector, NGOs and CBOs are now increasingly asserting their importance as alternative economic vehicles that will spur development in Africa as they contribute 24% to the gross national income of Africa's economy (as cited in Mwaura & Ngugi, 2014).

There has been a remarkable growth in the number of community based organizations engaged in various activities aimed at reducing poverty and improving lives. According to the World Bank/Republic of Kenya Report (1996), there were an estimated 300,000 CBOs in rural Kenya. The bottom-up approaches have been adopted in Kenya (GoK, 2010). Further, devolution policy entrenched in the new constitution brought new governance structures which require participation of citizens at community level which is easily achieved through CBOs (Njuguna-Kinyua *et al.*, 2014). Decentralization policies saw increase in devolved funding initiatives coupled with other development policies like the Wealth Creation and Employment Policy 2003, Vision 2030, and Devolved Funds programs like CDF, WEF, and YF. Funds are channeled to local organizations to undertake community projects addressing local needs in many areas. According to Kericho County Development Profile (GoK, 2013) this human development approach underlies the building of human capabilities in expansion of opportunities so that the disadvantaged can do more for themselves through economic, social and political empowerment. Even with this elevated role, performance of these CBOs in Kenya has not been substantially documented. Assessment of CBOs capacity in Kenya indicated low capacity across CBOs making them unable to run development programs (Odindo, 2009; Wafula and Ndirangu, 2009). Further according to Leake *et al.*, (2007), organizational capacity is often an overlooked determinant of effective service delivery. In Kericho County there is an estimated 6000 community organizations registered as indicated

in the Kericho County Development Profile (Republic GoK, 2013). However there has been limited documentation on the organizational capacity of these organizations and the effects on their performance yet they are expected to contribute towards community development. This therefore justifies the purpose of this current study. This study assessed the relationship between organizational capacity and performance among local community organizations in Bureti Sub County.

1.2 Statement of the Problem

Community organizations are formed by members of community who come together to collectively address issues or problems of common concern. These organizations are considered channels for community development and organizational capacity is crucial for their effective performance. However, despite their role in community development, these organizations face challenges of low organizational capacity, which affect their performance in service delivery. Therefore, there is need to understand their capacity and the effect on their performance. Further there have been few studies documenting the organizational capacity of local community organizations and the influence on performance.

1.3 Objectives of the Study

1.3.1 Broad Objective

To examine the influence of organizational capacity on the performance of local community organizations in Bureti Sub County, Kericho County.

1.3.2 Specific Objectives

- i) To explore the effects of resource capacity on performance of local community organizations in Bureti Sub County.
- ii) To evaluate the influence of skills capacity on the performance of community organizations.
- iii) To assess the influence infrastructure on the performance of local community organizations in Bureti.

1.4 Research Questions

- i) How does resource capacity affect the performance of local community organizations?
- ii) In which ways does skills capacity of community organizations affect performance?

iii) What is the influence of infrastructure/equipment on the performance of local community organizations?

1.5 Justification of the Study

Community organizations are considered worldwide as agents for community development. First, as community organizations are increasingly taking a bigger role in community development it is important to consider their management and performance; to look at their capacity to deliver on their objectives to improve lives and drive development. Secondly with the increased responsibilities given to community organizations, an understanding of the factors that influence their performance is of great importance to development agencies, practitioners, government and the community. This study brought out the strengths and weaknesses attributed to organizational capacity and the effects on performance of community organizations and recommended ways to strengthen their capacity to improve performance.

Thirdly, this study assessed the skill and resource capacity of local organizations to determine whether they were adequate to enable organizations to perform effectively. This study finding justified allocation of resources to appropriate organizational capacity to enhance performance of community organizations. Lastly, this study finding contributes to the body of knowledge on the discussion on the relationship of organizational capacity and the performance of local community organizations. With a better understanding of the influence of capacity on community organization's performance, measures can be taken to bridge the capacity gaps in order to improve performance of local community organizations.

1.6 Scope and Limitations of the Study

This study was located at Kericho County, Bureti Sub County. The scope of the study covered only the community organizations formally registered by the Department of Gender and Social Development Office (DGSDO) to run community projects and programs, and which have been in operation and registered from 2008. These included community-based organizations (CBOs), Self Help Groups (SHG), Women Groups (WGs) and those organizations engaged in implementation of various community development projects referred to as community development groups. The use of probability sampling to get a representative sample and reduce bias mitigated the limitation on the choice of the location of the study, as the sample was representative of the population of local community organizations. Organizational capacity factors are many and considering all of them would be

ideal, however this would not be feasible and this current study was focused on a few salient factors of organizational capacity; resources and skills and their influence on performance.

Some selected sampling units were not available and presented a limitation, as some organizations may have closed down and not traceable even though they appeared in the sampling frame. This limitation of sampling frame was addressed by replacement of the unavailable units to get the required sample size. There are external and internal capacity factors that influence performance of organizations, however this study was limited to the internal factors. This study's population of community based organizations was varied in terms of the activities undertaken and this limited making of comparisons of performance among them. This study depended on the discretion of the respondents to be truthful and this could have presented a limitation as the respondents considered it as an evaluation of their CBOs and could hide or conceal some information. This limitation was addressed by the interviewer getting the confidence of the respondents by explaining the purpose of the study.

1.7 Definition of Terms

Capacity: an organization's ability and competence to implement its activities and achieve its objectives effectively.

Infrastructure capacity: refers to the assets, network and systems that provide essential services to an organization. The tangible and intangible facilities and equipment which enables an organization undertakes its activities effectively.

Local community organizations: refers to locally based community groups formed by members of a community operating at local levels within neighborhoods, engaged in varied activities for improving lives of the members or community welfare; such as CBOs, self help, welfare organizations, youth groups, women groups, merry-go-round and 'chamas'.

Organizational capacity: refers to the collective abilities and attributes possessed by a community organization, inherent in its membership that enables an organization achieve its objectives.

Organizational factors: refers to those aspects associated with a group, institution or organization, which are internal to the organization and which affect the performance of an organization. They include among others membership, resources, skills and internal operations.

Organizational Performance: The outcome and results of sustained levels of planned activities of a community organization as per its objectives. This includes achievement of desired or planned results through participation of members, motivation and continuity of activities.

Resource capacity: refers to equipment, funds and human resources available in an organization which are used in its operations and activities to achieve organizational objectives.

Skill capacity refers to the intangible abilities and competencies in terms of technical skill, experience and knowledge of members of an organization necessary to perform the activities of the organization, for example leadership, skills in report writing, book keeping among others.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter presents the empirical and theoretical literature review guided by the study objectives. Secondly, it provides the theories which guided this study and an overview of the theoretical orientation to the study. Finally, it presents the conceptual framework showing the diagrammatic presentation of the relationship and linkage of the variables of the study.

2.1 Influence of Resource Availability and Access on Performance

Resource capacity is important for an organization's performance, this includes both the tangible and intangible resources an organization possesses which enable it fulfill its objectives. This consists of finance and human resource capacity. Human resource capacity in this study is looked at in terms of; size and strength of membership. Horton *et al.*, (2003) referred to as the critical resources necessary for organizational goal achievement. Most local community organizations source of resources are membership contributions in form of labour, material and finance. Membership to an organization is therefore a form of resource. Narayan (2002) and Dreier (1996) pointed out that membership-based local organizations lacking in sufficient resources may be effective in meeting only survival needs of the members. These organizations may be constrained by limited resources and technical knowledge to do more, this is despite the huge responsibilities given to them. Most local organizations the focus of this current study, had local membership with resource limitations which affected their performance. This study sought to examine resource capacity and constraints among local organizations and the effects on their performance.

Odindo (2009) and Narayan (2002) pointed out that the performance of CBOs is affected by limited resources and technical knowledge, as most local organizations struggle to access basic resources to implement their programs. This was further demonstrated in AMREF evaluation survey which attributed the prevailing high poverty levels among members of the community who make up local community organizations, to the inability of the organizations to sustain the necessary resources levels to meet their objectives (Wafula & Ndirangu, 2009). Majority of local community organizations depend heavily on its membership from which it draws its capacity; the skills, experience and cash or in kind contributions to run their activities. Local organizations being membership-based depend on the strength, commitment

and capabilities of its members as the coming together generates resources for the organization. However according to Drier (1996) many grassroots organizations are mainly composed of the poor. They therefore lack sufficient resources to maintain staff, office and equipment. Further with little financial stability they are unable to fund their operations from the members' contributions only. According to Brown & Kalegaonka (1999), when constituents of civil society activities are relatively poor and powerless, opportunities for expanding their material base are limited. This would therefore limit the activities and performance of the organizations.

Richards and Roberts (1999) outlined that 'social capital is used to explain how relationships between individuals can provide access to resources that benefit both individuals and groups.' Participation in these social groupings is important for improving households' welfare which leads to assets building and acquisition. Community members depend on these organizations to access resources to address households needs like school fees for children or other needs; by obtaining credit from their organizations or 'chamas'. These relations further bring together people who through their association and interaction in the groups contribute various resources towards organizational performance. This is as Shuttle (2006) posited that such "social relations sustained by trust, common values, reciprocity and solidarity potentially triggers resources". This current study explored the availability of these crucial resources to local organizations and how this influenced their performance.

Resources are scarce usually never sufficient, thus necessitating prudent and efficient use of available resources by organizations. Brown & Kalegaonka (1999) observed that lack of material resources can pose painful dilemmas for civil society organizations. This situation may force the organizations to choose to undertake limited activities which could be covered by their voluntary resources. This would therefore limit the activities and performance of the organizations to what the funds could cover. Members of community through membership to these local organizations and the ensuing social interactions and activities in pursuit of achieving the common goals lead to lives improvement of members and community.

Eisinger (2002) in survey of street level charitable organizations stated that the presence of resources in the form of paid staff, computer and record keeping were critical organizational capacity elements that contribute to organizational effectiveness. Leake *et al.*, (2007) evaluation of FBOs programs capacity further demonstrated that presence of resources such as staff and funds improved performance. These studies suggested more effectiveness for

programs with paid and skilled staff; thus more resource. However these studies were mainly based on organizations with the ability to employ staff and volunteers with experience and skills. This current study while appreciating the influence of staff on effective performance recognizes that most local community organizations studied did not have paid staff and depended on their members to run their activities; who usually volunteered their time, skills and experiences.

Most of the studies in literature were evaluations of the effects of capacity building interventions in organizations which is not the case for this current study. Staff as capacity may therefore not be applicable for the current study as most local community organizations are voluntary made up of members of the community often not beneficiary of any capacity building interventions. With local organizations lacking paid staff, there was need to explore the influence of voluntary work by members on the performance of the organization, which this current study focused on. The findings from previous studies nevertheless provide insights on the importance of staff as a resource on organizational performance by providing a basis for assessment.

Local community organizations, the focus of the current study do not have staff and its human resource capacity is composed of the membership in terms of size, members' commitment, motivation and participation in the activities of the group. The membership of an organization points out to the strength of its human resource capacity. Maruta (2010) stated that local organizations being membership-based were bound by the spirit of togetherness and shared interest in the success of the group. This shows that the organizational capacity of an organization depend heavily on its members, strength and participation. This was further supported by Mathews *et al.*, (2009) evaluation of CBOs performance in agricultural development which showed that membership size significantly related to performance. This therefore suggests that more members in an organization or a strong membership; leads to increased participation in activities and membership's monetary contributions would be substantial to support group activities and performance.

Lusthaus *et al.*, (2002) posits that membership to an organization had privileges and benefits; real and anticipated which contribute towards organizational motivation among the members. Further since organizations are socially constructed, their success or failure is governed by the members' interactions. Members are likely to be motivated to remain in the group when

organizational goals are achieved thereby contributing to organizational survival and performance. When members receive benefits from their organizations, they are motivated to continue contributing towards the group sustenance. This therefore suggests that regular attendance of meetings by members potentially generates funds and ideas for community organizations' progress and performance. Membership to community organization is a form of social capital for the community as the members' capacity to engage in a number of activities which affect them is improved.

Laverack (2006) observed that membership to community organizations has a social dimension by creating a sense of belonging, connectedness and personal relationships among the members. Therefore participation in these organizations is important for improving households' welfare generally, as these community organizations are a form of social capital that the community members draws its livelihoods from. This is exemplified by Richards and Roberts (1999) that 'social capital is used to explain how relationships between individuals can provide access to resources that benefit both individuals and groups'. According to Young (as cited in Mwaura & Ngugi, 2014) community organizations are "connecting points" between people from different backgrounds and ages, people and opportunities, and people and other sectors. These kinds of linkages make this sub-sector a sort of buffer, or safety-net, from the effects of inequality and poverty'. This current study focused on membership as a resource, assessing its capacity in terms of members, size and participation; and the effects this had on performance of local community organizations.

Funding has been portrayed as one of the most important capacity factor for organizations. Availability of funding agencies or opportunities therefore increases the potential for organizations to access funds through proposal writing and other means to implement their programs which in turn improve their organizational performance. According to the Kericho County Development Plan (GoK, 2013) however there are very few NGOs operating in Kericho County and the few available are in the health sector like Walter Reeds. This has posed a challenge of accessibility of funding agencies for many local community organizations in the study area. Further this could indicate unreliable funding sources which affected performance.

Studies have generally suggested that presence of funds as contributing positively to performance (Eisinger, 2002; Wafula & Ndirangu, 2009; Leake *et al.*, 2007). Most local organizations however, do not have access to adequate and external funding. According to

Drier (1996) and Odindo (2009) local organizations mainly depend on members' contributions to finance their activities which is limiting to the achievement of their objectives. Financial problems faced by groups could be attributed to irregular and little amounts of contributions made. Community members have limited income sources; therefore money contributed could be too little to enable any meaningful performance. Brown & Kalegaonka (1999) stated that lack of material resources can pose painful dilemmas for civil society organizations. This situation may force organizations to choose to undertake limited activities which could be covered by their voluntary resources. This would therefore limit the activities and performance of community organizations. The current study examined the sources, adequacy, mobilization abilities and availability of funding opportunities for community organizations to determine the significance of funds as a necessary resource for effective performance.

2.2 Contributions of Skills Capacity to Organizational Performance

Skills capacity in this current study refers to the experiences, knowledge, and expertise possessed by members of an organization which enable an organization to perform its activities. Skills capacities are critical attributes and competencies possessed by an organization for goal attainment (Horton *et al.*, 2003; Esinger, 2002). According to Helling *et al.* (2005) skills are essential for organizations to perform and increase technical and managerial capacity for development of community organizations. However, most studies done point out to limitations in skills among community organizations which undermine their service delivery. Odindo (2009) confirmed this in assessment of CBOs capacity in Kenya to access Global Funds and run programs, and showed that majority had limited qualified and skilled personnel to run programs. Further majority of local CBOs rely on local volunteers and members usually with basic education and no further training, often inexperienced to implement programs. As community organizations mainly depend on volunteerism, the members may be deficient in some skills required in the operations of the organization, thus affecting effective performance (Mansuri & Rao, 2004). Brown and Kalegaonkar (1999) compared the importance of volunteerism among community organizations and the skills levels of the volunteers to match the requirements of the organizations. While voluntarism is a key asset to civil society, the technical skills and competencies of volunteers may not necessarily match program requirements of an organization. Local community organizations' activities are undertaken by members who may have skills from training or experiences, volunteering to offer the services to the groups. However such skills and competencies may

not be sufficient to contribute toward greater performance. This current study assessed the skills available among members of organizations and effects this had on performance.

Christensen and Gazley (2008) observed that outsiders cannot achieve community development; therefore the capacity of the people on the ground needs to be enhanced. This justifies the need to recognize the contribution and importance of community organizations and the need to promote their activities through strengthening their capacities, as they are the centre of community development efforts. This includes addressing factors that affect their effectiveness and growth. De Vita and Fleming (2001) pointed out that capacity building is a continuous process and organizations require to continually investing on building their organizational capacity in order to gain new and effective ways of meeting their objectives and responsibilities. Organizations need to change with the times through skills improvements and training to be able to operate in the changing environment, like in the adoption and use of technological skills. This current study examined the skills capacity of the organizations and effects on performance.

Helling *et al.*, (2005) stated that increasing technical and managerial capacity is important for effective local development, in addition to strengthening adaptive capacities of community organizations. Leake *et al.* (2007) in examination of Faith Based Organizations also demonstrated that building skills through technical assistance predicted improvements in organizational performance. Wafula and Ndirangu (2009) following AMREF's recognition of the capacity gaps of community organizations in their area of operations undertook a capacity building program. The training was on tracking performance, resource utilization and establishment of linkages with other organizations. The evaluation survey done revealed a significant improvement and strengthening of the community organizations' capacities especially in the area of governance (93%) and effective utilization of funds (91%). This illustrated that effective capacity building in organizations can mitigate the low performance of community organizations as it enhanced organizational capacity. These studies point out the importance of building organizational capacity for improved performance and justify the need for assessment of the capacity of local organizations to understand their weaknesses or challenges. This understanding would inform areas to be addressed to improve or build capacity. The current study explored the skills of members of organizations to find out how skills capacity affected performance of local community organizations.

Chaskin *et al.* (2001) in their study demonstrated that where significant training was done to committee and board members of organizations, it led to high performance and sustainability of programs. Studies point out that training of members of organizations ensures skill development by providing skills and knowledge that is beneficial to the individual, organization and community at large. Generally training enhances access to knowledge, skills and resources capacity thus improving effectiveness of programs (Crisp *et al.*, 2000; Smith *et al.*, 2004). Members of organizations through their membership and involvement in community organizing gain skills and experiences which build their capacities. These studies demonstrate the importance of skills development to community organizations' performance; however, it is not clear how this affects organizations without capacity building interventions witnessed in most local community organizations, which this current study focused on. The current study was not focused on assessing effects of capacity building efforts but on examining the skills attributes among the members of organizations under study and the bearing this had on performance. This study focus went beyond assessment of technical skills to include general experiences and competencies possessed by the members, who were mainly volunteers with limited opportunities for training; in order to find out the influence of skills on organizational performance.

1.8.1 Leadership skills and Performance of Community Organizations

Leadership is an essential skill in an organization as it transcends all aspects of an organization as the leader articulates the vision and objectives of the organization and guides all areas toward achieving them. Strong leadership provides direction and holds the group members together as the ultimate responsibility for the success of the organization is placed upon the person in leadership position (Mwangi, 2007). Community based group leadership play a significant role in building solidarity among members, which is important for the group to grow and meet its objectives (Stoval *et al.*, 2011). Skills development is therefore important in respective areas like leadership for local community organizations, especially those led by charismatic or visionary leaders who may not have skills or experience, in management and other skills. Such leaders' maybe entrepreneurial and visionary able to mobilize support for their concern from many sources but may lack the skills and experiences to manage organizations beyond the informal coordination and small scale of operations (Brown & Kalegaonka, 1999). Most local organizations have leaders usually the founders who may not have the skills but use their charisma to lead and manage the group; therefore,

the effect of leadership on performance need to be determined. This current study looked at the leadership of the organizations to assess the influence it had on performance.

Goldberg and Bryant (2012) in stressing the importance of leadership stated 'that performance cannot be achieved without effective leadership development, as leadership is the organizational capacity of primary importance'. Napier and Gershenfeld (1989) further defended importance of leadership and identified 'the central leadership figure who acts as the expediter and clarifier keeping groups on track and enhancing group cohesion thus creating greater stability in performance and efficiency'. Considering that most local organizations are memberships-based then having such a leader would increase performance as the leader would provide direction, enhance cohesion, commitment and motivation among members to be persuaded to remain and participate in the group.

Thomas *et al.*, (2012) in their survey further identified strong leadership in community based groups as playing an important role in building solidarity among members thus improving performance. Leaders increase commitment and participation of members in the group's activities thus contributing to performance. The leader also articulates the vision of the organization and leads the members towards achieving the same. According to Drier (1996) lack of training in leadership common in most local community organizations could be a major limitation to successful community organizing and an obstacle to community action. In many community organizations, the manager or chairperson takes much of management responsibilities, leading to greater demands on them yet they may not be competent or have the requisite skills thereby affecting performance.

Goldberg and Bryant (2012) pointed that challenges of leadership skills capacity and governance may therefore contribute to the demise of many community organizations. The group leadership is expected to hold the group together to be able to overcome the many challenges and strive on. The leader therefore assures and motivates members to see hope in the membership and resolves conflicts among members of the group to maintain its unity. According to Laverack (2001) leadership style and skills can influence groups' performance. This positively demonstrates the importance of leadership skills improvement on the performance of an organization. The current study assessed the leadership of local community organizations and the contributions it had on their performance.

1.9 Influence of Infrastructure on Performance of Community Organizations

Infrastructure refers to the equipment, facilities and technological resources available to an organization for use in the achievement of organizational goals. This includes computers, internet, offices, furniture, phones, and communication structures. These organizational facilities contribute to the effectiveness and performance of an organization. According to Cox et al., (2018) infrastructure systems refer to the assets, networks and systems that provide essential services to an organization. Eisinger (2002) in survey of street level charitable organizations stated that the presence of resources in the form of paid staff, computer and record keeping were critical organizational capacity elements that contribute to organizational effectiveness. This suggests that organizations with the necessary infrastructure would perform better and achieve their goals and objectives. Community organizations depend on infrastructure from within and also externally from the environment it operates in.

Advancement in technology has made the use of the internet an important resource for communication and mobilization of resources for many organizations. Availability and adoption of technological facilities by organizations has an effect on performance. This current study while considering technology as an important resource, views it as one of the biggest resource challenge to local community organizations, which usually lack computers, the skill, and personnel to utilize technology in their activities, often depending on traditional methods. According to De Vita *et al.*, (2005) 'technological changes as capacity improvement produced mixed results; broadening funding sources for some organizations and restricting options for others. Some organizations have used the internet to promote their causes and raise funds online, while those without the technological infrastructure have been left out of these new fundraising approaches'. Local community organizations which have not embraced technological infrastructure do not benefit from this technology advancement and improved performance that come along with this. This therefore becomes a challenge to performance.

Lusthaus *et al.*, (2002) posit that organizational capacity and performance increases through appropriate use of new electronic technologies, which bring new ways of communication and keeps people informed about the latest ideas in the field or area of interest. This further brings new ways to reach potential allies and collaboration in key program and funding areas. Use of technology in communication opens up organizations to opportunities for networking and

collaboration with other organizations; such networking could contribute toward better performance. This is supported by Maruta (2010) that CBOs lacking equipment like computers for writing proposals and correspondence and reports, puts such organizations at a comparative disadvantage against similar organizations fighting for same resources.

Glickman and Servon (2003) pointed that local grassroots organizations face resource limitation evident in lack of offices among other resources. Their formal operations to increase, manage, and sustain funding of their operations is affected as they are unable to attract external funding. Such local organizations are further limited by not using technology to access external funding sources and further their causes. The limitation and inadequacy of infrastructure among community organizations impacts on their capacity to perform and achieve their objectives. This current study focused on assessment of technology in terms of computer availability and use by community organizations and the influence it had on their performance.

Assessment of infrastructure was also considered in terms of communication structure available in organizations in terms of information sharing within and between organizations. Information sharing among members in most community organizations was mainly done through group meetings. Group meetings provided the avenue for meeting and sharing of new information, progress of group affairs and challenges with discussions to get solutions from the members. The attendance regularity, frequency, participation and level of attendance by members contributes to organizational capacity and performance. It is therefore important for organizational performance for members to regularly attend meetings. According to Cox et al., (2018) information sharing regarding organizational policies and activities is crucial, as communication feeds all areas of an organization. Further it conveys important organizational information and ideas in a clear and consistent way, creating mutual understanding and beliefs between groups and individuals within an organization, towards achieving organizational goals. It is therefore important to enhance communication among members of community organization and with allies, partners or donors. To achieve this in addition to computers for external linkages, other facilities include office space to facilitate official organizational operations and telephones for ease of contact and access. This study looked at communication in terms of facilities like office space, furniture and telephones availability, adequacy and use by the organizations and how this affected performance.

The structure of community organizations in terms of governance contributes to organizational capacity. Cox et al., (2018) defined structure or governance as the rules, policies and processes which govern how roles and responsibilities are delegated, managed and coordinated in an organization. Accordingly, there is interest to assess the governance structure of local community organizations to understand the contribution in supporting achievement of objectives and goals of the organization. Local community organizations are majorly informal, operating without formal structures, but guided by simple rules and by laws. Majority of the organizations have management committees which manage the affairs and operations of the organizations. these community organizations' operations relatively informal and flexible. This study assessed infrastructure capacity of community organizations and the influence on performance.

1.4 Influence of Organizational Capacity on Performance of Community Organizations

Organizational capacity consists of an organization's ability to solve its problems and achieve its objectives, it is noted as multidimensional. UNDP (2007) defined organizational effectiveness as the extent to which a program or project achieves its immediate objectives or produces its desired outcomes. Horton *et al.*, (2003) and Eisinger (2002) defined organizational capacity as an organization's potential to achieve its mission and objectives based on the extent to which it has certain attributes that have been identified as critical to goal achievement. Leake *et al.* (2007) looked at as the ability of non-profits organizations to fulfill their missions in an effective manner. Riley *et al.* (2001) operationally defined capacity as effectiveness in performance of organizational practices and further identified internal organizational factors as structure, resources, processes and leadership within the organization. While according to Laverack and Labonte (2006) organizational capacity is the structure, skills and resources required to deliver program response to specific problems. Finally, according to Lusthaus *et al.*, (2002) it is the ability of an organization to use resources to perform; the systems, resources and processes that organizations develop to support them in their work.

Community organizations are formed by an association of people or household's resident in a local territory with the goal of achieving certain community identified needs and developing cooperation and collaboration among its members (Awortwi, 2012). According to Lusthaus *et al.*, (2002) an organization is made up of people working together towards a shared goal. Community organizations provide avenues for alleviating poverty and empowering members

of organizations; who engage in various activities to improve the quality of life of its members and the community. Local organizations the focus of this current study included merry-go-round groups, table banking, welfare groups, self-help and other such community groups popularly referred to as 'chamas'. Kinyanjui (2012) describes 'chama' as a group of individuals coming together with a common purpose. These groups facilitate different functions including social protection, welfare, entrepreneurial, micro-credit, saving schemes, advocacy, development and so forth. These local organizations are driven by members of community who need to address social and economic challenges facing them and come together to pool resources and skills to resolve their problems. Participation and membership to such groups provide households and community members' channels for addressing common problems affecting them and for improvements of their lives. Despite the acknowledgement of these institutions for their contribution, they face a number of challenges in their operations.

Community organizations have capacity weaknesses and challenges which affect their performance, and this is further compounded by limited capacity building opportunities. Many grassroots organizations lack sufficient resources to maintain staff, office equipment and other basics. With little financial stability to meet survival needs are constrained by limitations in resources and technical knowledge to do much (Dreier, 1996; Narayan, 2002). Further Odindo (2009) and Narayan (2002) pointed out that the performance of CBOs is affected by limited resources and technical knowledge, as most local organizations struggle to access basic resources to implement their programs. The literature reviewed pointed out and underscored the importance of organizational capacity in the effectiveness of community development efforts, which this current study was focused on.

Leake *et al.* (2007) in study of FBOs evaluated capacity gains and assessed improvements in specific capacity areas targeted by the capacity building program. The study showed capacity improvements in almost all areas targeted among the agencies in the program. This showed the positive effects of capacity building for organizations. However, the study did not examine the effects of the capacity boost on the overall organizational capacity of the participating organizations. The study did not measure or show the relationship between organizational capacity and performance that this current study focused on. However, recommendation for further studies to measure client outcomes and other measures of organizational effectiveness was made. Thus, this current study was focused on assessing the

performance of organizations through the outcomes and benefits accrued from membership by members through their participation in the activities of local community organizations.

Local community organizations are driven by people's needs to address social and economic challenges, who therefore come together to join resources and skills to resolve their problems. These organizations are important in community empowerment and reduction of poverty among households and community members. The success of these organizations in meeting their goals is therefore important for community development efforts. This is against the background of increase in the number of these organizations and the expectations for them to take up responsibilities of driving community development. Eisinger (2002) pointed out that there was need to know the strengths and limitations of the voluntary sector organizations as they are increasingly functioning as key partners with the government in social service provision, drawing on the community organizations growing importance in community development.

William *et al.*, (2012) pointed out the importance of organizational capacity assessment as useful to be able to know and exploit the strong capacities while focusing on improving on the areas inadequacy, through capacity building in order to improve performance of organizations. The performance of organizations is dependent largely on the capabilities that enable achievement of organizational goals. According to Leake *et al.*, (2007) therefore, knowledge of organizational strengths and challenges in a variety of areas can help effect positive change at organizational and client levels; as areas of capacity weakness are addressed and the strong areas maintained to achieve high or improved performance. The organizational capacities of local organizations has not been adequately documented, yet most are not performing as expected and a bigger number of them perform poorly and eventually die off. This therefore justifies the need to examine organizational capacity of local organizations and the influence this has on performance in order to find remedies to correct this.

White *et al.* (2005) created a measuring mechanism to classify organizational capacity and explore the relationship between capacity and agency level outcomes. The results failed to find a significant overall relationship between organizational capacity and effectiveness, however some elements of capacity appeared to be important than others. Eisinger (2002) in the study of organizational capacity and its relationship to effectiveness among food

assistance programs in Detroit further supports this assertion; suggesting that many of the capacity factors presumed to influence agency-level goal attainment actually contribute little to organizational effectiveness. This therefore implies that the generally perceived relationship between capacity and effectiveness may not be clear. This is therefore a contradiction to the popular belief that there is a positive relationship between organizational capacity and performance.

The findings from literature are contradictory, some supporting an existence of a positive relationship between organizational capacity and performance, while others indicate otherwise. This could be attributed to the different types of organizations assessed by different studies, suggesting that the organizational capacity may differ based on the type of organization Neff *et al.*, (as cited in Leakey *et al.*, 2007). This necessitates the need for assessment of capacity elements among different community organizations to further understand the relationship with organizational performance that this current study undertook.

Motivation of community members to participate encourages strong organizational membership and commitment which builds capacity, leading to persistence in participation and hence improved performance. Lusthaus *et al.*, (2002) observed that several organizations they assessed were able to perform despite having few resources and relatively undeveloped organizational capacities. Pointing to the fact that organizational motivation represents the underlying personality of the organization; it is what drives the members of the organization to perform. This point to the importance of strong organizational motivation among local organizations which encourages resilience and continuity through the myriad of challenges which they face.

1.10 Theoretical Framework

This study was guided by two complementary theories; the General Systems theory and the Goal Setting theory.

1.10.1 The General Systems Theory

The General Systems Theory by Ludwig von Bertalanffy (1962) has its basis from the biological organism view (Kast & Rosenzweig, 1987). The principles of the systems theory; are synergy, interdependence, interconnectedness, and organism view of a system. This

perspective looks at organizations as made up of several interconnected subsystems that work together and interrelate for the common good of the whole; each sub system influencing other parts and the whole system. The theory models complex interrelationships between subsystems and the overall system dependence on the functions of the subsystems. Katz and Kahn (1978) as cited in Mwaura & Ngugi (2014) argued that the study of organizations should take the system level as its conceptual starting point, but the actual measures be constructed from observations and reports of individual behaviours and attitudes This theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products and services.

The systems perspective demonstrates how the different variables of organizational capacity interact and determine the outcome or performance of an organization. Kuhn (1974) elaborates that systems need to be controlled as failure in one system leads to failure in other. An organization according to this view is a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products (as cited in Mwaura and Ngugi, 2014). To illustrate this interrelatedness; technology use on the one hand is dependent on the staff ability to utilize the skills and expertise in technology to achieve the objective and skill development on the other hand will depend on the availability of resources for training the staff.

The systems theory is used in this current study to explain organizational capacity factors as the subsystems of the organization which includes resources (finance, membership and equipment), infrastructure and skills (training, experiences, leadership); all working towards the achievement of the organization's objectives. The external environment that an organization operates in is continually interacting with it while trying to achieve its objectives and other needs; therefore, changes in the environment affect the organization. The external environment is the intervening variable which includes government policy directions, donor agencies and the local community the organization is based.

The major criticisms leveled against this theory are the tendency of its analogy which makes it abstract and mechanical; it also does not provide an explanation for the interpersonal relationships that exist in organizations. The theory does not focus on specific tasks in organizations but on generalization. However, the systems theory provides a general analytic framework for examining and understanding an organization and its operations, showing that outcomes at the collective organizational level emerge from actions and interactions from sub

systems or units which make up the collective whole. To address the limitation of the systems theory, the goal setting theory was introduced which brings in the contribution of individuals and human interaction in the organizational activities and performance.

1.10.2 The Goal Setting Theory

The Goal Setting Theory by Edwin Locke and Gary Latham (Lunenborg, 2011) is a motivational theory. This theory is based on the premise that conscious goals affect actions; that goals are considered the object or aim of all actions and that there is rationale in pursuit of goals. While goal setting is generally analyzed at individual level, it can be applied to organizational contexts as is done in this study.

This theory explains the human interaction in organizations. Lusthaus *et al.*, (2002) pointed that organizations are goal - oriented systems driven by people's actions and are socially constructed, therefore their success and failure is governed by this interaction and organizations have to balance the existing membership and the activities of the organization. People join community organizations voluntarily with desires for achievement of personal needs and benefits; these needs therefore form the main aim and remaining committed to the organizations. Members are motivated to participate in group activities when they anticipate or actually get rewarded by their individual needs being met.

Lusthaus *et al.*, (2002) further observes that organizations have goals; however the members might feel indifferent toward the goals. Organizations should therefore align their goals to the members needs. Individual members also have to buy into the organizational goals, to support and be involved in its activities to sustain the group's performance. Members on the other hand need to be motivated to buy into the goals and objectives of the organization; this is the major function of the organization's leadership. Members would continue to participate in the groups when they believe or actually get benefits from it. Alignment of individual member's goals and organizational goals leads to effective performance. This therefore implies that an individual will support an organization if he/she believes that through it his personal needs would be met or they will be compensated in a way. This therefore means that members of community organizations are motivated by the benefits accrued or received from the groups to support and be involved in activities which improve the performance of their organizations.

1.11 Conceptual Framework

The conceptual framework is a presentation illustrating the relationship between the variables of the study. It's a diagrammatic presentation showing the relationship between dependent and independent variables. It aims to explain relationship between variables and synthesizes the idea in a systematic way to provide direction. Performance of community organization is influenced by organizational capacity; performance is the dependent variable while independent variables are the skills, resources and organizational capacity. The environment that organizations exist in represents the intervening variable.

In this study resource, skills and infrastructure contributed toward organizational capacity; as the independent variables, while organizational performance was the dependent variable. Organizational capacity in this study was conceptualized to collectively include skills, resources and infrastructure required by to implement activities and meet the objectives by an organization. The elements of capacity contribute to organizational capacity and jointly influence the performance of an organization; as they are interdependent. For the purposes of the study and to allow analysis, the elements were separated and treated individually. Organizational capacity influenced the performance of the organization both negatively and positively. The organizational elements are interrelated and interdependent and therefore jointly influence performance. These factors also influence each other and contribute toward the goal of the organization. This demonstrates that changes in organizational capacity would affect performance of the organization. Organizations operate in an environment which has a bearing on it referred to as the external environment; and regarded as the intervening variable in this study. The intervening variable includes government policies which affect operations of community organizations, donor agencies and the community or location of the organization. The influence of organizational capacity on performance is not unidirectional as there is feedback from performance achieved which is generally ploughed back to the organizational capacity for further improvement on capacity. The feedback is also used as an evaluation and basis for decisions on future activities or programs and for learning by an organization. Performance indicators included; continuity in activity and operations, effectiveness in fulfilling objectives, relevance, viability in terms of funding enabling growth of the organizations.

Independent Variables

Variable

Dependent

Intervening

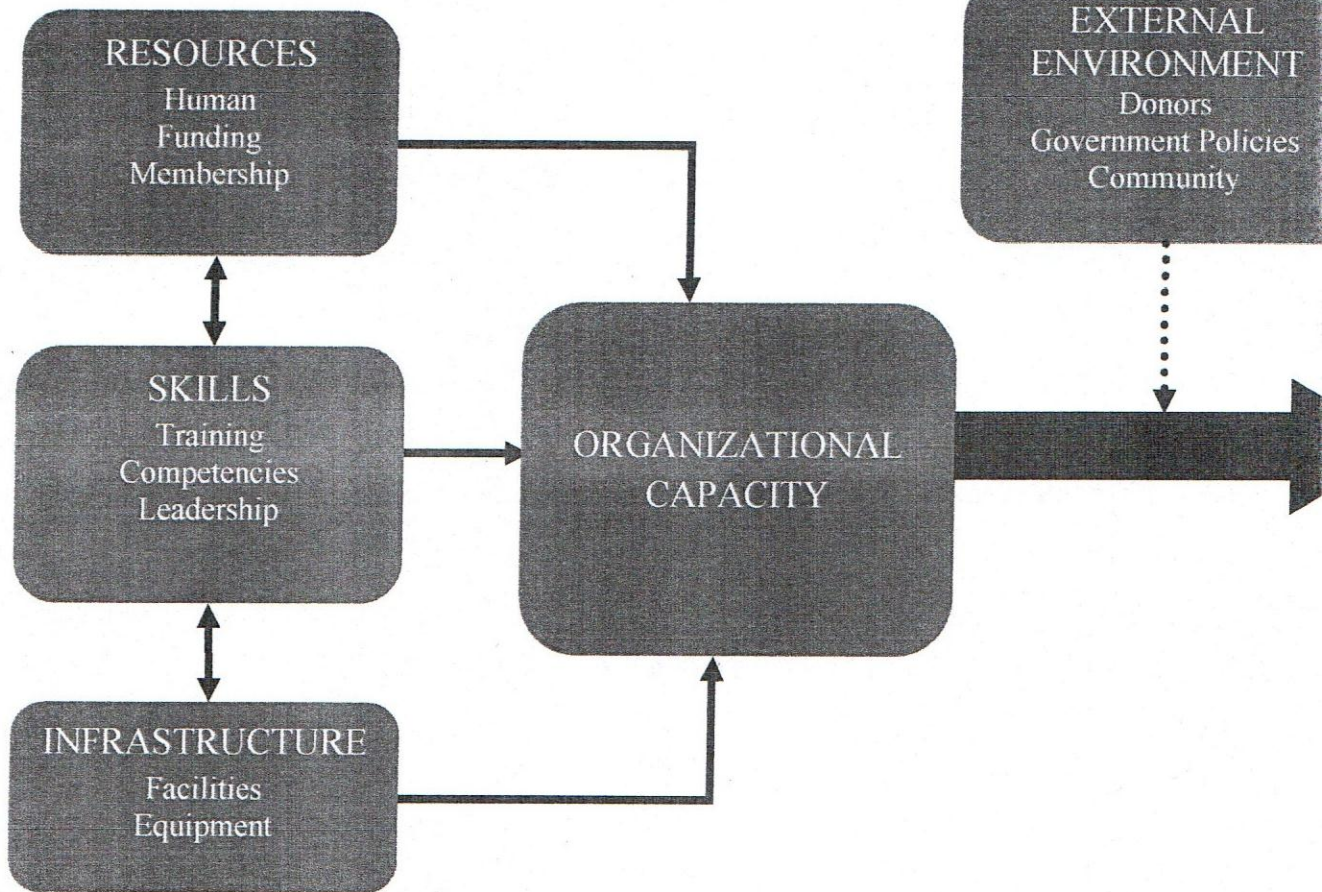


Figure 2:1: The Conceptual Framework showing the relationship between organizational capacity and performance of community organizations

CHAPTER THREE

METHODOLOGY

2.0 Introduction

This chapter presents the methodology used in the study. It presents the study area, discusses the research design, unit of analysis, population and sampling procedure, data collection techniques, data analysis and ethical considerations.

1.12 Research Design

This current study adopted descriptive research design, as the study sought to examine the influence of organizational capacity on performance of community organizations. This design was chosen for its suitability in collecting in-depth information, to give a description and

provide an understanding of the situation as it was from respondents including their opinions and perceptions.

1.13 The Study Area

The map of Kenya showing the study area; Bureti Sub County, Kericho County and the description of the site of the study area is presented.

1.13.1 Site Description

The study located Bureti Sub County, Kericho County; which covers an area of 321.1 km squared, with a population projection of 194,780 in 2012 according to the Bureti Development Plan 2008-2012 (GoK, 2009). The Sub County has 19 administrative locations. The study location is semi urban area with a few growing sub urban centers coming up. The main economic activities are tea farming; subsistence and commercial plantations, horticulture, animal husbandry in addition to small scale businesses and SME's. Most people in the study location are engaged in casual work in the tea industry either in weeding or tea leaves picking. According to the Kericho County Development Profile (GoK, 2013), Kericho County has over 6000 registered community organizations or groups, of this number a small percentage however are still operational; a number of them were started for short term goals to attract specific funding and more often died off after the funding ended or were unsuccessful. Some of the challenges witnessed among these organizations are sustainability, service delivery, performance.

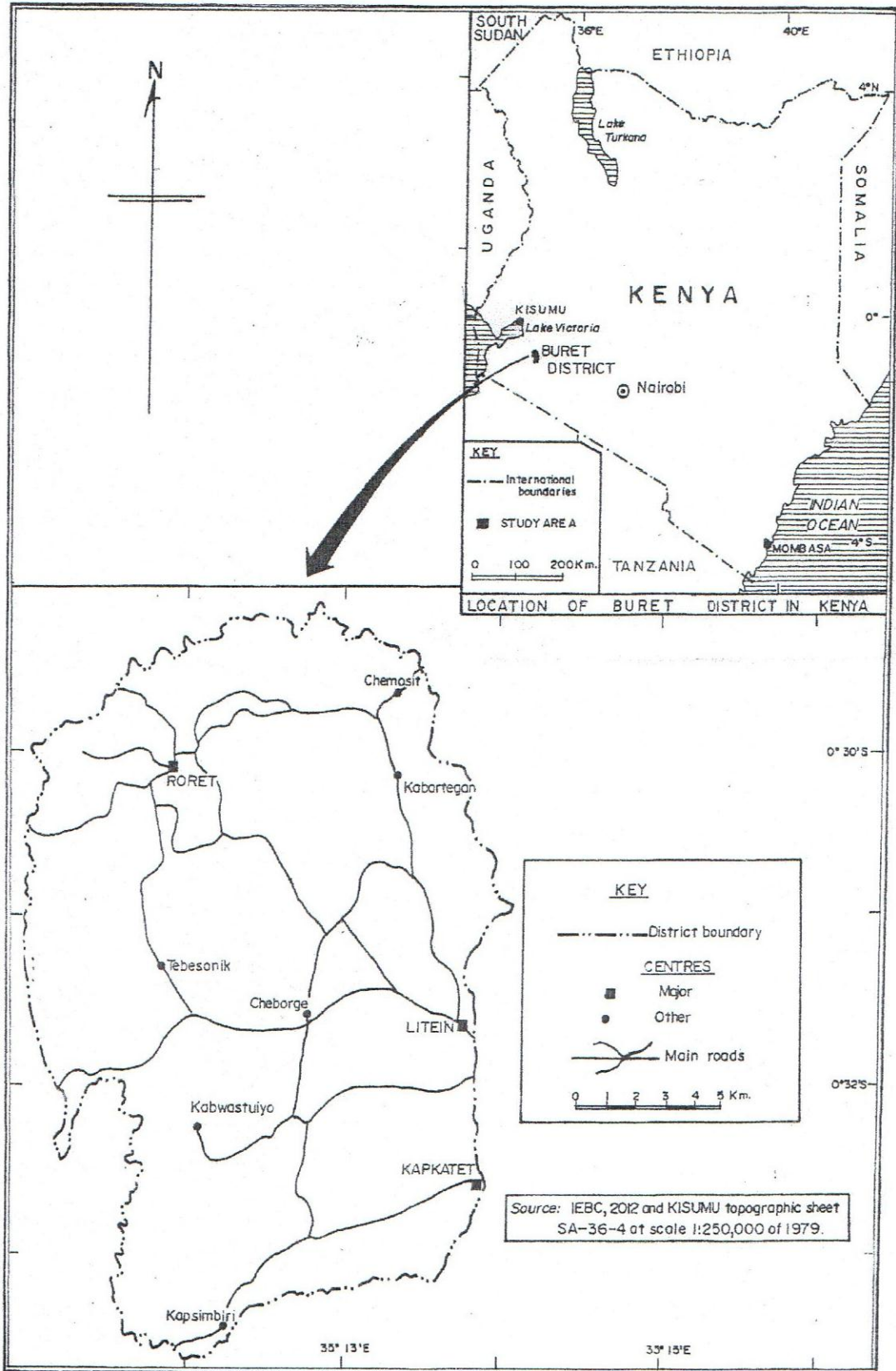


Figure 3:1: Map of Kenya showing Bureti Sub County

The area also faces acute absence of development agencies both national and international which would provide opportunities for funding and other resources to these local

organizations to facilitate organizational capacity building and funding of projects. The choice of study location was based on the fact that the area had witnessed remarkable growth in the number of community organizations, therefore the need to examine their performance and contributions to community development. Further literature search revealed that no similar study had been undertaken in the location.

1.14 Unit of Analysis

The unit of analysis for this study was community organizations, registered and operating in Bureti Sub County; members of the community organizations were the unit of observation.

1.15 Population and Sampling Procedure

The population for study was all the registered community organizations in the study area between 2008 and 2014 which according to the Bureti Sub County, Department of Social Services and Development were 1026 organizations. The sampling frame was obtained from the registration registers. To improve the efficiency of a sample design, any available information on the population of study including its heterogeneity is considered (Bryman, 2008). From this it was found that the population had different types of organizations as per their registration. The types of organization were therefore used as basis for stratification. Stratified sampling was used to select the sample of organizations for study. This method was appropriate due to the nature of the population; that is stratified according to the different types of organizations. The process of stratification would increase the efficiency of the sampling design as stratification ensured proportional representation of the different units in the population. The population was divided into 4 strata; which was more representative of the population as it covered the various groups of organizations. The criteria for stratification was based on the type of organization as per the registration register classified as; Women Groups, Youth Groups, Community Development Groups and Self Help/Welfare Groups. The sample of respondents composed of members of registered community organizations and technical officers. The Technical officers sampling was done purposively from the departments that were engaged with community organizations in the Sub County. These departments included; the Department of Social Services and Development, WEF, Chepchep SACCO, Forestry and CACC. These technical officers provided the general overview of community organizations operating in the study area.

1.16 Sample size

The current study sample comprised of members of community organizations drawn from the population of registered community organizations in Bureti Sub County. The desired sample of 100 was ten percent (10 %) of the population. The sample size was achieved by computing the percentages of the strata. Sampling for the study was proportionate, calculated under the stratified proportionate allocation (Iarossi, 2006). Simple random sampling was then used to select units for study from each stratum.

Number of strata = 4: A = 429, B = 325, C = 126, D = 146 Desired sample: 100

94 community organizations were sampled for the study, all operating within Bureti Sub County.

Table 3.1: Sample drawn for the Study

Type of organization	number/ size per strata	percentage	sample size
Women groups (A)	429	41.8	42
Welfare organizations (B)	325	31.6	32
Youth groups (C)	126	12.2	12
Community Development Groups (D)	146	14.2	14

n=100

1.17 Method of Data Collection

Primary and secondary data was collected for the study; primary data was through interviews and secondary data through literature search in the internet, academic journals, publications, and review of documents. The choice of interview method was based on its relative flexibility in asking questions and ease of making clarifications as opposed to the questionnaire which is restrictive. The choice of interview was also based on the nature of the respondents whose literacy levels was unknown and could be low. This study used direct personal interview method of data collection which provided in-depth information from respondents.

1.17.1 Data Collection Technique

The study used semi-structured interview schedule (Appendix-1) with open and closed-ended questions were used to collect data from respondents. The semi-structured interview was chosen for its advantage of providing flexibility in asking questions, providing in-depth information, explanations and obtaining relatively uniform information from the respondents which would allow comparability of responses. Interview guide for technical officers (Appendix-2) was also used to get general overview and confirmation from technical officers engaged with community groups in the study area.

1.18 Pilot the Interview Schedule Questions

In order to assess suitability and clarity of the interview schedule questions, the tool was piloted with 5 randomly selected members of community who were members of community groups from Boito Location in Konoin, Bomet County. The choice of location of the pilot was based on its proximity to the study area as it was a border location and also the area was part of Bureti before the administrative sub division was done; therefore the location had comparatively similar characteristics with the study area. The pilot was used to establish clarity of the data collection tool, whether the interview schedule was reliable and valid. After the pilot a few changes were made to improve the instrument based on the responses received.

1.19 Data Analysis

Data collected was sorted, classified, coded, and then tabulated for ease of analysis and presentation using tables, graphs. Qualitative and quantitative analysis of data was done to answer the research questions, as the data collected was both qualitative and quantitative. Qualitative analysis was used to find out the resource and infrastructure of the community organizations and the influence on performance. Quantitative analysis was used to test the association between skills, and organizational capacity and performance. Data was analysed using both descriptive as well as inferential statistical procedures. Statistical Package for Social Sciences (SPSS) computer software was used to analyze data and generated frequency distributions and percentage scores, which were presented, interpreted and discussed in line with the study objectives. Chi-square was used to test relationship between skills capacity and performance and the association between organizational capacity and performance of

community organizations. All statistical measurements were performed at 95% confidence level. Qualitative data analyzed and interpreted thematically according to the study objective.

1.20 Field challenges

During field data collection, one of the challenges experienced was location the community organizations as most did not have offices and some had closed down. This was overcome by tracing through telephones for those with active numbers. Further there was a challenge from respondents who took the study as a way of getting access to funding or an evaluation. This challenge was addressed by explaining that the study was purely for academic purposes and also making referrals for organizations to department and agencies that could address their concerns or get assistance.

1.21 Ethical Consideration

The research took into account the necessary ethical considerations. Participants or interviewees permission was sought by explaining the nature and purpose of the research. Informed consent to be interviewed was got from the respondents before they were interviewed. The protection of the privacy and identity of the participants was assured and the information obtained used for the research purpose only. Appropriate training was done to research assistant to be able to collect accurate data. The researcher observed the objectivity of the research. Research permit and authority was obtained from the relevant authority.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

3.0 Introduction

This chapter presents the study results and discussions of the findings. The study was conducted in Kericho County; Bureti Sub County. First the general information and characteristics of the organizations and the respondents such as gender, age and educational level are presented, followed by findings and discussions according to the study objectives one and two; evaluation of influence of resources and skills capacity on performance and the third objective assesment of infrastructure capacity influence on performance and the relationship between organizational capacity performance of community organizations. The findings are presented in form of frequency distribution tables, pie charts, bar graphs and percentage scores. Statistical analysis was performed using the Statistical Package for the Social Sciences (SPSS).

The findings of the general charaterictis; dempgraphic and on the organizations are presented.

1.22 Results

In this section data was presented to address the study research question. The findings on the general characteristic of the study are presented first then findings according to the research objectives.

1.22.1 Demographic Characteristics

The general information of the respondents' background was sought, focus was on the age of respondents, education level and the type, and year of inception of the community organization engaged in.

1.22.2 Gender of the respondents

The gender of the respondents who were interviewed is presented to show representation.

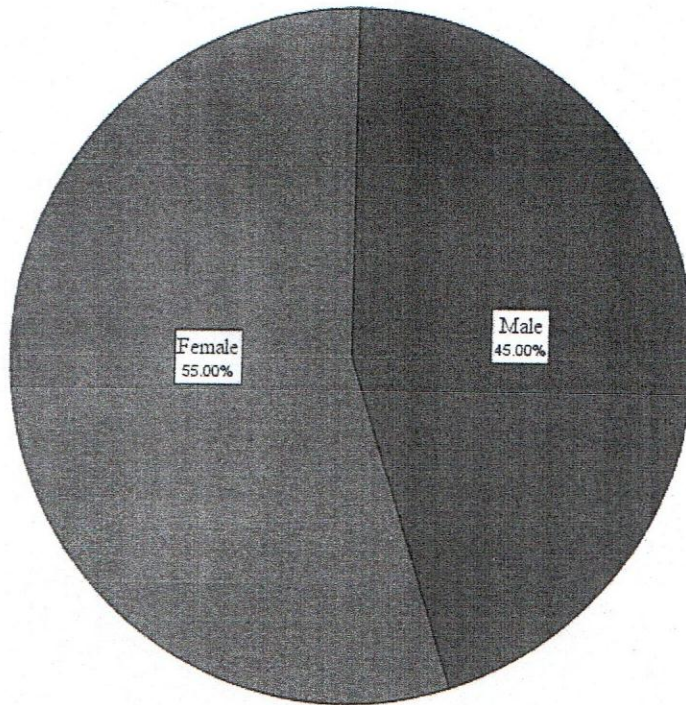


Figure 4.1 Gender of the respondents

As shown in Figure 4.1, majority of the respondents were females representing 55% while the males were 45%. Majority of the CBOs members interviewed were female, as opposed to males. This agrees with the registration records from the Department of Gender and Social Development which showed that the number of Women Groups registered was higher than the other groups. The study population was also found to have consisted of more women groups than the other types of groups. This showed that many females than males were engaged in or were members of various community groups.

1.22.3 Age category of Respondents

Majority of the individuals surveyed fell in the age bracket between 31 years and 40 years, representing 47.4% of the respondents. They were followed by those in the age bracket of between 41 years and 50 years who represented 28.9%. The younger age bracket of 18 years to 30 years represented 15.5% while those at 51 years and above represented 8.2% as shown below.

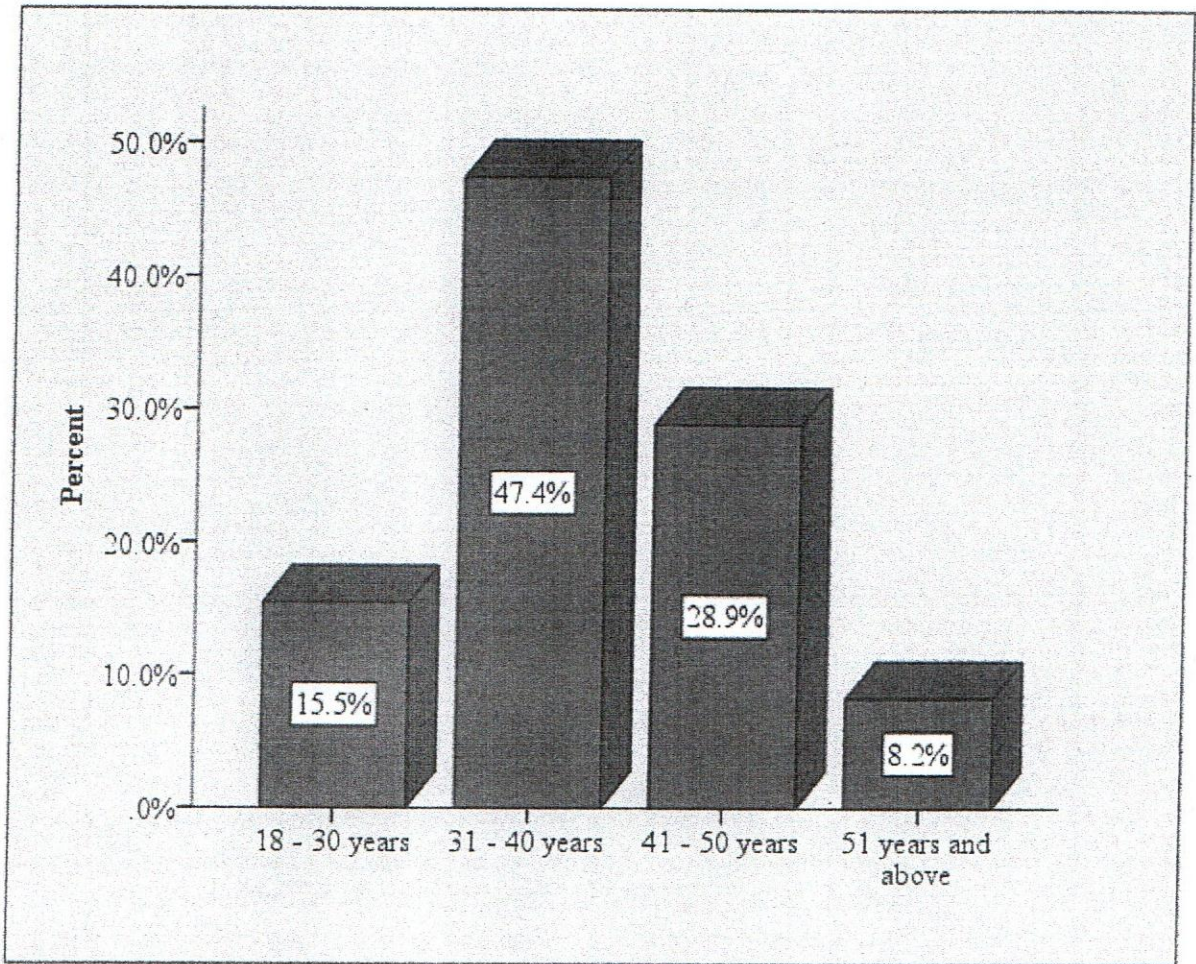


Figure 4.1: Age bracket of the Respondents

From the results majority of those surveyed were aged between 31 to 40 years at 47.4%, this bracket comprised people in the working age, with family and community responsibilities, thus mainly engaging in community organizations activities to improve their lives and families. The youthful population of age bracket 18 to 30 years were minimally engaged at about 15.5%, this is despite the presence of funds like Youth Fund and UWEZO which targeted the youth community groups. The youthful population was not generally engaged in community organizations.

1.22.4 Education levels of respondents

To get the levels of education, respondents were asked to state the highest level of education attended. The findings show in Figure 4.3, that majority of the respondents at 49.5% attended at least secondary level of education. They were followed by about 39.2% of the respondents who had at least primary level of education. The respondents with tertiary level of education were only 7.2% while 4.1% were professionals. Majority of those interviewed interestingly had some basic literacy or education having attended at least primary level of education. This

indicated a high level of literacy in the research area, and compares with the high percentage of the population with primary at 69.8% for Kericho County, the area of study (GoK, 2013).

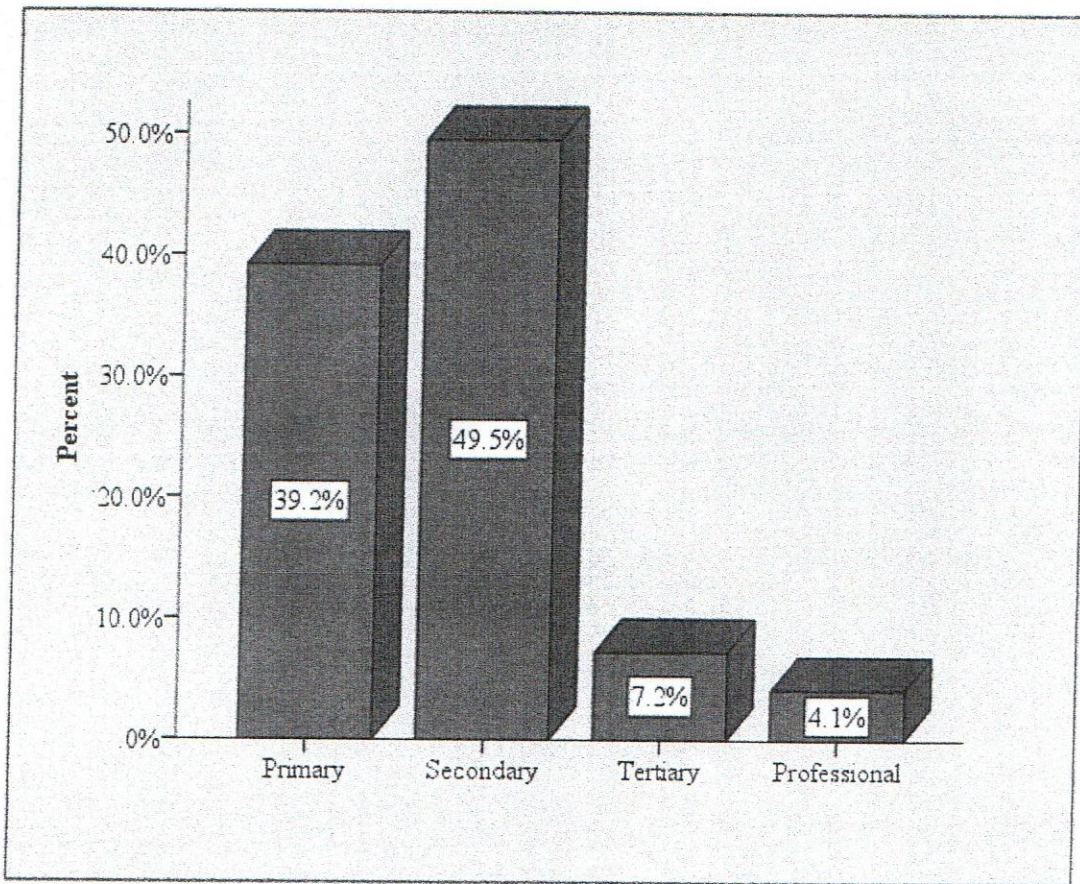


Figure 4.3. Education Level of the Respondents

1.22.5 Types of Organizations

The study sought to know the types of organizations that were in the study area, respondents were asked to state the type of organization they were engaged in. As shown in Figure 4.4 the findings indicated that 62% of the organizations were Self Help, while 28% were welfare and only 10% were community development groups. Community development groups were the least at only 10% as they were mainly formed for specific community projects. These groups were mainly funded to undertake specific projects in the community and mostly wound up after project completion. Most of the organizations in the study area were self-help which are community groups formed by people with a felt need who come together toward achieving a common goal; mainly to improve their lives, families and by extension the community. This suggests that most of the organizations were formed by members of community driven by own needs or problems. They were formed to find solutions, mainly to alleviate their

economic standards as the names suggests 'self-help', also referred to locally as 'Kibangenge' which means togetherness.

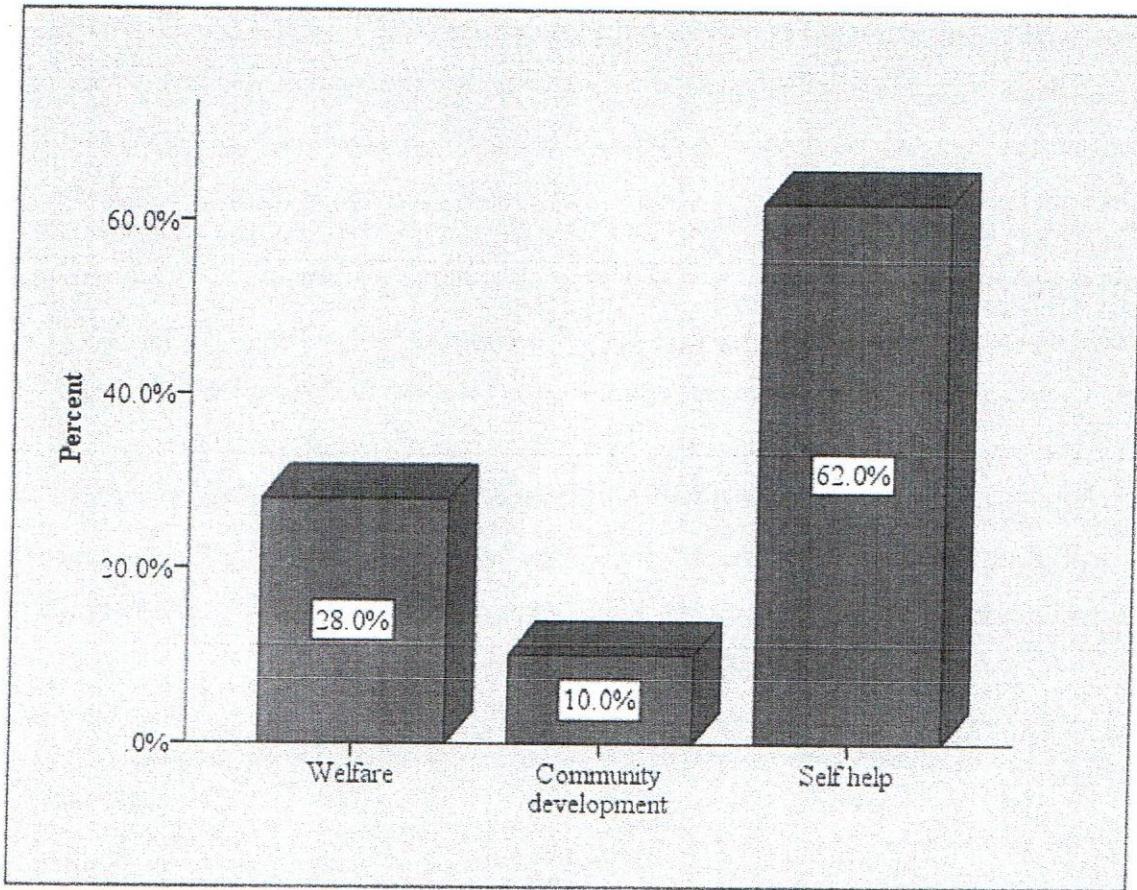


Figure 4.4: Types of Organization

It was revealed that the Department of Social Services which registers these organizations classified them into specific categories for registration: self-help, welfare, youth groups and community development groups. Supervision of the groups by the concerned technical departments was found to be very low, the groups got little advice on group dynamics, management of group affairs and activities. Technical officers stated that the supervision of the community groups and skills improvement was done mainly during the project cycle which stopped upon project completion leaving the groups without any technical support and supervision. However, supervision and contact with technical officer was noted to be well maintained among the groups which received grants or loans from WEF, Saccos and other microfinance institutions.

1.22.6 Year of Establishment

The study sought to find out the year of establishment of the organizations to show the trends in the growth of the community organizations. The findings in Figure 4.5 show that there was

a steady increase in the number of community organizations being established over the years. Majority of the organizations, approximately 62.0%, were established between 2010 to the time of the study. About 29% of these organizations were established between the years 2005 and 2009. Only 9% of the organizations were established between the years 1998 and 2004. This supports the debate that the number of CBOs has been on the increase as they are favoured as drivers of community development.

The acceptance of community organizations as drivers of community development is evident in their gradual increase in the community. Community groups' formation has been embraced and community members are encouraged to form groups to be eligible for funding e.g. Youth Fund, WEF and even microfinance institutions give loans to groups. Groups provide security or collaterals to secure loans as opposed to individuals. Interview with the Social development office revealed that many groups are formed with high expectations of quick and immediate benefit in funding; this explains the upsurge of groups' registration during the introduction of WEF, Youth Empowerment Funds and other such programmes.

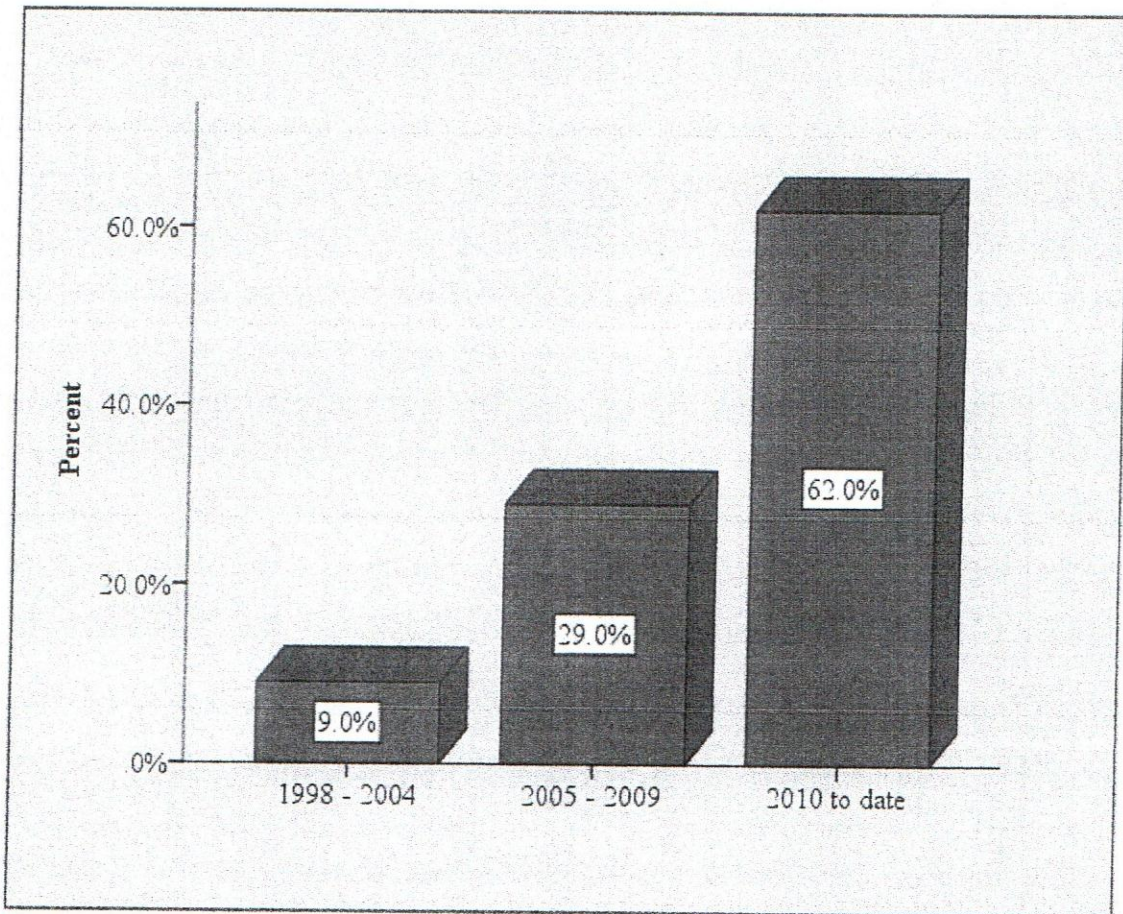


Figure 4.5: Year of Establishment of the Organizations

1.22.7 Formality of Community Organizations

The study sought to find out whether the community organizations were managed formally or informally and if the organizations had a written mission statement. The responses were as follows:

Table 4.1 Possession of mission statement/ constitution by community organizations

	Yes		No	
	Freq	Percent	Freq	Percent
Does your organization have a formal or written mission statement that guides its operations?	100	100.0	0	0.0
Is the current state of operations still in line with your mission statement?	92	92.0	8	8.0

n=100

Responses in Table 4.1 showed that all the organizations in the study had formal statement not a mission statement which was referred to as the '*constitution*'. It came out that it was a mandatory requirement for registration by the Department of Social Services for the groups to have the constitution; this explained its possession by all the groups interviewed. The constitution was more of a governance statement indicating the by- laws and rules for the group. The constitution is a form of formalization as it acts as a binding and guiding document for the group members behavior and group operations. However even though 92% of those interviewed claimed that their operations were still in line with their constitution, it came out that most of what was written in the constitutions was not strictly adhered to and the constitution was rarely referred to by the groups in their operations except on the rules of operations. Further there were some groups which had deviated in their operations and activities, from what was initially documented in the constitution; however, this was not openly acknowledged. This was clearly stated by one respondent:

'Now we only do table banking to sustain the group as we failed to get funding for the group project of 'posho' mill and green house....'

Technical officers' interview further revealed that although all registered groups were formally registered with constitutions, most of them did not follow their mission statements, as some were formed solely to access funding as a source of quick money. It was pointed out

that such groups would soon be dormant as they were not formed or driven by clear missions and goals. This explained the high number of dormant or dead registered groups.

1.23 Results

The results of the study are presented as per study objectives.

1.23.1 The Influence of Resource Capacity on Performance of Community Organizations

The first study objective sought to explore the effects of resource capacity on the performance of community organizations in Bureti Sub County; and to answer the research question how resource capacity influence performance of community organizations. The study looked at the resources in terms of funding sources and adequacy and human resource as the membership in terms of size, commitment and participation. This was assessed to understand the influence organizational performance.

1.23.1.1 Sources of Funding

The study sought to find out the main sources and adequacy of funding to the community organization, responses were as indicated below.

Table 4.2: Sources of Funding for Community Organizations

	Frequency	Percent (%)
Member's contributions	94	94.0
Government department	3	3.0
Donor agencies	3	3.0

The findings in Figure 4.2 revealed that majority of the local organizations representing about 94% got their funding from the member's contributions. Only 3% got their funding from the government departments and another 3% from donor agencies. From the study it came out that funding of groups' activities was majorly from members' contributions. This was found

to be a major challenge to the members who more often had low and limited sources of income and the sources were unreliable as one respondent remarked that:

'We get very little from casual work and farming and our group contributions are therefore very little, just enough to 'sungusha' among members we cannot do any projects we planned....'

This clearly demonstrated that the low incomes among the members could limit their ability to contribute sufficiently to support group activities. This was confirmed by the technical officers that there were no funding agencies in the study area except for microfinance institutions and a few government funded projects in the past. This therefore meant that the majority of the organizations depended on funding from members contributions only. Further the low resource availability was also unreliable thus limited groups from engaging in tangible income generating activities which would improve their lives. It was pointed out that study community's source of income was mainly from subsistence tea farming and casual work in the farms which was insufficient and limiting to members' contribution abilities. Discussions from technical officers pointed out that financial support for community groups was not evident both from government and other non-governmental agencies. Never the less some community organizations had received funding from Governmental agencies and funds which included: WEF, YF and NACC.

Table 4.3: Adequacy of funding

	Frequency	Percent (%)
Adequate	26	26.0
Inadequate	64	64.0
Very inadequate	10	10.0
n = 100		

Majority of the respondents said that the funding was inadequate for their organization's activities; this was claimed by 64% of the respondents and 26% said the funding was adequate, while only 10% said the funding was very inadequate. This showed that the money

received in the groups was only able to meet the basic sustenance of the group with no hope of improvement or advancement.

It came out that in the study area there were no identified donor agencies which could provide funding to the local groups, except for the microfinance institutions. Some of the Groups also were reported to have benefited from funding by Uwezo and WEF. However, there were a few other international NGOs which were not domiciled in the study area. Groups were however skeptical about getting funds or loans from the microfinance agencies. Most of the community members fear repayment defaulting and the high interests. The challenge of funds inadequacy cited by most of the members of the groups interviewed, indicated that the performance of the organizations was hindered as they were unable to perform and meet all their desired goals. The funding status therefore limits groups full potentials and by extension members benefits. These funding limitations evidently forced most groups to operate at minimal levels of subsistence.

Interview of technical officers showed that most organizations faced funding challenges as they depended on single source of funds and which was further unreliable. The few groups which accessed funds were limited to specific community development projects which upon project completion, were usually unable to operate, however a few changed their operations and activities to be able to survive. The level of resource availability among the organizations was pointed as high for those groups which got loans from microfinance institutions, but however many respondents cited the fear of taking loans. Many of the groups resource capacity was low especially those which were initially funded like the NACC funded groups, when funding ended most groups operations was affected or stopped. The low or limited funding led to limitations in group's activities and growth, as the groups were unable to engage in tangible IGAs to maintain their groups or improve their lives.

Interview of technical officers indicated that resource capacity among community organizations as generally moderate. It was pointed out that the majority of the groups depended on members' contributions only. Further that most groups' funding was generally low and not sufficient to meet their objectives and this therefore limited the organization's operations and activities. There were also limited funding agencies in the study area Kericho, except for microfinance institutions. To further qualify the adequacy of funding among the community organizations, respondents were asked to give reasons for their ratings and the responses were as indicated in the table 4.4.

Table 4.4: Reasons for rating levels on funding adequacy

Level	Reasons for rating
Very adequate	Enough to pay fees needs for members and surplus banked in group account Community organizations able to achieve their objectives
Adequate	Funds collected enough to loan out to members monthly Able to meet members basic needs like school fees Funds used to purchase household items for members Funds able to sustain group project
Inadequate	Not enough to boost their businesses Members contributions too is little
Very inadequate	Members not loyal and regular in contributing to group Money contributed too little to loan out to members

The reasons given on adequacy of funding by the respondents varied from ratings of very adequate to very inadequate. The respondents stated satisfaction in terms of what the funds was able to do for the group members especially on meeting basic needs like school fees, soft loans, and household improvements among others. Those who felt that funding was inadequate pointed that whatever was contributed was too little to enable any meaningful benefits to the group. As the results in Table 4.3 showed, majority of the respondents rated their group's funds as inadequate at 64%. This suggests that most groups' performance was affected by funding inadequacy. The low or limited funding led to limitations in group's activities and growth, as the groups were unable to engage in tangible IGAs to maintain or improve group performance.

Technical officer's interview pointed out that resource levels among the groups ranged generally from medium to low. The funded groups received funds during project cycle which ended on completion leaving the groups to turn to members for contributions, and this greatly

affected their operations. It was pointed out that there had been no external funding of groups in the recent past in the study area, even by NACC, Youth Fund and other agencies which previously had been the main funding agencies for community groups. Most surviving groups were therefore entirely dependent on own internal resources to keep their organizations going. Interview of technical officers indicated that resource capacity among community organizations as generally moderate. This was qualified by pointing out that majority of the groups depended on members' contributions as their only source of resources which limited the organization's ability to engage in tangible activities that could generate incomes.

Finally, resource in terms of human capacity was assessed in this study in terms of community group membership strength in size and retention. The members' participation and commitment in the activities of the organization was considered. The strength of membership was viewed in terms of the numbers and ability of the community organizations to retain most if not all its members and maintain their participation in the activities of the group. Most of the groups assessed indicated high membership retention and this was further supported by the existence of the organizations and the continued activity level or performance. This capacity was however indicated by respondents to be facing challenges from non-compliant members who defaulted on payments of their contributions or loans. Such a situation threatened the membership and the very existence of the group.

Technical officers further supported this adding that in addition to loan defaulters, many community groups faced membership challenges in terms of non-attendance of group meetings, misuse of funds, unresolved conflicts in the group, poor management and leadership. These challenges reflected on the informal governance structures predominant in most local community organizations. Some groups were reported to have been formed without clear missions among the members while others had members who did not reside in the locality therefore affecting their participation in attending meetings which was crucial for the survival of the group. All these factors threatened the existence and by extension the performance of community organizations.

1.23.2 The Influence of Skills Capacity on Organizational Performance

The second objective of the study sought to determine the influence of skill capacity on the performance of community organizations. The study assessed members of organizations' capacity in training, competencies, experience in the stated skill areas. The skills were further assessed to ascertain their usefulness in organizational performance. Further the status of organizational leadership was explored to understand its effects on performance.

This study sought to find out the skills levels in the organizations and the responses were as follows:

Table 4.5: Distribution of skills for members of organizations

	Yes		No	
	Freq	Percent	Freq	Percent
Are members/staff trained or have experience in management/leadership?	59	60.2	39	39.8
Are members/staff trained or have experience in proposal writing?	40	40.4	59	59.6
Are members/staff trained or have experience in fund raising / resource mobilization?	35	35.4	64	64.6
Are members/staff trained or have experience in record keeping?	94	94.0	6	6.0
Are members/staff trained or have experience in financial records?	80	80.0	20	20.0

n=100

As shown on Table 4.5 response on whether members/staff were trained or had experience in management/leadership, 60.2% said yes while 39.8% said no. Further 40.4% of the respondents claimed that the members had experience in proposal writing while a significant majority of 59.6% claimed that members had no experience in proposal writing. Majority of the respondents representing 64.6% claimed that members did not have training or experience in fund raising or resource mobilization, and 35.4% did have this skill. On the other hand, 94% of the respondents claimed that their members had training or experience in record keeping, while only 6% claimed to the contrary. Finally 80% claimed that their members had training or experience in financial records while 20% claimed their members had no training or experience in financial records. The findings show that majority of the groups' members had some form of training or experience, indicating high levels of competencies.

Record keeping in Table 4.5 was indicated to be the highest skill possessed by group members at 94%; this was followed closely by financial records at 80%. The two skills scored highly are important for the basic survival of the group to record transactions and track flow of finances. The findings showed management and leadership skills was above average levels at 60%, however it was notable that proposal writing and resource mobilization scored least at 40.4% and 35.4% respectively. An apparent low skill in resource mobilization which is vital for organizational performance was generally noted across the organizations. Most of the groups were unable to access other funding sources apart from members' contributions, as they did not write proposals to access external funding opportunities. This came out clearly as a challenge as shown in Table 4.3 that 64% of respondents felt the funds available to the groups was inadequate.

Despite indication of high skills ratings by the respondents, it was interesting to note that majority of the members had not attended any training but possessed some skills from formal schooling and were able to offer the skills and related services to their organizations. Interview of technical officers further supported this and confirmed that training or skills improvement was done for some groups undertaking specific projects in related areas like WEF for provision of loans for economic enterprises, CACC groups engaged in HIV/AIDS prevention and behavior change and UWEZO for Youth economic empowerment. Such groups were usually trained by the agencies to run specific projects prior to being funded. The groups would therefore benefit from the skills improvement and which they would utilize in their groups even after projects completion. Technical officers added that though members of community organizations showed high skills in some areas; there was need for further training or skills improvement on finance, management and conflict resolution, as most groups faced challenges in those areas. This challenge of low skills led to misuse of loans or credit which further contributed to high loan repayment defaulting rates by groups. Community groups should therefore be trained well on financial management and the relevant technical areas related to their IGAs or planned projects before they are given the funds. Training should generally be directed at specific identified capacity gaps among the groups.

1.23.2.1 Helpfulness of the skills possessed by members of organizations

To further assess the skills of members of organizations, respondents were asked to state if and how useful the skills possessed by members was to organizational performance. Majority of respondents indicated that the skills possessed by members were helpful. The main areas that

members possessed skills were financial management, record keeping and governance. Technical officers interviewed stated that training or capacity building interventions was effective on improving the performance of the concerned groups, especially on issues of records keeping and reporting, governance and management of finances. As funded groups were required to submit regular reports and were subjected to audits or monitoring by the funding or donor agencies, the skills in these areas were therefore important for effective performance. Such groups were noted to have high performance in records and activities reporting. However, majority of the groups that were not funded did not benefit from the skill improvements.

Technical officers interviewed stated that though some members of organizations were trained, they did not put to good use the skills learnt in their group's activities to improve performance. The beneficiary groups for programmes like WEF and CACC were trained before provision of the funds; loans and grants, thereafter the groups were further monitored and visited by the concerned officers to ensure good performance. From such groups there was remarkable utilization of the learnt skills by the members in managing group funds and activities. This suggests that training in relevant skills and supervision was important for organizational performance. However, most community groups received very little supervision or technical support visits by the technical officers and this affected their performance.

Technical officers' interview revealed that some groups especially those funded and trained had high skills in a number of relevant areas. However, for majority of the groups it was generally low skills as no interventions had been made for their training. Some also lacked technical skills and advice in relevant areas of income generating activities; like tree planting, poultry farming or green house farming which they engaged in. This affected their production leading to loses which discouraged further engagement in the activities. Further it was pointed that some community members despite having received training did not often put in practice the skills. Generally, most groups had not been trained nor had sufficient skills. However, those groups engaged with microfinance agencies were trained prior to provisions of the funds and further trainings and follow ups were done; this increased the skills and hence performance of such groups. Generally, it was found that members with skills and experience volunteered and utilized their skills in their group's activities.

To evaluate the relationship between skills capacity and organizational performance, a chi-square test was done to determine whether the performance of the organizations was dependent on the skills possessed by the members or staff.

Table 4.6: Chi-square results for members' skills and performance of community organizations

	Value	Df	p-value
Pearson Chi-Square	2.408	2	0.300
Likelihood Ratio	3.974	2	0.137
Linear-by-Linear Association	1.905	1	0.168

Table 4.7 shows that a chi-square value of 2.408 was obtained with 2 degrees of freedom and a p-value of 0.300. This value was greater than the 0.05 level of significance and therefore no dependence was found between these two variables. This implied that members rated the performance of their organizations regardless of the whether the skills possessed by members were helpful or not. This suggests that there was no direct dependence between skills possessed by members and performance of the organization. This was interesting as this could suggest that the performance of an organization was not entirely dependent on skills of members but rather on a number of other factors.

1.23.3 The Influence of Infrastructure on the Performance of Community Organizations

The third objective of the study was to explore the effects of infrastructure capacity of community organizations performance. Infrastructure was looked at in terms of equipment and other infrastructural facilities; availability and use. The respondents were asked if their organizations had the following listed equipment.

Table 4.7: Distribution of responses on possession of office equipment by organizations

	Yes		No	
	Freq	Percent	Freq	Percent
Does your organization have an office?	11	11.0	89	89.0
Does your organization have furniture?	12	12.0	88	88.0
Does your organization have a computer?	3	3.0	97	97.0
Does your organization have a phone?	46	46.0	54	54.0

As shown in Table 4.7 majority of the organizations did not have most of the infrastructure facilities like offices, furniture, computers and telephones. The results showed that only 3% of the organizations claimed to have computers, while 97% did not have. Only 11% of these organizations had offices while 89% did not. There was acute lack of most office equipment by majority of the organizations; 97% were without computers, which limited their ability to access vital information on the internet like funding opportunities. Most of the organizations did not write any proposals and missed out on opportunities toward funding their operations. Most groups when in need of making correspondences or writing proposals depended on commercial bureaus at a fee since they had no computers. Considering financial constraints faced by most of these local organizations, proposal writing was the least of priority

From the results in Table 4.7, majority of the organizations did not have telephones at 54% while 46% had telephones. However, on further inquiry majority of the groups used the mobile telephones of the chairman or other group's officials. Most of the organizations therefore did not have organizational telephone, which could be used for the official businesses and transactions of the group. Even so this was found to be effective and served the groups though some respondents felt that an organization should have its telephone separate from the individual officials.

Among the equipment the study inquired about were offices and furniture for the community groups. The responses in Table 4.7 showed that 89% of the groups did not have offices and furniture at 88%. But a significant number of them felt they did not need either office or furniture, pointing out that they met in members' houses, church or schools and felt that was adequate for their operational needs. It is worth to note that most organizations being local used resources at their disposal to achieve their goals. Even though from the findings there was acute shortage of organizational equipment and infrastructure, most groups used

ingenuity and utilized available resources at their disposal; like meeting at members' homes or schools

1.23.3.1 Capacity in terms of Equipment

To assess the resource capacity of community organizations in terms of equipment, respondents were asked to rate their organizations' capacity in terms of equipment. According to findings on Table 4.14 a significant majority of the respondents, representing 79% claimed that the organizational capacity in terms of equipment was very low. This was followed by 11% of the respondents who claimed low level and 9% who claimed moderate level. Equipment was rated very low by most organizations, this showed that most organizations were lacking in this capacity, it was of interest to find out the effects this had on performance; whether equipment was important for local organizations performance. Most organizations were noted to be able to exist without most equipment, and as pointed out earlier most groups used member's facilities like phones, homes etc for the group's activities. It was noteworthy that the organizations which rated highly on equipment were those externally sponsored or funded. They could therefore afford to have an office and most of the office equipment. Equipment like computers and internet was found to be important for such group's operations; in periodic reporting of activities to their donors and making proposals for funding. However, it came out from the findings that most of the local organizations did not require most of the equipment for their daily operations, though important for improving performance. The general low availability of equipment among the organizations showed the challenges occasioned by this which affected performance.

1.23.4 The Influence of Organizational Capacity on Performance of Community Organizations

This study further examined the influence of organizational capacity on the performance of local community organizations in Bureti. The research question was; what is the organizational capacity of local organizations and the influence on performance? To determine the organizational capacity, members of organizations interviewed were asked to rate their organizations in terms of some key capacity areas which included: management, proposal writing, leadership, membership, funds, and equipment. These factors were assessed to determine their levels in the organizations under study. The study further sought to assess the organizational capacity and the influence on performance, to establish the relationship.

Respondents were asked to rate their organizations' performance; the responses were placed in a form of a five-point Likert scale.

1.23.4.1 Organizational capacity levels in terms of management

Organizations were rated by the respondents in terms of management and the following responses were recorded:

Table 4.4: Organizational Capacity Levels in terms of Management

	Frequency	Percent (%)
Very High	23	23.0
High	27	27.0
Moderate	40	40.0
Low	10	10.0
Very Low	0	0.0

As shown in Table 4.8 majority of the respondents, making up 40%, felt that the organizational capacity levels in terms of management was moderate. This was followed by 27% of the respondents who felt that the level of performance of their organization in terms of management was high. Only 10% claimed that the level was low. The majority of responses showed that most respondents felt that their organizations were well managed. Despite the high ratings on management by the respondents the groups' performance was not as high as expected. This could suggest that management was not the only factor that directly influenced performance. These findings could also suggest that members of organizations were confident with the management of their organizations and therefore rated them as high or moderate.

The technical officers however felt that many groups had management challenges like group conflicts and resolution, misuse of funds, uncommitted members and irregular group meetings and attendance. These factors negatively affected the performance of the groups. Furthermore, a number of groups were reported to face poor management issues leading dormancy in groups' activities and performance. However not all community organizations showed low management levels as there were groups which were well managed and performed generally well as reported by the technical officers.

1.23.4.2 Proposal Writing Capacity of Community Organizations

The study sought to know the proposal writing capacity of the community organizations; and respondents rated their organizations in terms of proposal writing, the ratings of the respondents were as follows:

Table 4.5: Organizational Capacity in terms of Proposal Writing

	Frequency	Percent
Very High	14	14.0
High	12	12.0
Moderate	13	13.0
Low	32	32.0
Very Low	29	29.0

Majority of the respondents as shown in Table 4.9 felt that the organizational capacity in terms of proposal writing was low as claimed by 32% of the respondents. It is also worth noting that a significant number of the respondents at 29% felt that the level to performance in terms of proposal writing was very low. Only 14% felt that the level was very high. The ratings as shown in Table 4.9 point out an acute inability of most local organizations to access external funding through writing proposals for funding of their activities. This situation further aggravates the problem of accessing funds both internally and externally. Proposal writing as the contemporary means of funds sourcing opens up groups to potential donors who might be willing to support their activities. However, from the findings most of the groups studied missed out on these funding opportunities as they relied mainly on members contributions and did not attempt to write any proposals for funding of their activities.

1.23.4.3 Report Writing Capacity of Community Organizations

To determine the resource capacity of the organizations respondents were asked to rate their organizations in terms of report writing capacity of their organization, their responses were as follows:

Table 4.6: Organizational Capacity Level in Terms of Report Writing

	Frequency	Percent
Very High	19	19.0
High	14	14.0
Moderate	55	55.0
Low	11	11.0
Very Low	1	1.0

From Table 4.10 majority of the respondents representing 55% felt that the organizational capacity level in terms of report writing was moderate. This was followed by 19% who claimed that the level was very high and 14% as high. Only 1% of the respondents felt that the organizational capacity level in report writing was very low. This capacity was evident in the groups' ability to keep some basic records of their organizations like minutes. From the interview, it came out that report writing was not formal or professional but was rather the ability to write and keep some important records of the organization. It is worth noting that most of the groups maintained some level of basic record keeping and could be scored generally at average capacity.

1.23.4.4 Leadership capacity of community organizations

The study sought to assess the leadership capacity of the community organizations, respondents rated the organizations, and the results were as follows:

Table 4.7: Organizational Capacity Level in Terms of Leadership

	Frequency	Percent
Very High	20	20.0
High	33	33.0
Moderate	30	30.0
Low	14	14.0
Very Low	3	3.0

From the findings in Table 4.11 majority of the respondents felt that organizational capacity level in terms of leadership was high. This was claimed by 33% of the respondents, it was followed by 30% of the respondents who claimed moderate level and then 20% of the respondents who claimed very high level of organizational capacity in terms of leadership. The ratings indicate that most of the respondents rated their organizations' leadership highly. The respondents felt that their organizations had good leadership which they attributed to

their being able to be in existence, as good leadership enhances cohesion of the group to continue being in existence. Leadership was also instrumental in maintaining the members' motivation to engage in group activities and maintain membership.

1.23.4.5 Membership Capacity of community organizations

To further explore organizational capacity, respondents were asked to rate their organizational capacity in terms of membership and the responses were as shown in Table 4.12:

Table 4.8: Organizational Capacity Level in terms of Staff/Membership

	Frequency	Percent
Very High	20	20.0
High	23	23.0
Moderate	39	39.0
Low	15	15.0
Very Low	3	3.0

From the responses in Table 4.12, 39% of the respondents representing the majority claimed that the organizational capacity level in terms of membership was moderate. This was followed by 23% and 20% who claimed high and very high respectively, only 3% claimed very low level. These findings show that most of the organizations still maintained their members and this was further supported by their continued existence. The results point out to the importance of strength of membership for organizational performance. Local organizations depend on their membership for their strength, as the main source of funding and other resources. These groups' membership in terms of contributions, membership strength/size, participation and commitment is therefore crucial for their performance. Those groups with strong memberships would have better chance to perform, as the large numbers are able to pool substantial resources to meet their objectives. These findings support the importance of membership for the existence and performance of an organization as qualified by one respondent who stated that:

'When members are not committed to the group like in contributing and attending meetings they end up leaving or being removed from the group and this can break a group if many members default.....'

The strength of membership capacity of an organization indicates the level of involvement of members in organizational activities. It was further noted that membership was a challenge to a number of groups as some members were no longer actively participating in group activities, this was reported to weaken organizational resource base, in both capital and human. Capacity strength in memberships was indicated by organizations which were strong and the members actively participating in the groups' activities thereby sustaining the group performance.

Major challenges to membership as pointed out by technical officers was attributed to the need for short term and immediate benefits by members, conflicts among members, loan repayments defaulters, low commitment of members, failure to attend group meetings among other reasons. Some groups were noted to have been formed with the intention of attracting some available funding like Youth Enterprise Fund; members from such groups would abandon the group once their individual needs are not immediately met as expected hence weakening the group's strength. Such groups' membership would dwindle once they failed to receive the funds or benefits or as soon as the money especially grants is received and mismanaged due to lack of clear objectives from the onset. Furthermore, loan defaulters cause group break up as other members' fear having to pay for the defaulters and therefore abandon the group. This explains why there were many registered groups on record but few actually existed physically.

1.23.4.6 Funds Capacity of Community Organizations

To determine the contribution of the funding of community organizations on organizational capacity, respondents were asked to rate their organizations in terms of funds. The responses were as follows:

Table 4.9: Response on Organizational Capacity level in terms of Funds

	Frequency	Percent
Very High	4	4.0
High	10	10.0
Moderate	27	27.0
Low	47	47.0
Very Low	12	12.0

From the findings in Table 4.13 majority of the respondents, 47% claimed that the organizational capacity level in terms of funds was low. However, 27% of the respondents claimed moderate level, 12% claimed very low level and 10% claimed high level. Funds as a limited and scarce resource was rated low by majority of the respondents as expected. The low funding evidently affected the performance of these local organizations as most claimed that they were not able to engage in all their planned and intended activities. Most claimed their performance was hindered by low funds available and most were under performing. Most of the groups were surviving on a kind of “hand to mouth” scenario, where the money contributed by members was immediately allocated back to the members as soft loans for various needs, leaving nothing or very little if any as group’s savings. It was also evident that despite groups having opened bank accounts, some had been closed while those still in existence had very little money saved in their bank accounts. This scenario was however quite different from those groups engaged with microfinance agencies. For these groups it was pointed that it was a requirement to save money regularly in their accounts to build their savings and such groups were supervised closely and strictly by the microfinance institutions to ensure compliance. Most of these groups which received loans from microfinance agencies therefore had savings in their accounts and their contributions reliable and consistent.

1.23.4.7 Resource Capacity in Terms of Equipment

To assess the resource capacity of community organizations in terms of equipment, respondents rated their organizations’ capacity in terms of equipment. The following were the responses.

Table 4.10: Organizational Capacity level in terms of Equipment

	Frequency	Percent
Very High	1	1.0
High	0	0.0
Moderate	9	9.0
Low	11	11.0
Very Low	79	79.0

According to findings on Table 4.14 a significant majority of the respondents, representing 79% claimed that the organizational capacity in terms of equipment was very low. This was followed by 11% of the respondents who claimed low level and 9% who claimed moderate

level. Equipment was rated very low by most organizations, this showed that most organizations were lacking in this capacity, it was interesting to find out the effects this had on performance; whether equipment was important for local organizations performance. Most organizations were noted to be able to exist without most equipment, and as pointed out earlier most groups used member's facilities like phones, homes etc for the group's activities. It was noteworthy that the organizations which rated highly on equipment were externally sponsored or funded and could therefore afford to have most of the office equipment. Equipment like computers and internet was found to be important for such group's operations; in periodic reporting to the sponsors and also for making proposals for funding. However, most of the local organizations did not require this equipment for their daily operations, though important for general operations for improved performance.

After assessing the individual organizational capacity factors, this study sought to examine the influence of organizational capacity on performance of local community organizations in Bureti. A chi-square test was done to determine the strength of the relationship between organizational capacity and performance of local community organizations

Table 4.11: Chi-square results for organizational capacity and performance of community organizations

	Value	Df	p-value
Pearson Chi-Square	22.346	8	0.004
Likelihood Ratio	21.839	8	0.005
Linear-by-Linear Association	16.259	1	0.000

The chi-square test was done at the 0.05 level of significance. The chi-square value obtained was 22.346 with 8 degrees of freedom and a p-value of 0.004. Since the p-value was less than the level of significance, it was found that the performance of the community organizations was dependent on the organizational capacity. These findings suggest that those who rated their organizational capacity level as moderate were more likely to rate their organization's involvement level or performance as medium. Those who rated their organizational capacity level as high were also likely to rate their organization's performance as high. However, it was worth noting that those who rated their organizational capacity level as low were still more likely to rate their performance as medium.

To further understand the influence of organizational capacity on performance of community organizations, respondents were asked to rate the performance of their organizations as low, medium or high. To further assess this, the responses were compared to the level of involvement of the organizations and whether the organizations were still operating as per their mission statements. The results showed that there was a significant association between organizational capacity and performance. The level of involvement and activity of an organization was used to measure the performance of organizations with those with high involvement indicating high performance. It was interesting to note that most of those interviewed rated their involvement levels as between medium and high at 61% and 27% respectively; more so as all these organizations were still in existence even though operating at low levels. This showed that the respondents felt that their organizations' performance was good.

Technical officers rating of performance of organizations in terms of activity levels was generally moderate; as some were indicated to be doing well like in loan repayments especially for WEF and microfinance groups. Those groups which had been funded notably stopped operations when funding ended, however some of the groups had survived and lived on engaging in small businesses and activities managing to sustain their activities though only at moderate levels. Those groups regarded as performing highly were mainly engaged in new activities and sources of incomes for members and were vibrant. Such groups had generally sustained their existence through IGA and members contributions, and were therefore active though faced many challenges.

Technical officers rated organizational performance of community organizations as generally moderate, with a few having exceptionally very good capacity. This was explained by their continued engagement in some IGAs to sustain their groups. Further technical officers stated that community organizations were able to drive community development, if provided with resources and training to build their organizational capacity to engage in activities toward community development. It was pointed out that some women groups and Saccos had done exceptionally well, changing and improving the welfare of its members and the community.

To further assess the level of performance respondents were asked to rate their organizations operations as per their mission statement and goals, giving reasons for the ratings given on the organizational levels of performance. This was to assess performance of the community

organizations from the members and stakeholder's perspective. The responses were as follows:

Table 4.12: Reasons for ratings on the Performance of Community Organizations

Level	Reasons for the ratings
Low	<p>Members contribute too little to do much</p> <p>Some members left group as needs not met, other groups are dormant</p>
Medium	<p>Group has been inactive due to lack of funds</p> <p>Members not attending meetings to improve group</p> <p>Group still active though not engaged optimally</p> <p>Intended activities not achieved, but group still on</p> <p>Membership still high and actively involved in group</p> <p>Has increased household assets for members</p>
High	<p>Members get school fees from the group contributions</p> <p>Group still active and guarantees members to get loans</p> <p>Members are active in contributions, group activities sustained and members benefit</p> <p>Group able to continue with its activities</p> <p>Planned activities being undertaken and members getting benefits from group</p> <p>Members get revolving funds from the group to boost their businesses and other IGAs</p>

The responses in Table 4.16 suggests that organizational performance was viewed or rated as high depending on what members got or received as direct benefits from the group; when the group activities were sustained and members needs addressed. This clearly showed that the main goal of membership to community organizations was individual or personal need for lives improvement through coming together, pooling resources, thus increasing capacity as a group to address their felt needs or problems. The findings suggest that when a substantial number of community members form or participate in community organizations, in the long run this would lead to change and development of the community.

Technical officers confirmed that the performance for most community groups was moderate; with those engaged in Saccos, microfinance and WEF being able to repay loans; while others engaged in small businesses and activities like table banking and were able to sustain their activities and performance. It was reported that generally most groups in existence had sustained their groups through IGAs and members contributions, for this they had not become dormant even though they faced many challenges especially in finances. Technical officers' ratings of organizations' performance as moderate was based on the fact that most of the groups were engaged in varied activities and IGAs to sustain their organizations and improve the livelihoods for members; the activities generally contributed to the development of their communities. The groups showed continuity in their performance through their activities and programs.

1.23.5 Challenges to Performance of Local Community Organizations

Respondents pointed out that the local community organizations faced a number of common challenges in organizational performance. These factors included; inability of members to make regular contributions, limited and low incomes by members of community as depend mainly of tea farming, non-repayment of loans by members. There were reports of lack of funds to enable groups engage in IGAs or expand to productive projects, conflicts in the groups which threatened the existence of the group, irregular or nonexistent group meetings to discuss the affairs of the group leading to dormancy and eventually dying of such groups. Lack of funding opportunities and financing of the groups was stated which led to dormant and inactive groups.

1.24 Discussions of Findings

This study asserted that resources, skills and organizational capacity influence the performance of local community-based organizations in Bureti Sub County. This study was carried out to examine the influence of organizational capacity on the performance of local community organizations. The discussions of the results of this study are presented according the study objectives: influence of resource, skills and organizational capacity on the performance of local community organizations in Bureti.

1.24.1 Discussion on General Characteristics

The results of this current study indicated that there were more females than males who were members of community organizations; Figure 4.1 showed that 55% of the respondents were

females while 45% were males. This showed that more female than male were engaged in community organizations activities. According to the age distribution of the respondents as shown in Figure 4.2 majority of members of organizations fell in the age group of 31 to 40 years old. This age group comprised of individuals with both family and community responsibilities, and therefore likely to be involved in activities to improve their lives, family and the community.

Majority of the organizations were Self Help at 62% followed by Welfare Organizations at 28% as shown in Figure 4.4. This agrees with the view that most community groups were voluntary organizations formed by community members to address issues which affect them directly and also to improve their welfare, these organizations are therefore membership-based. According to this study finding, there was a steady increase in the number of community organizations with the period from 2010 onwards recording the highest number at 62%. These findings agree with the assertion that these community organizations had been favoured as drivers of community development which has led to the increase in their formations across the country including the study area. Further the new devolution policies are in favour of community members' participation in development which is best achieved through community groups; this further explains their increasing numbers.

1.24.2 Influence of Resources on Performance of Community Organizations

The first study objective sought to explore the influence of resource capacity on the performance of local community organizations in Bureti.

1.24.2.1 Funding Sources

This study findings showed that majority of the organizations at 94% depended on members' contributions as their main source of funding. This showed that local community organizations depended heavily on the funds from members contributions for their performance. This single source was unreliable and limited, with no external funds sources to allow them engage in activities that could scale-up their operations and improve their performance. This agrees with Njuguna-Kinyua *et al.*, (2014) that funding for CBOs was 62% from community members. The results compares with Odindo (2009); Wafula and Ndirangu(2009); Narayan(2002) that local organizations depended on members' contributions, which are limited and unable to sustain performance of community organizations. This shows that limited funding sources among local community organizations influenced their performance.

1.24.2.2 Adequacy of Funds

The results of this study showed that funds were inadequate for the majority of the organizations at 64%. The main reasons given were that members contributions being too little and irregular thus not sufficient for group's needs. This agrees with Mathews-Njoku *et al.*, (2009) whose study showed that most CBOs relied on income from levies on members. The findings of this study showed that community organizations faced challenges of funding as the members had low and unreliable incomes mainly from casual work. Laverack (2006) stated that community organizations are organizational structures where members participate and mobilize resources to achieve their set goals. Therefore, financial challenges faced by group members could therefore lead to low contributions and limit groups from engaging in any meaningful activity to improve group performance. This further compares with Wafula & Ndirangu (2009) who attributed prevailing high poverty levels among members of community to their inability to contribute and fund their programmes effectively.

The results of this study showed low and inadequate funding among local community groups as limiting group activities performance to table banking and merry-go-round, where all the money contributed is given back to the members as loans on rotation and nothing is left as savings for other group activities. This finding compliments Brown & Kalegaonka (1999) that lack of material resources can pose painful dilemmas for civil society organizations. This situation may force the organizations to choose to undertake limited activities which could be covered by their voluntary resources. This would therefore limit the activities and performance of the organizations. Funding was noted to be an important input and requirement for groups to engage in activities that generate income to support the group. This would improve the welfare of the members and motivate them to continue with their membership.

This study results showed some organizations funding as adequate, justifying that funding was able to meet members' needs, surplus was banked in group accounts and members were able to get loans from the group. This therefore suggests that with adequate funding community organizations performance could be improved, as those groups with regular contributions from members were said to be performing well. These findings agree with Eisinger (2000); Leakey *et al.* (2007) which suggested that presence of funds and other resources in an organization contributed to improved performance. Resource availability in an organization could improve performance and hence transform members' lives in assets building and economic empowerment thus reducing their vulnerabilities.

1.24.2.3 Membership capacity and performance

The study findings revealed that majority of the community organizations had strong membership in terms of size and retention. Membership participation through attending meetings, participation in group activities and monetary contributes toward performance. This finding supports Mathews-Njogu *et al.*, (2009) that membership and membership size significantly relate to performance; that regular attendance of meetings by members generated funds and ideas for the organization's progress. Community organizations are formed and driven by the need to address social and economic challenges by members through pooling resources, thus the motivation for membership and participation. This is in line with Kinyanjui (2012) description of '*chamas*' as groups which evolve out of desire by local people to solve their problems; whose main concern is members welfare and lives improvement.

This study finding further showed the importance of membership agreeing with Lusthaus *et al.*, (2002); Laverack(2001) that it has a social dimension, of a sense of belonging and personal relationships and it has privileges for members. This implies that participation in these community organizations contributes towards reduction in vulnerabilities by enabling access to basic necessities and livelihood improvements for community members. Membership in community organizations as pointed out was found to be beneficial to the participating individuals as the findings showed the relevance of the organizational performance in contributing to members' livelihoods. Community members' participation in the activities of organizations leads to improved performance as members attend meetings, makes contributions in kind and cash, and supports the group's performance, and the members receive multiple benefits from such membership. Further as these local organizations are membership-based; size in terms of numbers therefore, significantly relates to performance. These organizations are driven by the need to address social or economic challenges, through the pooling of funds, skills and other resources by members. Strong membership and participation is therefore critical for the success and achievement of group's objectives. The capacity of organizations from this study findings were further qualified by the existence of the groups and their continued operations despite the challenges faced.

The findings of this current study revealed that members of the community organizations depended heavily on these organizations for their social and economic livelihoods. Members got funds from these organizations to meet their basic needs or capital to engage in or boost their IGAs mainly through the merry-go-round activities which was evident in the majority of

the groups. When asked whether the funds in their organizations were helpful to them; the majority stated that they depended on this for their subsistence. This is in agreement with Laverack (2001) that membership to community organizations has a social dimension, a sense of belonging, connectedness and personal relationships among the members. Lusthaus *et al.*, (2002) further stated that membership to community organizations had privileges. This shows that membership to these organizations contributed towards reduction of vulnerabilities among the members of community by enabling access to basic necessities in life and livelihoods improvements.

Local organizations from the little contributions from members have been able to contribute to improvement of lives of members and community development through their continued activities and existence. With the importance of resources on performance being underscored, there is need for prudent use of available resources by organizations. These study findings showed the importance of resources on performance and therefore suggested that resource capacity does influence the performance of local community organizations and answered the first objective of this study.

1.24.3 Influence of Skills Capacity on Performance of Local Community Organizations

The second objective sought to evaluate the influence of skill capacity on the performance of local community organizations in Bureti Sub County. The findings of this current study showed relatively high skills among members of organizations interviewed especially in management, record keeping, leadership and financial records. There was however an exception in proposal writing and resource mobilization skills which scored low. As was expected the high skills capacity would have translated to higher performance, however that was not the case as most of the organizations despite the high skills and experience among its members still scored moderately or low on performance. These findings from the current study contrasted with Odindo (2009); which suggested that there were low skills across CBOs and which contributed to low performance. This is because the organizations in the current study showed high skills levels among its members but in spite of this were not performing as highly as expected. The high skills capacity among the organization is expected to lead to better performance as suggested by Leake *et al.*, (2007); Crisp *et al.*, (2002) that technical assistance or skills improvements predicted improvements in performance.

This study finding revealed that majority of the community organizations had low skills in resource mobilization and proposal writing. This affected the organizations as it limited their ability to access external funding mainly from the internet. These study findings have shown that most of the community organizations were facing funding challenges and did not access diverse sources of funding. For the few organizations which had computers and access to internet, such organizations wrote proposals to get external funding and recorded high performance and adequate funding levels. This agrees De Vita *et al.*, (2005) technological changes produced mixed results; broadening funding sources for some organizations and restricting options for others. Some organizations have used the internet to promote their causes and raise funds online, while those without the technological infrastructure have been left out of these new fundraising approaches. Local community organizations which have not embraced technological infrastructure do not benefit from this technology advancement and improved performance that come along with these changes.

Most of the local organizations assessed in the current study had received no or limited capacity building interventions, most having basic competencies. This contrasts with Leake *et al.*, (2007) study of formally established and funded organizations which showed the significance of building of skills for staff on the performance of organizations. This contradiction in findings could suggest that high skills capacity may not necessarily influence performance positively.

Most community organizations were observed that though formal organizations were operated informally. Training therefore as Mathews-Njoku *et al.*, (2009) argued that high capacity may potentially lead to organizations rigidity and bureaucracy limiting flexibility which is a strong aspect of community organizations. The formalization could lead to a situation where some members at the grassroots levels may feel left out and drop out of the formalized groups, thereby leading to low or decline in performance. This is taking cognizance of the fact that most local community organizations are internally driven entities formed by local people to address local issues and problems, being at the reach of all at the grassroots levels. Yachkaschi (2005) therefore suggests that skills improvement or training should not target to formalize local organizations but to improve effectiveness. Training needs should also come from the organizations or community members.

1.24.3.1 Leadership skills and performance

The results of this study showed leadership skills of local community organization as relatively high. The leadership of local community organizations was instrumental in the existence and resilience of these organizations in the face of challenges they face. This agrees with Goodman *et al.*, (1998) that leaders play an important role in the development of small groups and community organizations, as they provide the direction to members thus encouraging strong participant base. Good leadership therefore had an influence on the performance of community organizations.

The findings of this study generally showed no significant dependence between the skills and performance of community organizations. This is because the current study though it revealed that community organizations though had high skills and experiences among its members, it indicated moderate performance contrary to expectations. The research objective was to assess the influence of skills on performance of local organizations. The findings of the current study generally suggested that there was no significant association between skills capacity and performance. Most of the organizations being grassroots organizations were highly informal and were therefore not operated formally. The significance of staff skills to performance was therefore not strongly evident. The findings of the current study did not support the second study objective as while high levels of skills and experiences was reported among the local community organizations, this did not translate to higher performance as was expected. Nevertheless, the helpfulness of skills possessed by members and the significance to the overall performance of the organizations was noted as the respondents stated the helpfulness of the skills.

1.24.4 Influence of Infrastructure on Performance of Community Organizations

The findings of this study showed that majority of the organizations lacked basic office equipment like computers, office, telephones and furniture. Lack of essential equipment like computers could influence performance of community organizations. This suggests that local organizations could miss out on external funding opportunities due to lack of computers and internet. According to Eisinger (2002); De Vita *et al.*, (2005), presence of resources like computers in organizations contributed to increased effectiveness.

In addition, resource capacity like technology in terms of computers and internet use for resource mobilization, contributed to organizational performance. Adoption of technology by community organizations in terms of internet could open up avenues for networking with

other organizations and agencies which could build capacity and improve performance. This agrees with Lusthaus *et al.*, (2002) that new technologies could help organizations learn new approaches and bring new ways to communicate and collaborate with potential allies in key program and funding areas. However, the capacity of local community organizations from this study results showed limitations of equipment, as majority of the organizations had not adopted the new technologies to benefit from them and improve performance.

This study finding revealed that most organizations had low levels of facilities in terms of office space, furniture telephone and computers. However, it was also revealed that most community organizations being local used locally available facilities and resources to achieve their objectives. Most of the organizations used public places like schools to meet, use members' phones among others. The limitations in equipment revealed among the majority of the organizations, though a challenge was overcome by ingenuity of organizations to use locally available facilities to their advantage. The current study focused on the local based community organizations; groups and '*chamas*' which operate with minimal formalization; apparent in their ability to operate without office equipment and other resources and with minimal skills for the operation of their activities.

This study revealed that lack of computers and internet use was found among majority of the organizations and this was a challenge to organizational operations. Without computers and access to the internet by most local organizations, they lost opportunities for accessing external funds through proposal writing. Thus, they depended on the limited contributions from members which limited their performance. This finding compares with De Vita *et al.*, (2005) 'that technological changes as capacity improvement produced mixed results; broadening funding sources for some organizations and restricting options for others. Some organizations have used the internet to promote their causes and raise funds online, while those without the technological infrastructure have been left out of these new fundraising approaches. Further, lack of internet made the organizations miss out on opportunities for opening up local organizations to networking with other like organizations and donor agencies.

Organizational structure which facilitates effective communication contributes toward performance. Communication leads to building consensus around organizational objectives and facilitates conflict management among members and further helping members to change (Cox *et al.*, 2018). Local organizations being membership based draw its organizational

capacity from members' participation in the activities to achieve objectives. Convening of periodic organizational meetings and attendance by members is crucial for performance. However, some of the organizations were reported to be affected by members' non-attendance to meetings. This affects performance as group meetings provide platform for discussion on performance among other areas and sharing of new or pertinent issues to all members.

1.24.5 Influence of Organizational Capacity on Performance of Community

Organizations

This study examined the influence of organizational capacity on the performance of local community organizations in Bureti Sub County. According to the results majority of the organizations' level of involvement ranged between medium and high performance. This was further supported by the fact that there were many community groups that were still in existence and operational. The study also established that majority of the organizations were reported to be operating in line with their objectives, though there were indications that they were not adhered to. The constitution serves as a sense of direction for the achievement of organizational goals. According to Lusthaus *et al.*, (2002) organizational mission acts as a baseline against which members and stakeholders can assess the consistency, alignment and focus of actions and dimensions. It also inspires and motivates members to perform in ways that would contribute to achievement of organizational success. The findings of this study showed that majority of the organizations were directed by their organizational constitution in the activities, therefore suggesting that they were performing well.

From the findings members of the organizations showed a lot of motivation to engage and participate in membership and activities of their organizations. The organizational performance ratings by the respondents were generally based on this motivation and the benefits received from the group. Those organizations rated highly showed high rewards and benefits to its members and high performance while those rated low were also performing lowly. These findings therefore suggest that organizational capacity influenced the performance of local community organizations. These findings strongly support the importance of building the capacity of organizations for improved performance and achievement of community development through the activities of these organizations. This agrees with Lusthaus *et al.*, (2002) that organizational capacity as the ability of an organization to use its resources to perform; the resources, systems and processes that

organizations develop in order to support them in their work. Capacity building therefore ensures availability of the necessary elements to an organization to perform and achieve its objectives.

This study findings agrees with Leakey *et al.*, (2007); Eisinger (2002) that critical resources and organizational capacity contribute to performance of organizations. Thus, suggesting that improved organizational capacity would translate to better performance for community organizations. The performance of community organizations largely depended on their capacities to achievement of goals. William *et al.*, (2012) pointed out the importance of organizational capacity and the need for assessment in order to exploit the strong capacities and focus on areas of inadequacy through capacity building to improve performance. This shows that it was important to assess the organizational capacities of community groups in order to understand their strong and weak capacities, to know areas to direct efforts to improve effectiveness of their operations. This is as Lusthaus *et al.*, (2002) observed that increase in organizational capacity would lead to increased performance of community organizations.

Odindo (2009) in his study of community organizations capacity observed that the capacity of community organizations was low and thus influenced their performance, with suggestion for strengthening the capacity of those organizations to enable them to apply for funds, run programs and report outcomes. The interest in capacity of community organizations is important as Eisinger (2002) stated in order to understand their strengths and limitations and their performance, noting that these organizations were important partners in community development. Knowledge of organizational capacity among community organizations would point to areas of weakness needing improvement for the organizations to be effective. Njuguna *et al.*, (2014) stated that the significant relationship between organizational capacity and performance indicate that the organizational capacity factors affects the performance of CBOs as suggested in literature. This implies that if CBOs were to achieve their objectives, they had to ensure that their organizational capacities were built or improved. Based on this it can be concluded that organizational capacity is important for community organizations to achieve their objectives.

The study findings showed that most of the funds and activities of the community groups were directed toward meeting basic subsistence needs like food, fees, health expenses and household goods among others. This shows the critical role and relevance of these

community groups in improving the lives of community members. This agrees with Kinyanjui (2012) that these groups facilitate different functions including social protection, welfare, entrepreneurial, micro-credit, saving schemes, advocacy, development and so forth. These local organizations are driven by members of community who need to address social and economic challenges facing them and come together to pool resources and skills to resolve their problems. Participation and membership to such groups provide households and community

This finding revealed that members believed and trusted their organizations' performance and rated them highly despite the challenges faced. This showed a lot of commitment and motivation among the members attributed to anticipated gains from the membership and participation. This agrees with Lusthaus *et al.*, (2002) that organizational motivation is critical for the maintenance of the group and continuity in membership. Further that some organizations did well despite operating under harsh conditions with few resources and poor management systems. Such organizations were noted to accomplish a lot of work and exhibited high levels of organizational performance. This further compares with Horton (2003) that at times organizational motivation can be strong that it compensates the difficulties in the external environment and capacity weaknesses witnessed by the organizations; organizational motivation is therefore a form of capacity. This high level of motivation was witnessed in the majority of the groups studied. Majority of them struggled to survive with limited organizational capacity in terms of resources, yet most of them showed a lot of resilience. Leadership in these organizations also played a critical role in ensuring maintenance of the members' motivation toward the overall performance and continuity of their organizations.

Majority of the organizations were indicated to be of moderate levels of performance, showed by continuity in activities, involvement and rewards to members, results in organizational activities towards achievement of goals. The level of involvement among the organizations studied was found to be generally moderate; this showed that the majority of the organizations were performing moderately. Community organizations' members were satisfied with the performance of their organizations as were able to receive some benefits or resolve their personal and household needs or problems through participation in the organizations. The findings indicated that most community members depended on these local organizations to mitigate their vulnerabilities and meet subsistence needs to improve their lives. Memberships to these organizations were mainly for meeting basic necessities and

subsistence like payment of school levies and fees, acquisition or improvement of household assets, business capital. Further the groups acted as sureties which could facilitate credit access from microfinance agencies. Indicators of the performance of organizations were generally based on the direct and indirect benefits to members and the continuity in activities of the group.

This study results revealed that there was a positive and significant relationship between organizational capacity and performance of local community organizations. This implies that the overall organizational capacity of an organization would have a positive effect on the performance of the organization. However, the findings of the current study though suggesting a strong relationship between organizational capacity and performance of community organizations contrasted with the findings of White *et al.*, (2005) which found no significant overall relationship between organizational capacity and organizational effectiveness. This contradiction therefore points out to the need for further study of the variables.

The significant relationship between organizational capacity and performance implies that if community organizations are to achieve their objectives and drive community development, they have to ensure that organizational capacity. Based on this study, it can be concluded that organizational capacity is important for local community organizations to achieve their objectives and improve performance. This study finding therefore supports the improvement of organizational capacity for local community organizations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the study findings, and both the empirical and theoretical conclusions based on the study findings. In addition, it presents the recommendations from the study findings on the influence of organizational capacity on the performance of local community organizations in Bureti Sub County, for improvement of performance of community organizations in the study area and the rest findings of the county, and finally suggestions for further studies.

1.25 Summary of the Results

This study asserted that organizational capacity, resources and skills influence the performance of local community organizations. From this study the findings, resource capacity was found to influence performance; resource capacity in terms of membership, finance and equipment were found to have an influence on the performance of local organizations. The organizations with high resource capacity in terms of membership experienced high performance as the members contributed finances and also participated in the group's activities thereby contributing towards performance and continuity of their group existence. Skills capacity on the other hand was found to be high among the members especially in areas of record keeping, finance management and leadership. However, a strong relationship between skills and organizational performance was not evident from the results therefore suggesting no association between the two variables. Even so there was indication on the helpfulness of the skills possessed by the organizational members in contributing toward performance; the respondents indicated that the skills possessed by members was helpful in contributing toward the performance of the organizations as the members volunteered their skills and experiences to undertake organizational activities. Leadership's ability to inspire members' commitment and maintain their motivation to remain and support their organization's activities was evident.

Organizational capacity was found to be generally high among the organizations studied and this was found to influence performance of organizations. Members' ratings on their organization's capacities ranged from moderate to high; with the majority indicating satisfaction with levels of performance. The findings generally answered and supported the

hypothesis that organizational capacity factors positively influenced the performance of local community organizations. The results of this current study suggest that the performance of an organization is dependent on its organizational capacity as a whole not as unit factors. Individual factors like skills contribute to strong or high capacity and by extension to performance of organizations

Reviewed literature showed a number of studies on the different variables and dimensions of organizational capacity and performance. However, there were gaps as most studies were evaluations studies focused on funded organizations, assessing the capacity of organizations after planned capacity intervention or training. There were however few studies on local organizations which was the focus of this study. This current study was able to bring out the capacity status of local community organizations and the influence on performance in Bureti Sub County and hope to make humble subtle contributions to the discussion on the association between organizational capacity and performance of community organizations.

1.26 Conclusions

This section presents conclusions of this study based on theoretical and empirical findings of the factors influencing the performance of local community organizations in Bureti Sub County, Kericho County.

1.26.1 Theoretical Conclusions

This study was grounded on the general systems theoretical orientation; the systems approach guided the study. The study sought to examine the influence of organizational capacity on performance. Organizations in the community were looked at from the systems perspective as being able to operate optimally when all its components; considered as sub systems are working in harmony. The operations of an organization depend on factors like membership, leadership, funds availability, equipment and the skills of members; all these works together for the achievement of the organizational goals. Accordingly, failure in any part of the sub systems would affect the whole organization and its performance. Therefore, for organizations to perform optimally their capacity in the important areas ought to be high too. The findings of the current study suggested that organizational capacity positively influenced performance of community organizations. The findings from this study therefore are in line with the systems' perspective and confirm the interdependence and synergy between units of an organization for the good of the whole. In support of the systems theory, the goal setting theory was used to explain the contributions of the members of the community organizations

to performance. This theory posits that goals are the aim of all action, so individual action is driven by goals; individual member's goals and needs drive the motivation to join and participate in community organizations. Members' commitment and motivation to organizational activities would therefore contribute to better performance. Membership to community organizations is driven by goals to obtain some benefits or resolve some felt need or problem. This would include the direct and indirect benefits from being members of the organization. As community organizations are membership -based, people join them voluntarily, with expectations of gaining personal and communal benefits from the group. Further the activities and performance of these organizations largely depend on the actions of the individual members, who act collectively. The findings have therefore showed that community organizations performance is driven by the membership motivation and commitment to support the organizational goals.

1.26.2 Empirical Conclusions

This study sought to explore and increase the understanding of the factors that influence the performance of local community organizations; by examining the influence of organizational factors on the performance of local community organizations in Bureti. The first objective of the study sought to explore the effects of resource capacity of community organizations on performance. Membership as a resource was found to be high among the community organizations which were evident from the members' commitment to their organizations; through contributions, attending meetings and engagement in the organizations' activities. Memberships contributed greatly to the existence, continuity and performance of community organizations. The findings however showed low levels of resources in terms of funds and equipment which evidently affected performance negatively. Accordingly, the limited funding led to low performance as the groups could not engage in intended projects or improve their status and performance. Low funding capacity was pointed out generally as the major challenge to organizational performance. However, despite the funding challenges most of the organizations were still operational through members' participation and contributions to sustain the organizations. Based on the findings it can be concluded that resource capacity has an influence on the performance of local community organizations in Bureti Sub County. The findings therefore supported the first objective that resources influenced the performance of local community organizations.

The second objective sought to assess the influence of skills capacity on performance of community organizations. The finding of this study showed high skills levels among members of organizations especially in the areas of report writing, financial records and in addition to leadership or management. However, there were low skill in proposal writing and resource mobilization among the organizations. The chi-square test done showed no significant relationship between skills capacity and performance of community organizations. From the findings members of organizations were skilled and experienced and were volunteering the skills to support the activities of their organizations. Based on these findings a conclusion could be made that skills in isolation does not contribute to performance of organizations, so skills improvement need to go hand in hand with other capacity factors to have an effect on performance of community organizations. The findings of this study did not support the assertion that skills affect organizational performance of local community organizations. The findings contrasted with the popular belief that skills capacity affects organizational performance

The third objective of the study sought to identify organizational capacity status of local community organizations and the influence on performance. The findings showed that there was generally moderate organizational capacity across the organizations. The chi-square test done confirmed that there was a positive and significant relationship between organizational capacity and performance. These findings confirmed and supported the assertion that there was an overall association between organizational capacity and performance of local community organizations. The findings therefore suggest that organizational capacity influenced the performance of local community organizations. This further suggests that when organizational capacity of local community organizations is built or is high then performance would be high or would improve as well. The analysis of the results therefore shows the importance of organizational capacity on performance. For local community organizations to thrive and contribute to community development efforts should be directed at improving their organizational capacity. This further could suggest that efforts should be directed at improving the local organizations capacity to improve their performance and contributions to community development.

This study sought to find the influence of organizational capacity on the performance of local community organizations. Based on the findings of this study there is a positive association between resources and organizational capacity and the performance of local community organizations. The relationship with skills capacity was not found to be significant, however

members' skills were found to be helpful and important for organizational operations and performance. The findings indicated that local community organizations with high organizational and resource capacity performed relatively well. The findings of this current study confirm the importance of the relationship between organizational capacity and the performance of community organizations, the organizational capacity of local community organizations need to be strengthened to improve their performance and their contributions to community development as they are evidently the drivers of development.

In light of this study findings and observations, it can be concluded that organizational capacity factors like funds, membership and equipment contributed to the performance of local community organizations in Bureti. The findings reported in this study have reinforced the argument that organizational capacity has a significant influence on the performance of community organizations. However, this study also indicted that this relationship is premised on some background variables including; resource availability and the environment the organization is operating in. To boost the performance of community organizations therefore, the overall organizational capacity of the organizations should be enhanced.

The main challenges noted among the local community organizations were lack of access to funding opportunities, members' low commitment to group activities, low supervision of groups, low networking to improve performance and benefits to the members. It also came out that these local organizations faced a number of challenges but struggled to survive by operating at subsistence levels.

1.27 Recommendations

This study based on the findings made the following recommendations:

1. Government policies should be focused on availing funds and grants to reach grassroots organizations. According to this study finding most organizations cited funding as a challenge, so efforts should be directed at improving the resource base of local organizations.
2. Community organization depended on the members skills for all its operations and hence its performance. This study recommends that training and skills improvement should be tailor- made to suit the needs of individual groups. Further it is recommended thatt training should be done for community members to demystify the

fear of loans, repayments and defaulting in order to encourage application for loans as viable funding sources.

3. Community organizations to be made aware of the importance of new technologies like the internet and its use. This would open avenues for accessing information which could facilitate access and mobilization of external resources for improved performance of these local organizations.

1.27.1 Suggested Areas for Further Research

This current study assessed all types of community organizations engaged in varied activities and this made comparison of their performance difficult. It recommends that a study based on similar community groups like those involved in microfinance and other funding agencies like WEF, UWEZO and SACCO. This would provide a basis for making comparisons of activities and performance.

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APPENDICES

Appendix-1: Interview Schedule for Members of Community Organizations

Personal information:

(a) Sex: Male Female

(b) Age bracket: 18-30 31-40 41-50 51 and above

(c) Level of education: Primary Secondary Tertiary Professional

1. What is the name of your organization?
2. When was it established?
3. How many members does your organization have?
4. What type of organization is it? Welfare, Community development ,Self Help, Other
5. What activities does your organization undertake?
6. How is the committee put in office? Appointed Elected Other
7. Does your organization have a formal or written mission statement or a constitution that guides the operations Yes No
8. Does the current state of operations still in line with your mission statement?If not what are the changes -----
9. Does your organization have staff? Yes or No. If Yes Volunteers Employed
Members
10. What is your organization's main source of funding? Members' contributions
Government Department Donor Agencies Don't know
11. In your opinion how adequate is the funding level in your organization for your activities?

Very Adequate Adequate Inadequate Very Inadequate

Explain

12. How helpful are the funds received in your organization to the activities and performance?

13. Are there funding opportunities or agencies available in your area of operation? Explain.....

14. Does your organization have (tick if your organization has the item)

- a. Office
- b. Furniture
- c. Computer
- d. Phone

15. Is the equipment available sufficient to meet your organizational needs? Explain.....

.....

16. Are any members/staff trained or have experience in the following areas (tick appropriate)

	YES	NO
a. Management/ leadership	<input type="checkbox"/>	<input type="checkbox"/>
b. Proposal writing	<input type="checkbox"/>	<input type="checkbox"/>
c. Fund raising/resource mobilization	<input type="checkbox"/>	<input type="checkbox"/>
d. Record keeping	<input type="checkbox"/>	<input type="checkbox"/>
e. Financial records	<input type="checkbox"/>	<input type="checkbox"/>

17. Have any members/staff been trained in your organization?.....If yes, in which area/field.....

18. Are the skills possessed by the members/staff above helpful for your organization? Explain.....

19. Does your organization have network associations with other CBOs, Groups? If yes in which areas?

20. How can you rate your organization capacity in terms of the following areas: (tick where appropriate)

	1	2	3	4	5
Management					
Proposal writing					
Report writing					
Leadership					
Staff /members					
Funds					
Equipment					

Key: 1 Very High 2. High 3. Moderate 4. Low 5. Very low

21. How would you rate your organization's involvement level/performance as per your mission statement? (Low, Medium, High, Don't)

Explain.....

.....

22. What are the challenges to your organization's performance?

.....

23. How can the performance of your organization be improved?

.....

Appendix-II: Interview Guide for Technical Officers

1. Name of organization or department.....and position.....
.....
2. What are main objectives /activities of the organizations you work with?
3. How can you rate the organizations' performance or achieved results and activities?
(Low, Medium, High)
4. What is the resource capacity of the community organizations to engage in its activities? Explain.
5. How can you rate the skills capacity of community organizations you work with?
6. Do you monitor the activities of the organization? (if so how regular).
7. Do you offer any capacity building interventions to these community organizations?
If yes in which area(Explain)
8. If yes how can you rate the effects of the capacity building intervention?
9. In your opinion do the local community organizations have the capacity to drive community development?
10. What are the challenges facing local community organizations and how can the performance of these organizations be improved?

Appendix-III: LETTER OF RESEARCH AUTHORISATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254 20 2211171
+254 20 2211171/2219410
Fax: +254 20 2211171/2219410
E-mail: info@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

C Floor, Vision Tower
Uhuru Highway
P.O. Box 30623-00100
Nairobi, Kenya

Ref. No.

NACOSTI/P/16/21859/14670

7th December, 2016

Grace Jelagat Kipkech
Egerton University
P.O. Box 536-20115
EGERTON.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Influence of organizational capacity on performance of Community Based Organizations in Bureti Sub County, Kenya.*" I am pleased to inform you that you have been authorized to undertake research in Kericho County for the period ending 6th December, 2017.

You are advised to report to the County Commissioner and the County Director of Education, Kericho County before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kericho County.

The County Director of Education
Kericho County.



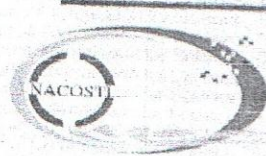
Appendix-IV: RESEARCH PERMIT

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No.A 12200

CONDITIONS: see back page

THIS IS TO CERTIFY THAT
MISS. GRACE JELAGAT KIPKECH
of EGERTON UNIVERSITY, 744-20210
Uasin, has been permitted to conduct
research in Kericho County

Permit No : NACOSTI/P/16/21859/14670
Date Of Issue : 6th December, 2016
Fee Received : Ksh 1000

on the topic: **INFLUENCE OF
ORGANIZATIONAL CAPACITY ON
PERFORMANCE OF COMMUNITY BASED
ORGANIZATIONS IN BURETI SUB
COUNTY, KENYA.**



for the period ending
6th December, 2017

Applicant's
Signature

Director General
National Commission for Science,
Technology & Innovation