

EFFECTS OF CAPACITY BUILDING DETERMINANTS FOR MEMBERS OF COUNTY ASSEMBLIES (MCAS) IN KENYA: THE CASE OF NAIROBI CITY COUNTY ASSEMBLY

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ABSTRACT

Capacity development initiatives for county legislatures help in enabling them become more efficient, effective and democratic. Given that legislators perform their work on behalf of the electorate besides being required to consult with their constituents when making important decisions that affect their lives, they therefore need relevant set of skills that promote the efficiency and effectiveness with which they perform their work. The purpose of this study was to determine the effects of capacity building determinants for members of county assemblies in Kenya using the case of Nairobi City County Assembly. The study sought to achieve the following objectives: To establish the effect of training needs assessment on capacity building at the Nairobi City County Assembly; To determine the effect of training methods on capacity building at the Nairobi City County Assembly; To assess the effect of training content on capacity building at the Nairobi City County Assembly; To establish the effect of financial adequacy on capacity building at the Nairobi City County Assembly. The study focused on all 123 members of the County Assembly of Nairobi together with 147 permanent staff. The study applied mixed methods of qualitative and quantitative techniques. A representative sample of 82 respondents was selected through stratified random sampling. Questionnaires were used in collection of data. Descriptive and inferential helped in analysis. The analyzed data was presented in prose, using tables and figures. The study established that training needs assessment ($r=0.424$, $p=0.000<0.05$) had positive and significant correlation with capacity building. The training methods ($r=0.453$, $p=0.000<0.05$) had direct

and significant relationship with capacity building. Training content ($r=0.642$, $p=0.000<0.05$) had positive and significant correlation with capacity building. Financial adequacy ($r=0.518$, $p=0.000<0.05$) had positive and significant relationship with capacity building. The study concludes that training needs assessment with p value had significant influence on capacity building. Training methods had significant influence on capacity building. Training content had significant influence on capacity building. Financial adequacy had significant effect on capacity building. The study recommends that the senior management team of the County Assemblies in Kenya should improve on training need assessment practices in place so as to directly influence the level of capacity building among members. The top management team of all County Assemblies in Kenya should improve on training methods in place in order to significantly influence the level of capacity building. The senior management team of all county assemblies in Kenya should improve on training content by ensuring that the training contents are relevant to different member duties. The management of Nairobi City County Assembly to increase the overall budget utilized on capacity building for all the members.

Key Words: *capacity building determinants, members of county assemblies (MCAs, Kenya, Nairobi City County Assembly*

INTRODUCTION

Capacity development has become a major means of increasing parliamentary effectiveness. Most strengthening activities of Parliament have focused on this technical area. Capacity development has included the establishment of Parliamentary Training Institutes (PTI's) that train legislators and staff of Parliaments, making management and infrastructure improvements and better equipping members and staff (AFIDEP, 2017). Research offices have been set up in many parliaments where research is carried out for members and their committees (Cassandry & Simpson, 2015). Other parliaments have also put in place budget or fiscal offices that are charged with the responsibility of interpreting unique executive budgets for legislators while at the same time assisting them in accomplishing their oversight roles and responsibilities (Valerie, 2016). This has increased effectiveness in their oversight roles and responsibilities as elected leaders (Suzanne, 2016).

The term capacity is seen as the capability of someone to efficiently execute his/her roles and responsibilities as authorized and required by law. Thus, the abilities, knowledge and skills of legislators should form the basis of their capacities in carrying out their assigned roles and responsibilities in an efficient manner (Cassandry & Simpson, 2015). The greatest challenge affecting capacities of legislatures today is that they have not been availed with sufficient resources to carry out their roles and responsibilities. This has affected the ability of legislatures to effectively carry out their roles and responsibilities adequately and sufficiently (CPST, 2015). It is therefore important that adequate measures are put in place to support, improve and strengthen legislatures so that they are in a position to effectively carry out their duties and responsibilities (Kabemba, 2016). This can only be achieved through capacity building.

Capacity development for legislators is a fairly new phenomenon, and the few training providers that are undertaking it, have had to learn as they go given the scarce documented best practices on the best approaches to apply to assist these institutions to perform optimally (Mkandawire, 2014). Of key importance is the issue of what, how, where and when to train members of Parliament. Training providers have failed to either comprehensively investigate the capacity building needs of legislatures or the various capacities required to achieve this (Nhlanhla, 2015). For a country to realize success in capacity development there should be thorough consideration of the logistics and systems required in place. This is because effective capacity development requires a country to decide on where to locate facilities, the duration that courses in the training would take, the training content and methods to be in place and when these different courses should be offered (Odhiambo, 2013). However, the decisions relating to capacity have direct and far reaching effect on the ability of an organization to serve certain markets based on any locations (Barnes, 2008).

Capacity can be measured in two main ways; designed and effective capacity. With design capacity, it is assumed that anything can be attained under ideal conditions characterized by low or even no interruption or any other kind of problem (Owona, 2015). This however is theoretically rather than practically true because in any normal world, the assumptions do not hold. Effective capacity on the other hand is more realistic and it indicates the optimal output that can be realized and sustained over a long period of time given normal conditions (UN, 2015). It takes care of disturbances and interferences in an environment through setting up of maintenance, breakdowns, set up times and other stoppages. Therefore, capacity is not fixed and absolute value but rather, an agreed quantity varying with prevailing circumstances and conditions. Effectiveness is a measure of how best an organization establishes and realize its objectives and goals (Slack, 2001).

While designed capacity can result into greater upper limits, effective capacity on the other hand has greater variability and it relies on present circumstances (Vusi, 2015). Such circumstances are linked with variations in factors affecting effective capacity and these factors include external, policy, operational, process, product, facilities and human related factors. Facility factors include location, design and layout. Process factors include quality and quantity capacities of the system of production (Laban, Thuo & Mutegi, 2017). Human related factors include the design of the job, level of knowledge, employee turnover, rate of learning, experience and training (Elnaga & Imran, 2013). Operational factors involve breakdown in facilities, quality assurance, management of materials and scheduling. Service or product factors include a mix of service/products and their designs (Cramton, Ockenfels & Stoft, 2013). Policy factors include various guidelines adopted by the firm with regard to its production. External determinants include standard of various products, regulations with regard to safety, control of pollution and established standard of the environment to ensure sustainability (vanLooy, 1998).

Legislatures form one of the three independent arms of Government in most democracies with representation; legislation and oversight remaining their core mandate. What differs between and among legislatures is how effective they are in carrying out this very broad and

complex mandate (Otuko, Chege & Douglas, 2013). Legislation involves passing of laws which form the legal framework of a country; Oversight is the monitoring of activities that pertains the executive and holding the executive to account with particular emphasis to the budget making processes, implementation and audit; Representation gives Parliaments a very important and unique role – where the sovereignty of the people can be exercised either directly or through their democratically elected representatives (Kisaka & Mwewa, 2014).

Given that Parliamentarians perform their work on behalf of the electorate, they also are required to consult the same people when making important decisions that affect their lives hence the key role of public participation in Parliamentary work (Hudson 2007). Legislatures also play a crucial role in the democratization process. They provide a way through which the citizens are represented in the process of making decisions, holding leaders accountable, serving as platforms for debates and engagement and interrogating policies and decisions in as far as they advance public good (Nasiru, 2016). The roles of legislators are broad and daunting and in reality most newly elected members are ill equipped to handle these roles. The academic credentials, professional and political experience they bring with them may have little relevance to the tasks and demands required of them to be effective (Chetambe, 2013). Many African legislatures have not effectively carried out their duties and responsibilities of safeguarding the welfare of its people and enactment of relevant laws and regulations to promote capacity building in national assemblies (UNECA, 2005).

These inefficiencies in legislature is attributed to by a number of factors including inadequate skills and knowledge among staff to effectively carry out their assigned duties and responsibilities (Putta, 2014). In most cases, legislature staff are keen on staying in leadership at the expense of their established roles and responsibilities. With time, citizens will find that the continuous presence of their member in the capital is not what they voted for but rather more tangible projects and more face to face interactions with the electorate (Maisiba & George, 2013). ‘Face time’ demands that the member is more available at the constituency rather than staying in the capital making laws and holding the executive to account (Hudson & Wren 2007:4). Given this dilemma, many members face the challenges on how to effectively juggle the three roles as they are equally important.

The government has come into strong pressure emanating from citizens as they demand for quality services and facilities from the same government. Some of these people have registered their dissatisfaction with the legislature (Mwangi & Murigu, 2015). The country has witnessed a rise in corruption cases that has tainted the picture of the government and this has increased civil agitation. This has also raised pressure on legislature to increase its oversight role. This has forced the government to benchmark with legislatures in other countries in order to learn on the best practices of oversight roles and responsibilities (Chidi, 2016). Capacity development initiatives for legislators are meant to impart skills and promote ethics and integrity-based attitudes and behavior among legislators (Putta, 2014). It is in particular meant to expose positive organizational culture, virtues of integrity and discourage legislators from participating in or abetting corruption (Greenwalt, 2015). The ability of legislators to exercise their representation, lawmaking and oversight functions effectively

rests to some degree on their managerial and technical capacity through capacity development initiatives (Lusimbo, 2016).

In the 21st Century most governments have placed emphasis on upgrading government programmes, development of staff, drafting and administration of National development programmes through training. Sponsors like World Bank, United Nations Development Programme (UNDP), United States Agency for International Development (USAID), Canadian International Development Agency (CIDA) and the Inter-American Development Bank (IADB) take initiatives in offering technical support and trainings to legislators in developing countries. The legislators are trained on representation, anti-corruption and oversight responsibilities (Toomstra, 2016; AFIDEP, 2017).

Meagan and Stapenhurst (2016) noted that India has made significant progress as far as capacity building in national assemblies is concerned through establishment of the Bureau of Parliamentary Studies and Training (BPST) (CPST, 2015). As a training body, (BPST) offers chances for systematic training and studies in various functions and disciplines of the parliament. It also trains government officials and legislatures in procedures and systems in place government institutions. Mkandawire (2014) notes that such initiatives help legislatures and other government officers to gain more expertise and professionalism and therefore become better placed to dispense their oversight roles and responsibilities.

Cassandry and Simpson (2015) noted that discussions on various aspects of government procedures and practices are held to equip legislatures with sound skills and expertise of carrying out their oversight roles efficiently. Several workshops and seminars are also held to enable legislature understand systems and procedures in their oversight roles. These seminars cover local, regional and global issues that are likely to affect them in their day to day operations. In addition to this, there are programs involving computer applications and capabilities that help legislatures to effectively and conveniently conduct their roles and responsibilities. For the legislatures to perfect in their oversight role, Kango (2015) suggested that presiding officers should regularly attend refresher programs and courses while at the same time participating in Study visits and Attachment Programs that are customized for them. These programs are facilitated by various bureaus upon request. These programs are specially designed to meet the needs and preferences of those attending and this enhance their ability to carry out the oversight role in institutions in India.

In Africa, Kabemba (2016) noted that there is an African Knowledge Network (APKN) that enhance and promote good practices, experiences and knowledge among administrators of the government. At a continental level, APKN promote capacity building and training of legislators by organizing workshops and seminars, establishment of networks and platforms to share experiences and gain more knowledge. In addition, Wood (2017) notes that APKN seeks members from Parliamentary Assemblies in Africa. APKN is obliged to foster higher degree of professionalism, promote research and development studies on issues of interest among African Parliamentary staffs and officials. APKN forms strategic alliances while at the same time seeks advice of European Centre for Parliamentary Research Documentation (ECPRD) and National Conference of State Legislatures (NCSL) in the USA (CPST, 2015).

In South Africa, Kwesi (2010) noted that in 2000, there was establishment of the Parliamentary Capacity Building Programme (PCBP), that helps in promotion of economic and social progress and development. PCBP works by combining policy and academic issues while leveraging on course materials in solving existing issues and challenges faced by legislatures. PCBP operates using sound analytical and quantitative skills. In the past decade, in-services training has been provided by PCBP to graduates both at undergraduate and post graduate level. This has been of benefit to many South African MPs and its neighboring states (CPST, 2015). However, the capacity building focused on the national level and not devolved governance system hence creating a research gap that this study will seek to fill.

It takes a duration of two years under the PCBP program for one to graduate with a Diploma in Economic Policy which is equal to a Degree in Commerce. The other programs offered under PCBP include Bachelor of Commerce Honors in Economics and Master's in Economics. Taking part in these programs is beneficial because their schedules are flexible, they are highly customized and they are aligned with the calendar of events in the Parliament (CPST, 2015). PCBP also has capabilities for multiple entries and exits and this implies that participants can enroll at their convenience. Since inception, PCBP programs have been successful and has resulted into positive impact with regard to capacity building among parliament officials. According to Mkandawire (2014), PCBP has been successful because its design came after comprehensive consultations with all stakeholders. Accreditation of graduates under PCBP is conducted at the University of the Western Cape. It can be observed that the capacity building programs were done from the perspective of external training through formal institutions of higher learning as opposed to short courses to equip participants with the necessary skills and expertise to carry out their work as envisioned in the Kenyan 2010 Constitution which created the devolved functions (Cassandry & Simpson, 2015).

Kenya promulgated a new constitution in 2010. The constitution brought about transformations that included changes in methods of capacity building both Members and staff of the legislature at the National and County level. These new methods are aimed at enhancing the capacity of members and staff to effectively discharge their constitutional roles and mandate (Goraya, 2012). The Centre for Parliamentary Studies and Training (CPST) was thus established by the Parliamentary Service Commission (PSC); one of the independent commissions established under article 127 of the Constitution of Kenya. The mandate of the center is to facilitate the process of capacity building Members and staff of Parliament and County Assemblies.

In 2010, The Constitution of Kenya reconfigured the governance structure by introducing the devolved system of governance comprising of the national government and 47 county governments across the country. Article 176 of the Constitution further establishes the 47 County Assemblies in the County Governments (Mkandawire, 2014). The assemblies are charged with the responsibility of ensuring that the formulated laws and regulations effectively control operations at the county level. In the assemblies, there are both elected and

nominated members. In Nairobi City County, the elected MCAs add up to 85 while those nominated are 38 in total.

STATEMENT OF THE PROBLEM

Capacity development initiatives for county legislatures are aimed at facilitating them so that they can be more effective, efficient and democratic. Primarily, this focus encompasses three major functions performed by a legislature: representing the people; oversighting the public sector; and law-making. However, the demand for legislative studies is on the increase since legislators are operating in a more complex and dynamic environment where the relationship between the citizens and the state has been reconstructed, public awareness and information is high and citizens are generally more demanding and empowered. This requires a new set of knowledge, skills and attitudes to meet the demand (Hudson, 2007). Goraya (2012) in his study observed that as at 2017, a number of Parliamentary Training Institutes had been established across the globe through different processes for purposes of capacity development of legislators. In countries such as Pakistan, Cambodia and Uganda, Parliamentary institutes were created by Acts of Parliaments, to help in the provision of research, capacity-building and public outreach services to Members of Parliament and staff of national and State legislatures. Hudson (2007) notes that there are a number of global Parliament institutions which are engaged in enhancing the capacity of Members and Staff of Parliaments for example the Inter-Parliamentary Union (IPU), Commonwealth Parliamentary Association (CPA) and the Westminster Foundation for Democracy (WFD). Locally in Kenya, Wangari (2017) examined the effect of devolved governance on the performance of Laikipia County Government where it was noted that low motivation among employees affected their performance leading to poor county government performance. The study did not focus on capacity building in county assemblies as is the case of the current study. In another study, Ogada (2016) examined the extent that benchmarking affected operational performance at the Kenya National Assembly. The results indicate existence of a positive relationship between benchmarking and operational efficiency. The study focused on Kenya National Assembly which has a different operational structure from that at the County Assembly. This current study focused on county assemblies. The study sought to determine the effects of capacity building determinants for members of county assemblies in Kenya using the case of Nairobi City County Assembly.

OBJECTIVES OF THE STUDY

1. To establish the effect of training needs assessment on capacity building at the Nairobi City County Assembly
2. To determine the effect of training methods on capacity building at the Nairobi City County Assembly
3. To assess the effect of training content on capacity building at the Nairobi City County Assembly
4. To establish the effect financial adequacy on capacity building at the Nairobi City County Assembly

THEORETICAL FRAMEWORK

Social System Theory of Theodore Shultz (1987)

There are two broad types of systems; open and closed systems. The underlying difference between these two types of systems is that while there is close interaction between an open system and its environment, a closed system on the other hand has no interaction with environmental conditions. Some examples of open systems include a county assembly since it has constant interaction with its members that include the society. All rules and regulations formulated by Parliament can be viewed as open systems that use inputs from other systems like the syllabus. Various activities are undertaken in an open system including transformation of inputs into outputs in order to attain required goals and objectives.

With consideration of a Social System Model, various resources of County Assemblies (finance, materials, and people) are converted and returned to the environment (society) as seen through better representation and quality rules and regulations formulated. The same form of analysis using the System Model can be used in all forms and types of organizations. It is critical to view organizations as systems because it offers a basis of reference besides enabling in taking general approaches to studying organization.

System Theory has gained relevance due to increased changes in a factor of the environment including government rules and regulations, economic, technical and social factors. In order to clearly comprehend performance of operations of an organization (the County Assemblies), it is critical to understand how internal (MCA's learning) and external (MCA's effectiveness) balance is established and maintained. It is important that organizations respond and adequately adapt to environmental changes and demands. All organizations (County Assemblies) require clearly established values, vision and mission statements that affect features of inputs (determined trainee legislators), a number of achievable activities (knowledgeable and polished MCAs) realization of goals of organizations (County Assemblies).

Determining performance and effects of a system on operations and environment is viewed in the ability of an organization (County Assemblies) to realize the established goals and objectives. In all these cases, the basic functions of management (ability to plan, manage, coordinate, direct and control) apply. These are critical functions of management that should be carried out in all forms and types of organizations. The features of inputs, process of conversion and input forms will put emphasis on features of an organization (County Assemblies). The relevance of the theory to the studies lies in the fact that it supports sound and effective systems in an organizational context including the capacity development of legislators. This however requires a balance between the inputs and the outputs.

Dynamic Capability Theory

This theory was advanced by Selznick and Eisenhardt in 1980s to explain how organizations should align their capabilities with both internal and external forces of the environment. The

theory argues that increased competition in the surrounding of an organization informs organization to come up with best alternatives of meeting these environmental changes and thus remaining competitive. The theory argues that an organization has a wide range of capabilities that include resources, processes and skills set of employees. The ability of an organization to remain competitive in its environment is informed by how well it uses these capabilities.

According to Teece (2016), capacity building is an important initiative that aims at improving the skills and knowledge of employees in organizations (capabilities). The different skills possessed by employees in an organization generally describe capacity building. To improve on these skills (capabilities of employees), capacity building is therefore paramount. The overall goals and objectives of an organization inform the ability of individuals to learn during capacity building processes.

Denrell and Powell (2016) argues that the changing environment require firms to reconfigure and realign their capabilities with these changes if they have to remain competitive. In a highly competitive and turbulent business environment, successful firms are those that have effectively aligned their internal capabilities with the changing environmental factors. The knowledge of employees in an organization is an important factor that drives performance which is best strengthened through capacity building. More specifically, knowledge and skills are seen as crucial strategic resources that drive performance of an organization. The theory is relevant to the study as it justifies the need for capacity building among MCAs. According to the theory, capacity building would lead to skills enhancement among MCAs which would help them to better perform their duties and responsibilities.

EMPIRICAL REVIEW

Capacity Building

Capacity building is programs and initiatives put in place in an organization to improve the skills and knowledge of employees so that they can effectively carry out their duties. In an assessment of how capacity building influences performance of organizations, Nwankwo, Olabisi and Onwuchekwa (2017) used a case if Nigeria. The study used a descriptive design and data was sought with the use of questionnaires. The key finding was that capacity building has far reaching consequence on performance of an organization. It was shown that capacity building in an organization served to increase knowledge and skills for better performance. This study however looked at capacity building in Nigerian context and not in Kenya hence resulting into a gap.

DeCorby-Watson, Mensah, Bergeron, Abdi, Rempel and Manson (2018) examined how effective the interventions of capacity building in the health sector. The study employed a desk review methodology where information was sought from past literature materials. Specifically, the study reviewed 14 journal articles and the key capacity building interventions established include organization of seminars and workshops, technical assistance and use of internet to acquire meaningful information.

Morkel and Ramasobama (2017) analyzed how capacity building initiatives can be measured. More specifically, the study sought to determine the need to understand how to measure capacity building. To attain this objective, a desk review methodology was employed besides survey of a number of the senior employees purposively selected from firms that have successfully implemented capacity building. The review of literature showed that training is one of the aspects of capacity building which helps in improving the skills of employees in an organization.

Training Needs Assessment and Capacity Building

Defining the scope of training is important in ensuring that the training achieves its purpose. Training needs assessment ensures that the trainees get appropriate training that equips them with skills which are deficient for their optimal performance in their duties. A number of scholars have examined the importance of TNA in organizations. Laban, Thuo and Mutegi (2017) examined the effect of training needs assessment on organizational performance in Kenyan counties. Four main variables that were used in the study included individual need assessment, task need assessment and organization need assessment. Organizational performance was the dependent variable while task need assessment and individual need assessment were the independent variables that were used in the study. The specific objectives included the need to investigate the effect of task need assessment on organizational performance, the effect of organization need assessment on the performance of the organization and the effect of individual need assessment on organizational performance. Survey research design was developed to help in conducting the study. Two hundred employees were the total number of population that was used and one hundred employees were picked as a sample size through the method of random sampling; questionnaires were used by the researcher to investigate the effects of training needs on organizational performance. Tables and graphs were used to present data which was used mainly for writing reports and making of references. The study was of success because the researcher sought permission from Nairobi City Council to conduct the research.

Otuko, Chege and Douglas (2013) conducted a research on effect of training dimensions on the work performance of employees. The objectives of this study were to find out how training is useful towards capacity building and to what extent the training needs analysis practices are applied in business organizations and institutions. However, some challenges of training needs assessment were discovered. For these objectives to be achieved, a cross-sectional study was conducted in Nairobi City County where drafted forms of questionnaires were used to collect data. A group of one hundred residents were used to carry out the study. From the findings of the study, development of many business organizations continues to be of great impact to the economy of the country. Many organizations always seek for excellence hence requiring its employees to undergo basic training before starting work. The study further revealed that the role of training needs analysis is very helpful because it governs the effectiveness of training programmes and the mechanisms that are used to measure the effectiveness. The study revealed challenges facing organizations when it comes

to training needs assessment which include; lack of awareness by the employees and lack of interest to attend the training.

Kisaka and Mwewa (2014) conducted a research on effects of Micro-savings, Micro-credit, and Training on the Growth of Small and Medium Enterprises. The study was carried out in Nairobi City County where the residents of the city were involved. Survey forms were formulated and given to the residents to fill out. Thereafter the forms were collected and the necessary information recorded down in report form. The findings from the study concluded that there is no clear training policy in institutions and organizations because most people are not well of with the training methods. However, the study also revealed that the training needs that is done in the organization is not done frequently and this may not address the needs of employees because it is not dynamic and it consumes a lot of time to implement the outcomes of the analysis. The study revealed that when it comes to training evaluation, the overall effect of training is rarely evaluated or it may not be evaluated at all, making it difficult to get the results of training. In addition, training should be taken seriously in the organizations and it needs to be done in a professional way.

Influence of Training Methods on Capacity Building

Training methods refer to the platforms adopted for training. These could include face to face interaction, online or through mentorship and coaching, seminar and workshops among others. Apiyo and Mburu (2014) conducted a study on methods influencing capacity building in Nairobi City County on training. The objective of the study that was conducted involved examining the influence of development strategy and training on performance and development towards the growth of Nairobi City County. Descriptive survey research design was the method that was used to conduct out the study. The researcher used simple random sampling techniques where 500 respondents were included in the sample. Interviews and Observations were also used to gather and collect necessary data that could be of good use in the study. Qualitative and quantitative techniques were also used where qualitative technique was used to collect information where data analysis played an important role in deriving inferences and explanations from the results obtained while quantitative technique was used through descriptive statistics. Findings from the study concluded that majority of the residents of Nairobi City County do not receive adequate training on how to develop the nation and improve its economy. Training is critical when enhancing financial performance and growth of the economy. From the research it was also clear that people who lack training and guidance on how to handle and solve problems always lack expertise.

Njoroge and Gathungu (2013) sought to establish how training and performance of entrepreneurs affected ability of SMEs to grow and develop. The study was done within Nairobi County. The study aimed at assessing the influence of training methods on expanding businesses in different organizations. The main objectives of the study were to investigate the influence of in-service training on employee's performance in the various business organizations, where the off-job training, on-job training and induction training were included to determine the ability of the employee's performance. The total number of population used was three hundred people. Data was then collected using interviews and

simple questionnaires. The collected data was sampled and analyzed using the qualitative and quantitative methods with the help of SPSS. The findings were recorded in percentage and presented in form tables. From the findings of the study, induction method had a positive effect on employees' attitude and performance in many organizations. The on-job training was considered to offer skills and productivity while the off-job increases employees' loyalty.

Chetambe (2013) conducted a research on the effects of financial training on financial performance in the Nairobi City County. The study aimed at finding out the perceived relationship of training and developing employees' performance in business organizations. A simple random sampling was used to gather information from the residents and the data collected using questionnaires. The analysis of the data was made using means and frequency. From the findings, it was revealed that training and development is a key factor towards the positive development of employees' skills in business organizations. The study concluded that training should be done before one can start working or before employees get back on serious business activities so as to give relevant training methods and documents. The study also revealed that communication with colleagues and friends develops a good relationship that in the end influences performance and positive contribution towards the economy. This study is of significance as it identifies the gaps and outlines the capacity building needs of people enabling them to perform constructive activities that are of great importance towards the growth of the economy in general.

Influence of the Training Content on Capacity Building

Elnaga and Imran (2013) conducted a study to determine how training content affects capacity building. The study involved use of both primary and secondary. The study included 150 respondents who are the residents of Nairobi City County. An interview guide was formulated to conduct primary data. Content analysis was used to draft the interview guide where a draft was made available to ten of the respondents for their critique and input. There after a final draft for data collection was made available. The findings of the study revealed that content has become critical when it comes to evaluating the effectiveness of training. The reasons as to why it becomes difficult to evaluate the effectiveness of training may include lack of expertise in evaluation techniques, finding it difficult in identifying and measuring the outcomes that may occur during a study and many others. The study also revealed that when evaluations are being conducted, they always have a limited focus on future intention and participant satisfaction. However, the use of evaluation methods for most institutions and organizations is costly, difficult, impractical and time consuming.

Putta (2014) carried out a research on how to improve entrepreneur's management skills through training. A total number of one hundred people were interviewed for the study. Survey forms were drafted and given to the residents of Nairobi City County for filling. Thereafter data was collected using questionnaires. It was revealed from the study that the challenges facing the implementation of training content on capacity building was physical and political environment, inadequate resources which include both financial and human capital and also resistance that comes from members of Nairobi City County, business community, the electorate and the employees. The study also revealed that the ability to

implement the best training content on capacity building can be achieved if a few requirements are met including the capacity to influence training in organizations before one can be given a job. However, the issue of resistance should be reduced by involving the stakeholders at different levels of implementation and clear policies governing the implementation of training in business organizations should be put in place.

Maisiba and George (2013) investigated how training content affected capacity building. The study aimed at finding out how training content influences capacity building in Nairobi City County. The study involved use of interviews where the residents were the target population. Forms were drafted and used to collect data in form of percentages. The study revealed that training is a basic requirement for employees before they start work. Training presents an opportunity to expand the knowledge background of all employees during work time. The study also outlined that an employee who receives training is far much better than who has received none because she is able to perform her job duties accordingly with proper basic procedures. However, it was further concluded from the study that training helps build one's confidence because it helps develop stronger understanding of work skills.

Influence of Financial Adequacy on Capacity Building

Cramton, Ockenfels and Stoft (2013) conducted a study to establish how finance affects capacity building. The study relied on secondary data and simple questionnaires where forms were drafted and given to the residents of Nairobi City County to fill out where necessary. The collected data was analyzed using ratios and percentage. The findings of the study concluded that adequacy of finance contributes positively towards the growth and development of business organizations and institutions as it leads to capacity building. Finance has a great impact on financial organizations as it is the main source of business funding. From the study, adequacy of finance is also a good indicator of how efficient firms generate revenues by use of assets. The study concluded that capacity building improves developments and effectiveness at different levels of an organization including micro and macro organizational levels.

Mwangi and Murigu (2015) conducted a research on the effects of finance towards capacity building. The specific objective was to find out how the adequacy of finance can contribute in capacity building. Interviews were held and data collected was recorded in form of percentages. It was noted that long-term and short-term goals are difficult to achieve when one does not effectively manage the finances of a given business. Capacity building always involves many experts from different fields as it encourages the leadership of many organizations to expand and grow in day to day running of the organization. The study concluded that funds are needed for growing the business, expanding markets and maintaining a customer base.

Lusimbo (2016) conducted a research to investigate how finances contribute on capacity building. Questionnaires were used for collection data. The population targeted included the residents of Nairobi City County where forms were also drafted to fill out the data that was collected. The findings of the study reveal that finances assist in the formation of new

businesses allowing them to take advantage of new opportunities. The strategic uses of financial instruments like loans help many businesses to grow successfully. From the conclusion of the study, funds are needed for market competition and keeping businesses in operation. Strong Parliaments with well learned legislators strengthens the level of democracies. Education helps legislators to effectively dispense their constitutionally assigned roles. Democracy in the country determined on the basis of how well legislators can effectively carry out their responsibilities (Gherardo, 2016).

In a study, Stapenhurst and Meagan (2016) argued that today, governments are under pressure to improve on their performance. To achieve this, international support is paramount. Such support is generally referred to as Parliamentary development'. Greenwalt (2015) noted that training has played an important role in inducting new members to parliaments. Simpson and Cassandry (2015) noted that there has been significant growth in resources for use in training legislators. The essence of legislator training is to enable legislators carry out their roles in an efficient way while at same time improving on democracies and accountability.

RESEARCH METHODOLOGY

Research Design

The study employed mixed methods of qualitative and quantitative techniques to analyse and define the determinants of effective capacity building for MCAs. This was because the study aimed at analysing the dependent and independent variables as they are by examining the aspects on how, when, where and how without modifying them. This gave meaning to a social familiarity and the quantification of casual association of all variables in the research study. In this design, the behaviour and characteristics of the subject were observed and described without influencing it in any way. This approach fitted for this study since the researcher did not manipulate the variables; they occurred in a natural setting. Therefore, the investigator began with observation of the dependent variable and retrospectively studies the independent variable (Kerlinger, 1973; Kenya Institute of Management, 2009). The design allowed the researcher to use instruments like questionnaires and interview schedules. This assisted in using statistical methods like graphs and tables to summarize the results.

Site of the Study

The researcher carried out the research study in Nairobi City County. The actual place was in Nairobi City County Assembly. Nairobi is the Capital City of the Republic of Kenya which is 483 kilometers from Mombasa City and 342 kilometers from Kisumu City. Nairobi is the main administrative headquarters of all the counties and has the main training institute for all legislatures. Economically Nairobi is a tourist city, has the main industries and accommodates many United Nations bodies. Lawson and Lovel (2014) noted that an ideal site of the study should be aligned with the interests of the researcher. Hence, location was selected on the basis of accessibility.

Target Population

According to Tromp and Kombo (2006), population is defined as a set of elements with common observable features that researcher is interested in. The study target population consisted of the following categories: (1) Members of Nairobi City County Assembly- 123; (2) County Assembly staff- 147. From the above information, it could be deduced that the population was made up of 123 MCAs and 147 county assembly staff. Therefore, the population of this research study was a total of 270.

Sampling Techniques and Sample Size

The researchers employed simple random sampling for Members of the County and staff. A sample is a subset of the target population bearing similar characteristics as the population. This study used Mugenda and Mugenda (2003) justification for the selection of a sample of between 10-30 per cent provided the sample elements do not go below 30 because of the large number of the target population. The study used stratified sampling where the population was stratified into MCAs and County Assembly staff. Out of 123 Members of County Assembly, 37 were sampled randomly. Secondly out of 147 County Assembly staff 45 were randomly selected. Therefore, the total sample was 82 respondents.

Research Instruments

The two types of research instruments were adopted that was questionnaires and interview schedule. The researchers chose the self-administered questionnaire method for the Members of County Assembly. The questionnaire consisted of open and closed ended items. According to Orodho (2013) a questionnaire as an instrument is cheaper and allows respondents to fill it at their expedient time. According to Susan (2014), interviews help in collection of data on emotions of individuals, conclusions and recognitions of respondents. The interview also enables more point by point inquiries to be asked and recorded subsequently. The interview schedule was constructed to seek information from staff of the County Assembly of Nairobi City on determinants of effective capacity building for Members of Nairobi City County Assembly. The researcher held interviews with senior management because of their key role in formulation and implementation of training policies.

Data Collection Procedures

Data collection refers to the compilation of empirical verification in order to get new evidence about a phenomenon to be able to answer questions that provoke the undertaking of the research. The researcher prepared all instruments and designed a comprehensive schedule. The researcher sought permission from the Department of Public Policy and Administration in the School of Humanities and Social Sciences, Graduate School of Kenyatta University and National Commission of Science and Technology; (NACOSTI) in advance before visiting the research locale. The researcher distributed all the research instruments prior to making valuable appointments with the respondents or heads of the respective departments.

Data Analysis Procedure

The raw data collected from the field is usually not meaningful unless it is processed through data analysis (Orodho, 2013). Both descriptive and inferential helped in the analysis of the collected data. The researcher organized the data, compiled the data and coded the data before recording the results. The data was coded and analyzed using SPSS. The researcher used field notes especially from the interview schedules for locating information that supports the interpretation by thematically arranging the information. The researcher adopted the following regression model;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Capacity Building; X1 = Training Need Assessment; X2=Training Methods; X3 = Training Content; X4=Financial Adequacy; β_0 = Constant Term; β_1 , β_2 , β_3 and β_4 = Beta coefficients; ε = Error Term

RESEARCH RESULTS

The main objective of the study was to determine the effects of capacity building determinants for members of county assemblies in Kenya using the case of Nairobi City County Assembly. The study was guided by the following specific objectives; to establish the effect of training needs assessment on capacity building at the Nairobi City County Assembly; to determine the effect of training methods on capacity building at the Nairobi City County Assembly; to assess the effect of training content on capacity building at the Nairobi City County Assembly; to establish the effect of financial adequacy on capacity building at the Nairobi City County Assembly.

Training Needs Assessment and Capacity Building

From correlation analysis, training needs assessment ($r=0.424$, $p=0.000<0.05$) had positive and significant correlation with capacity building. Regression results indicated that training needs assessment with p value ($p=0.011<0.05$) had significant influence on capacity building. From descriptive analysis, the study established that the County assembly assessed employee competency before recommending any training for them ($M= 3.93$ $SD= 0.938$). The County Assembly always defined training scope based on skills gap among trainees ($M= 3.83$ $SD= 1.123$). The County Assembly determined relevant training for employees by assessing their tasks ($M= 3.78$ $SD=0.799$). The County Assembly had a record of the qualifications ($M= 3.75$ $SD= 0.872$). The County Assembly conducted training needs assessment regularly ($M=3.68$ $SD= 0.813$). The county Assembly assessed skills, gaps and competence among targeted trainees before recommending for training ($M=3.62$ $SD= 1.005$).

Training Methods

The findings of correlation analysis indicated that training methods ($r=0.453$, $p=0.000<0.05$) had direct and significant relationship with capacity building. From regression results, training methods ($p=0.001<0.05$) had significant influence on capacity building. Descriptive

analysis showed that the county Assembly sponsored its members for educative seminars (M= 4.08 SD= 0.778). The study revealed that the County Assembly organized workshops for its members to exchange ideas (M= 3.93 SD= 0.763). From the findings, the County Assembly employed mentorship programs (M= 3.89 SD= 1.004). The study revealed that the County Assembly supported its members learning new skills on the job (M= 3.78 SD= 0.870). The County Assembly appreciated academic achievements of its members (M= 3.62 SD= 0.893). The County Assembly financed its members for formal schooling programs (M= 3.58 SD= 0.873).

Training Content and Capacity Building

From correlation analysis, the study established that training content ($r=0.642$, $p=0.000<0.05$) had positive and significant correlation with capacity building. The findings of regression analysis indicated that training content ($p=0.000<0.05$) had significant influence on capacity building. From descriptive statistics, the study revealed that training contents were relevant to different member duties (M= 3.87 SD= 1.049). The County Assembly aligned training scope with the duties performed by staff (M= 3.71 SD= 0.794). The County Assembly awarded well qualified trainers to undertake the training (M= 3.69 SD= 1.001). The trainings were allocated adequate time (M=3.67 SD= 0.763).

Financial Adequacy and Capacity Building

Correlation results showed that financial adequacy ($r=0.518$, $p=0.000<0.05$) had positive and significant relationship with capacity building. Regression analysis indicated that financial adequacy ($p=0.000<0.05$) had significant effect on capacity building. From descriptive analysis, the County Assembly has been able to finance all necessary trainings for its members (M= 3.84 SD= 0.691). The study revealed that the County Assembly was always having funds to pay for an appropriate training venue for members (M= 3.77, SD= 1.004). The County Assembly had adequate finance for all necessary staff training (M=3.70, SD= 1.403). The County Assembly had adequate finances to procure well qualified and experienced trainers (M= 3.66 SD= 0.982). The County Assembly sets aside adequate funds for training (M= 3.62 SD= 0.887).

INFERENTIAL STATISTICAL ANALYSIS

Correlation Analysis

Correlation analysis was used to determine relationship between the identified factors and capacity building. From the findings in Table 1, training needs assessment ($r=0.424$, $p=0.000<0.05$) had positive and significant correlation with capacity building. Training methods ($r=0.453$, $p=0.000<0.05$) had direct and significant relationship with capacity building. Njoroge and Gathungu (2013) who revealed that induction method had a positive effect on employees' attitude and performance in many organizations. Training content ($r=0.642$, $p=0.000<0.05$) had positive and significant correlation with capacity building. Maisiba and George (2013) revealed that training is a basic requirement for employees before

they start work. Financial adequacy ($r=0.518$, $p=0.000<0.05$) had positive and significant relationship with capacity building. Cramton et al. (2013) noted that finance has a great impact on financial organizations as it is the main source of business funding.

Table 1: Correlation Analysis

		Capacity Building	Training Assessment	Needs Training Methods	Training Content	Financial Adequacy
Capacity Building	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	63				
Training Needs Assessment	Pearson Correlation	.424	1			
	Sig. (2-tailed)	.000				
	N	63	63			
Training Methods	Pearson Correlation	.453	.677	1		
	Sig. (2-tailed)	.000	.000			
	N	63	63	63		
Training Content	Pearson Correlation	.642	.633	.888	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	63	63	63	63	
Financial Adequacy	Pearson Correlation	.518	.659	.606	.458	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	63	63	63	63	63

Regression Analysis

The researcher carried out regression analysis to determine how the identified factors influenced capacity building among the Members of County Assembly.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.784	.769	1.53452

From Table 2, the adjusted R square is 0.769, which shows that 76.9% change in capacity building among members of County Assembly is explained by training need assessment, training methods, training content and financial adequacy. Therefore, there are other underlying factors influencing capacity building that the current study did not focus on which future studies should cover. Ogada (2016) established existence of a positive relationship between benchmarking and operational efficiency.

Table 3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.395	4	10.099	52.599	.000 ^b
Residual	11.161	58	0.192		
Total	51.556	62			

From the ANOVA in Table 3, the value of F calculated is 52.599 while F critical is 2.531. Since the value of F calculated is greater than F critical, this indicates that the overall regression model was significant in estimating how the identified factors influenced capacity building.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	8.262	3.961	2.086	.038
Training Needs Assessment	.160	.062	.111	.011
Training Methods	.255	.076	.235	.001
Training Content	.361	.154	2.079	.000
Financial Adequacy	.125	.033	1.222	.000

The established equation becomes;

$$Y = 8.262 + 0.160X_1 + 0.255X_2 + 0.361X_3 + 0.125X_4$$

Thus, when all the factors are held constant, capacity building would be at 8.262. A unit change in training needs assessment other factors kept constant would result into 16.0% change in capacity building. A unit increase in training methods holding other factors constant would lead to 25.5% increase in capacity building. A unit change in training content other factors kept constant would result into 36.1% increase in capacity building. A unit change in financial adequacy holding other factors constant would lead to 12.5% increase in capacity building.

At 5%, the study documents that training needs assessment with p value ($p=0.011 < 0.05$) had significant influence on capacity building. Training methods ($p=0.001 < 0.05$) had significant influence on capacity building. Training content ($p=0.000 < 0.05$) had significant influence on capacity building. These findings are consistent with Njoroge and Gathungu (2013) who revealed that induction method had a positive effect on employees' attitude and performance in many organizations. Financial adequacy ($p=0.000 < 0.05$) had significant effect on capacity building. According to Mwangi and Murigu (2015), funds are needed for growing the business, expanding markets and maintaining a customer base.

CONCLUSIONS

From the analysis of findings and summary above, this study concludes that The County Assembly of Nairobi needs to invest more in undertaking of training needs analysis to ensure that appropriate training courses are designed for each employee. For the training to be effective, the County Assembly needs to choose the most appropriate training methods for optimal impact on the employees. This can also be improved through designing appropriate content that would promote employee competence. This can also be improved by setting aside adequate financial resources to support the training.

Training Needs Assessment and Capacity Building

From correlation analysis, training needs assessment had positive and significant correlation with capacity building. Regression results indicated that training needs assessment with p value had significant influence on capacity building. The study established that the County assembly assessed employee competency before recommending any training for them. The County Assembly always defined training scope based on skills gap among trainees. The County Assembly determined relevant training for employees by assessing their needs. The County Assembly had a record of the qualifications. The County Assembly conducted training needs assessment regularly. The county Assembly assessed skills, gaps and competence among targeted trainees before recommending them for training.

Training Methods

The findings of correlation analysis indicated that training methods had direct and significant relationship with capacity building. From regression results, training methods had significant influence on capacity building. The county Assembly sponsored its members for educative seminars. The County Assembly organized workshops for its members to exchange ideas. The County Assembly employed mentorship programs. The study revealed that the County Assembly supported its members learning new skills on the job. The County Assembly appreciated academic achievements of its members.

Training Content and Capacity Building

From correlation analysis, the study concludes that training content had positive and significant correlation with capacity building. Based on regression analysis, the study concludes that training content had significant influence on capacity building. Training contents were relevant to different member duties. The County Assembly aligned training scope with the duties performed by staff. The County Assembly awarded well qualified trainers to undertake the training. The trainings were allocated adequate time.

Financial Adequacy and Capacity Building

Based on correlation results, the study concludes that financial adequacy had positive and significant relationship with capacity building. From regression analysis, the study concludes that financial adequacy had significant effect on capacity building. The County Assembly has

been able to finance all necessary trainings for its members. The County Assembly was always having funds to pay for an appropriate training venue for members. The County Assembly had adequate finance for all necessary staff training. The County Assembly had adequate finances to procure well qualified and experienced trainers. The County Assembly sets aside adequate funds for training.

RECOMMENDATIONS

The study recommends that the senior management team of the County Assemblies should improve on training need assessment practices in place so as to directly influence the level of capacity building among members. To improve on training need assessment, the management of County Assembly needs to regularly assess the importance of a given trainings for its members at all times.

The study further recommends that the top management team of all County Assemblies should improve on training methods in place in order to significantly influence the level of capacity building. All county assemblies in Kenya should adopt short courses on specific areas or skills for its members as a way of enhancing capacity building among members.

The study also recommends that the senior management team of all county assemblies in Kenya should improve on training content by ensuring that the training contents are relevant to different member duties. All county assemblies in Kenya should align training scope with the duties performed by staff.

The study recommends to the management of Nairobi County Assembly to increase the overall budget utilized on capacity building for all the members. All County Assemblies in Kenya should put in place various measures of ensuring that they finance all necessary trainings for its members. All County Assemblies should always set aside sufficient funds to pay for appropriate training venues for members.

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