



**TRAINING AS A CAPACITY BUILDING PRACTICE AND PERFORMANCE OF COUNTY ASSEMBLIES IN KENYA: A
CASE OF KERICHO COUNTY ASSEMBLY**

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ABSTRACT

This study evaluated the effect of training as a capacity building practice on performance of County Assemblies in Kenya. Descriptive research design was deployed. The targeted population was 135 respondents that comprised of members of the county assembly both elected and nominated, administrative staff, speaker of the county assembly, deputy speaker and both majority and minority leaders in Kericho County Assembly. Given that the target population was relatively small (135), the study used census approach to include all members of the population. Furthermore, the on-going study employed secondary and also of data collection tools, a pilot test was carried out. Moreover, qualitative data was analyzed by the use of thematic analysis and findings presented in narrative form. Descriptive as well as inferential statistics was employed to analyze quantitative data with the assistance of SPSS. Moreover, descriptive statistics encompassed frequency distribution, standard deviation, mean and percentages. In this study, inferential statistics included multivariate regression analysis and Pearson correlation analysis. The study findings were given in figures and tables. The study found that training was conducted through workshop and conference which assisted in acquisition of skills. Seminars as well as short- term courses were sponsored by the county, training therefore had a significant influence that was positive on the way the County Assembly performed ($P < 0.05$). The study concluded that training had a significant influence that was positive on the performance of Kericho County Assembly. The study suggested that sponsorship programs should be increased and more sensitization campaign to enable equal opportunity to improve skills. Also knowledge management should be practice.

Key words: Training, Capacity Building, Career Development

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INTRODUCTION

Capacity building came into being with advent of the support era after the World War II. The Marshall Plan, which was a US program supporting Western Europe after devastation of the World War II, was enacted in the year 1948 to help in financing the rebuilding efforts on the continent. The plan involved the transfer of human capital and knowledge to other countries and change in economic growth followed (Nefas, Valickas & Pilkauskaitė, 2014). Government and donors' agencies around the world, applied planning methods to determine the supply of skilled employees and kinds of skills required to foster development and growth. Due to the fact that skilled manpower was the key constraint to ensure development after World War II, attention was given to fill the manpower gaps and employ the existing supplying a more effective manner through technical assistance or additional training. An improvement in development also necessitated formulation and implementation of new policies to guide development (Strang, 2017). Nonetheless, government officers responsible for the formulation of policies lacked appropriate skills necessary in the development of policies. As such, governments all over the world started developing capacity building programmes to increase the skills and competence of their County Assemblies and parliamentary staff.

The European Commission (2015) indicates that parliamentary capacity building for Albania, Bosnia, Kosovo, Herzegovina, Serbia, Montenegro as well as Turkey improved the functioning of the Assemblies and generally improved the oversight role of the County Assemblies. In addition, the capacity building projects facilitated the formulation of working associations at staff and MPs level with other parliaments within the region via multilateral and bilateral events (Edmunds, Juncos & Algar-Faria, 2018). In Kosovo, capacity building initiatives including round tables, seminars and consultations assisted parliamentary staff in supporting the work of members of parliament. The skills attained, assisted committees in the oversight of legislation implementation as well as on budget oversight (De

Vrieze, 2018).

Inadequate capacity or lack of capacity is the missing link that needs to be bridged so as to reverse the tragic trend of poverty and close the growing dramatic development divide in Africa (Africa Parliamentary Knowledge Network, 2017). It is evident that, as in large number of African Parliaments, institutions within the continent and County Assemblies are as well seriously afflicted by scarcity of capacity, which hinders development in Africa. In legislative institutions, lack of capacity is very detrimental particularly in the areas of policy and program formulation as well as monitoring, oversight, and program implementation. In addition, scarcity of professional personnel and research personnel with specialized knowledge on various policy issues, who are able to advise MPs and Members of County Assemblies on parliamentary rules and procedures, is a major weakness of African Parliaments and County Assemblies. Further, according to Indege (2017), insufficient opportunities for bad training affects MPs and MCA's levels of involvement in parliamentary debates, ability to create strategic relations with institutions such as research institutes and universities and their ability to critically contribute to different policy-making activities.

The Commission of the implementation of the Constitution (2014) reported that County Assemblies in Kenya were characterized by inadequate capacity and limited expertise. In response, most of the County governments have in the last five years developed frameworks on capacity building, including training policy, budgetary allocation for training, change management strategies and training needs assessment. The County Assemblies also partnered with local institutions like Kenya School of Government and Centre for Parliamentary Studies and involved resource persons to improve the staffs' capacities. The County Assemblies in Kenya are also using exchange programmes and also sponsoring staffs for workshops, seminars, long and short courses.

LITERATURE REVIEW

Theoretical Framework Human Capital Theory

This theory was suggested by Schutz (1961) and extensively developed by Becker (1964). The theory argues that via skill and knowledge a worker yields some stock of productive capital. Moreover, this approach views people as an asset which has the ability of adding value to their organizations and also in certain cases ensuring its survival in present competitive environment and not as an expense item on income statements (Osabiya, 2015). Human capital includes intellectual capital (unique skills and knowledge that is possessed by people), social capital (flexible networks between people that enable the organizations to leverage link and embed its different knowledge) and organizational capital (institutionalized knowledge owned by an organization and stored in manuals and databases). Omosa, Onyango and Onditi (2018) also add that emotional capital (ability to convert the ability in intellectual capital into realized action that is committed). According to Nyamunga (2016) in Sutherland, employees possess a significant amount of organizations value and the key employee stake this value with them when they leave the companies. It is actually the individuals' skills, abilities and knowledge that create value, which is the reason as to why the focus has to be put on means of developing, attracting, maintaining and retaining the human capital that they represent (Mwithimbu, Kariuki & Njati, 2019).

This theory suggests that staffs try to improve their skills as well as knowledge get through investing in education, training and also adopting competencies. As stated by Becker, investing in human capital is useful to any organization because it enhances the knowledge, skills as well as health of employees. Becker deployed human capital tenets to indicate that different organizations may yield substantial compensation by embracing the theory notion. As indicated by Ivelia (2018) proponents of this theory suggests that education as well as training are investments that causes low risks as well as high returns compared to those provided by

physical as well as financial physical capital.

The study used human capital theory to evaluate the influence of training as a capacity building practice on performance of county assemblies. Members of county assembly, speaker and other administrative staff that form the county assembly's, human capital are fundamental to the success of the county government. Human resource department has the responsibility of managing human capacity in any organization; the mandate of this department is to ensure acquisition of human resource, mentoring programmes, training career progression and growth. Human resource management ought to play its essential role in acquisition of mentoring programmes, training, and career progression of human capital.

Empirical Literature Review

Training and Performance of County Assemblies

According to Osabiya (2015) training entails workshops and conferences, seminars and short term courses. Omosa, Onyango and Onditi (2018) indicates that a training workshop refers to the form of interactive training where some of training activities are carried out by participants instead of passively listening to presentation or lecture. Al-Qudah, Khawaldeh and Bashayreh (2018) look into the effect of the training on performance of Jordanian government institutions. The researcher employed descriptive analysis technique; questionnaires were used to acquire primary data. Moreover, 420 questionnaires were distributed by the researcher and a sample of 69 percent was retrieved. Study findings revealed that Health institutions do not employ practices such as (job analysis together with its description, strategic planning for human resources, compensation, training and incentives). Nevertheless, they were required to apply certain practices including incentives and compensation resulting from consistent requests by employees as a condition for consistent work.

Osabiya (2015) carried out an evaluation of the developmental as well as training needs of staffs in

the local government of Nigerian. The researcher employed secondary data which was obtained from various journals, textbooks, periodicals, magazines and newspapers. The study revealed that employee training influences organization performance. Findings established that any organization success depends on accessibility of quality human resources at its disposal, employees training in an organization ought to be compulsory programmes regardless of their technical qualifications or former education prior to their assumption of responsibilities. Therefore, every employee must give utmost priority to training programme. Up-to-date training should be given to the staffs in further acknowledgement of proper efficiency of staff job performance. Training ought to be considered as an endless process.

Omosa, Onyango and Onditi (2018) conduct a study to assess whether training influences the performance of Kisii County Assembly. The objective of this research was to examine whether employee has influences on the performance of an organization. Moreover, the research used descriptive research design. In addition, study's population comprised of 5111 personnel working in County Government of Kisi. Moreover, 357 personnel from the County were targeted. The study findings found positive significant effect of employee training on performance of an organization.

Mwithimbu, Kariuki and Njati (2019) investigated the impact of training on employees' performance in Embu County. In addition, the researcher targeted only the members of the County Assembly, to assess the determining factors of employees' performance descriptive research design was employed. Moreover, target populations were 13 members of the county assembly. The study found that training had statistically significant association with performance of employees.

Onyango (2014) assessed the effect of training on performance of county assembly of Siaya. Moreover, the researcher targeted the MCAs as well as the subordinate staff providing public health services within Siaya County. Questionnaires were

administered in order to collected primary data. The study found a strong positive association between development as well as training of employees and performance. From the above findings, it is clear that major constituent of salaries (monetary reward schemes) is based on grading systems that employer sets relative to employees' experience or academic level.

Ivelia (2018) researched on influence of training on performance of Kakamega county Assembly. The study targeted a group of 125 employees comprising of members of county assembly and other subordinate staff working in the county assembly. The findings indicated that training was statistically significant. The study therefore concludes that training has positive influence on health worker's performance at Kakamega county assembly.

METHODOLOGY

This study used a descriptive research design. Moreover, descriptive design refers to a technique of obtaining information through interviews and disseminating questionnaires as it focuses on the respondents' take. The study adopted regression model. Linear regression was used to access the combined effects of independent variables training on the dependent variable performance of County Assemblies. The model was presented in a linear equation form. Target population in this study consisted of members of the county assembly both elected and nominated, administrative staff, speaker of the county assembly, deputy speaker and both majority and minority leaders in Kericho County Assembly. The study population was chosen based on understanding that they freely interacted with Kericho County assembly executives frequently in discharging their daily obligations. The target population therefore was 135. The researcher used census approach to include all members of the population. These included 88 administrative staff, 30 elected MCAs and 17 nominated MCAs. The study used both primary and secondary data, which were collected using a self-administered structured questionnaire using drop and pick later method and

interview schedule. Quantitative data was analyzed using descriptive and inferential statistics.

The response rate was 84.4% where 114 questionnaires were respondent to out of 135 expected sample size. However, all the interviewee were interviewed accordingly.

FINDINFDA AND DISCUSSIONS

Descriptive Analysis

Table 1: Training

	N	Minimum	Maximum	Mean	Std. Dev.
Our county organizes workshops and conferences for training the county staff	114	1.00	5.00	4.0263	.55591
Through the organized workshops and conferences I have gained skills which enable me to perform my duties effectively	114	2.00	5.00	4.5088	.62748
Am satisfied with the number of workshops and conferences organized by the County Assembly	114	2.00	5.00	3.9649	.73989
Seminars are organizes by the County Assembly on regular basis	114	2.00	5.00	4.0175	.59470
The staff training offered through seminars always meet my expectations	114	2.00	5.00	4.0877	.57317
Through the seminars organized by the county government, I have received enough skills to perform any task	114	2.00	5.00	4.3246	.68480
Our county enhances the skills of its employees through sponsoring short-term courses	114	1.00	5.00	4.1491	.69426
The short-term courses are fully sponsored by the county government	114	1.00	5.00	3.8684	.88761
I have completed several short-term courses sponsored by the county	114	1.00	5.00	3.7544	1.06896

Source: (Researcher's data, 2021)

According to table 1 results the County organizes held sufficient workshops and conferences for training the county staff (mean of 4.0263) (Agree). Its variation was low indicated that the response was of homogenous opinion (standard deviation of 0.55591).

The County did organized workshops and conferences, which have sufficiently assisted the employees to gain skills which enable them to perform their duties effectively, 4.5088, mean (Agree). A standard deviation of 0.62748 indicating MCAs and administrative staff have both benefited from the workshops and conferences based on similar opinion. The MCAs and administrator are somewhat satisfied with the number of workshops and conferences organized by the county government, 3.9649 mean (Agree), low standard

deviation of 0.73989 inferred that response was homogenous across the respondents.

Seminars were organized by the county government on regular basis, mean 4.0175 (Agree), low variation with standard deviation 0.59470 which meant that the responses were homogenous on organization of seminars.

The staff training offered through seminars always meet their expectations mean of 4.0877 (Agree). A 0.57317 (Disagree), standard deviation revealed a lower variation in opinion among the respondents. Hence, the seminars meet the needs of the MCAs and administrative staff.

The finding also revealed that the seminars organized by the county government, have provided enough skills to MCAs and administrative perform any task a mean of 4.3246 (Agree). The low variation

revealed that both MCAs and administrative gained the sufficient knowledge based on similar opinion (standard deviation of 0.68480).

The county enhanced the skills of its employees through sponsoring short-term courses mean of 4.1491 (Agree). Its variation was low with standard deviation of 0.69426 (Disagree) which reveals that response was homogenous.

According to the responses the short-term courses are fully sponsored by the county government 3.8684 mean (Agree). A 0.88761(Disagree) standard deviation revealed low variance whereby the respondents had similar opinion.

Finally, the respondents indicated that somehow they have completed several short-term courses sponsored by the county a mean of 3.7544 (Agree). Due moderately high variation there are few who have not completed any short course (standard deviation of 1.06896). This is indicated that the short course is not mandatory leading to other

MCAs and administrators participating. However, majority have participated in the short course based on the sponsorship.

In response to “which forms of training has the county assembly of Kericho been using?” indicated that most of the training were offered by Kenya School of Government. These included refresher courses, training and seminar were also done to improve skills and enhance productivity of the employee of County Assembly as well as staffs. The training was found to improve competency of the employees and MCAs. It also busted performance through enhancing skills relevant to conduct their task.

Osabiya (2015) concurs that training through seminars, short courses and conferences are effective in improving performance. However, the findings were based on secondary data. Similarly, Omosa, Onyango and Onditi (2018) also pointed that training played a role enhancing performance of Kisii county assembly.

Table 2: Inferential Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.827 ^a	.684	.574	.32567	1.854

a. Predictors: (Constant), Training

b. Dependent Variable: Performance

Source: (Researcher’s data, 2021)

According to the results in table 2 there exist strong relationship between predictors of training practices and performance. Training, contributed 57.4% of the variation of performance while 42.6% was due

to other factors variables that were not included in the model (R Square =0.574). However, the standard error of the model was 0.32567.

Table 3: ANOVA Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.383	4	.346	3.260	.000 ^b
	Residual	11.561	109	.106		
	Total	12.943	113			

a. Dependent Variable: Performance

b. Predictors: (Constant) Training

Table 3 results indicated that the model was significant in determining their relation between training and performance ($F_{4,109}=3.260$, $P<0.05$).

Hence, there existed significant relationship between training with performance.

Table 4: Coefficient Summary

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.486	.517		4.809	.000
Training	.680	.101	.676	6.733	.000

a. Dependent Variable: Performance

Table 4 indicated that model was given as $Y = 2.486 + 0.680X_1$ Whereby; Y = Performance of County Assemblies, X_1 = Training. This implies that training had positive significant influence on the performance of county assembly ($P < 0.05$). Where a unit of contribution of training had 68%, contribution to performance respectively ($B = 0.680$).

Therefore, the study found that training has positive significant relationship with performance of Kericho County Assembly. Similarly, Ivelia (2018) found that training had statistic significant on performance of Kakamega County. Omosa, Onyango and Onditi (2018) also concurred that employee training had significant effect on performance of on organization, hence answering the research question on training and performance.

CONCLUSION AND RECOMMENDATIONS

Training was examined and the results revealed that the county organized adequate workshops and conferences for training the county staffs mean of 4.0263 (Agree). These have enable staff and members of county assembly acquire necessary skills. Majority of the staffs were satisfied with these workshops, mean of (4.5088). According to the findings the county regularly conducted seminars that met the expectation and needs of staff and member of county assembly leading to development of necessary skills for performing any task mean of 4.5088 (Agree). The results also found

that there were short-term courses that were sponsored by the county where some of the respondents had participated mean of 3.9649 (Agree). Therefore, there existed significant relationship between training and performance of county assembly ($B = 0.680$, $P < 0.05$).

Existence of a significant influence that is positive is the conclusion of the study between training and performance of county assembly, ($R = 0.574$, $P < 0.05$). These contributed by the county ability to organize workshops and conference that have assisted the staff and member of county assembly gain skills to performance their duties. The county also conducted seminars regularly which have met the expectations and hence improve the skills of staffs. Beside that the County has offered short courses that improve skills of employees.

The study focused on training as a capacity building practice and performance, particularly in County Assemblies in Kenya. This would be beneficial to the management of County assemblies in understanding key element that influences performance. The research project variable may be of help to researchers and practitioners in evaluating the most influential capacity building practices element on performance. It is important to note that previous studies on performance have been done in other countries, but this study is done on Kenya County Assemblies.

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