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Assessing Relationship between Capacity Building and Entrepreneurial Activities among Community Based Organisation over a Three-year Term in Western Region of Kenya.

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Community-based organizations (CBOs) are organizations that operate at local and national level to improve life for residents in a community. However, research has revealed that most CBOs collapse after a short period of time from formation due to inadequate capacity among its members and leaders to run certain enterprise activities. This study was conducted in western region of Kenya covering seven counties within the region to analyse association between capacity building activities taken by the CBOs and level of entrepreneurial activities performance over a three-year period. The study used quasi experimental study design with CBOs purposively sampled from which data was collected at baseline 2015, midline 2016 and end line 2017. Descriptive analysis was done to establish the types of capacity building activities and types and level of entrepreneurial activities conducted, while performance of CBOs was measured over a period of three-years. Chi-square was used to determine the relationship between capacity building and level of entrepreneurial activities achieved. Results show that out of 41 CBOs, 4 (10%) recorded a good performance, 22 (54%) average performance while 15 (37%) achieved poor performance over the three-year term into capacity building activities. On entrepreneurial activities 19 CBOs (46%) had high performing while 22 (54%) recorded low performance. Whereas there is absence of statistically significant association between Capacity building level and Entrepreneurial activity level due to the low level of CBO numbers that attained High Performance (HEP) on capacity building activities in comparison with CBOs with Low Performance (LEP), performance on enterprise activities was remarkably high (75%) among CBOs with high training activities compared with those ranked poor on training activities (25%). This study identified 8 out of 30 capacity building activities being the minimum package that is needed for CBOs to register better performance in entrepreneurial activities including: entrepreneurship, business planning, marketing, financial management, table banking, governance, record keeping, leadership and governance, poultry keeping, merry go round, and agribusiness. The findings suggest

a positive effect of high level of training activities on CBOs performance on enterprise activities. However, research is needed to help develop understanding as to why CBOs were not keen on training activities.

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INTRODUCTION

Community-based organizations (CBOs) are organizations that operate at a local and national level, facilitating efforts for community development and improve life for residents in a community. Community is defined as a group of people with diverse characteristics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings. In most cases, communities articulate their needs, seek finances, and execute their projects through the assistance of Non-Governmental Organizations (NGOs) and Community-Based Organization (CBOs) or their affiliates (MacQueen, et. Al., 2001). CBOs works through people centred modes of development such as availability of micro-finance, community participation in development ensuring community health education, and infrastructure improves over time (Hussain et. al., 2008)

For an organization to be community based, it must have originated in a community and its community members must be responsible for the decision-making process (Arcand & Fafchamps, 2012). A particular strength of CBOs is that

community members are in the best position to identify and monitor developing situations and channel essential material support. They are the first to respond to the needs of their communities and provide direct help and assistance (Sally & Rosemary, 2017).

Community-Based Organizations are civil societies that operate within a single local community. They are essentially a subset of the wider group. Within community organizations there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and are more informal (Luginaah, 2007).

These groups tend to draw majority of membership from females and married folks. Further groups tend to draw members within similar age groups. They are usually fairly well known to each other, are of same ethnicity and ideally are trustworthy, industrious, faithful, committed, and interact with the rest of the community. Most of these groups are formed by individuals or agencies and sizes range from 12 to

30 members (Jennings, et. al., 2005). There are social codes governing the operations of groups – on participation, confidentiality, use of financial benefits, penalties, and sanctions. Group activities include regular meetings, monetary or in-kind contributions, savings and loan, joint farming activities and other income generating activities, prayer and other religious activities, and various social support activities (Jennings, et. al., 2005).

Most of the CBOs have at least three officials: the chairperson, the treasurer, and the secretary. Some have assistants for these three and some have special officials for specific tasks e.g., discipline officer, time keeper, money counters, and development leader among others. Leaders are the vision bearers and are held in high esteem by other members as they are often better educated and/or more exposed (Thomas 1998). Some groups have external managers who help enforce group rules and activities but their presence also works on development and strengthening of internal group leadership by giving proper advices to the group leaders. There is often good pool of skills in CBOs both individual and collective the latter of which are shared more in and out of the CBOs. In communities where CBOs operate, information is received either through mass media (mostly radio), mobile phones or word of mouth. CBOs and other social groups are an important part of life in rural communities in terms of social, financial and livelihood contributions that they bring about to the lives of individuals affiliated to them (Operations Evaluation Department, 2002).

According to Mulwa and Mala (2000), CBO is an “organizational entity made up of people whose membership is defined by a specific common bond and who voluntarily come together to work for a common goal”.

Globally, CBOs in the informal settlements account for 50% of total CBOs registered and which are actively operational. Both National and local CBOs are facing a lot of challenges, but their response is severely constrained by the lack of funds for their development and investments (UNDP, 2004). The number of CBOs is impossible to calculate but it is safe to say it is

very large. In a report by the Commonwealth Foundation (2000), Britain alone has over 500,000 CBOs. The turnover of the 175,000 registered charities in the UK was 17-billion-pound sterling a year. According to an estimate, in India alone there are 100,000 CBOs, with 25,000 registered at grass-roots level in the state of Tamil Nadu. United Nations Development Programs (UNDP) estimates that the total number of people affiliated by CBOs in developing countries across the world is probably 250 million, (UNDP, 2004).

In sub-Saharan African, widespread poverty in many developing countries has led to the emergency of the concept of the Community-Based Organizations (CBOs) and community management intervention in development projects and programs (Oakley, 1995). The CBOs are among the organizations that now are increasingly asserting their importance as alternative economic vehicles that spur development in Africa as they contribute 24% to the gross national income of Africa’s economy (World Bank, 2008). About 40% of CBOs in Nigeria provided social facilities worth 61,940.27 US dollars to their immediate community.

According to findings from the National Council of Community Based Organizations (NCCBO) (2006), survey showed that there were a total of 26027 registered CBOs in Kenya implementing the Millennium Development Goals and key implementation organs of the national vision (GoK’s Vision 2030 and industrialization objective) employing some 0.8 million people and contributed over 1.4 % of all new jobs created in the country. Among the many CBOs that are registered in Kenya less than 26% are actively operation with 30% being seasonal in their operation. Quite a number of them are totally not functional (NCCBO, 2006).

CBOs as vehicles for community development took root in Kenya in the 1960s. For example, in Kiambu District, people mobilized themselves in groups and formed CBOs to increase their purchasing power for inputs and to market their produce more profitably. As a result of these CBOs, many small-scale projects were completed

and since then, CBOs have a place in community development in this area (Mutongu, 2012).

According to Ochieng et al. (2012), study on *'Factors Influencing Mobilization of Kenyan Resources for Health and Development,'* the study stated that CBOs have experienced various challenges in their operations, various factors has contributed to this including; inadequate income by members due to exploitation by middlemen, drought, and poor marketing strategies of their products at individual level. Other factors include poor investment options of the income acquired during the high peak. Inability of CBOs to initiate viable Income Generating Activities (IGA) has largely contributed to their inadequacy in mobilizing resources due to absence of markets for goods and products, poor infrastructure, and weak capacity in project planning (Ochieng et al., 2012).

The study finding in Pakistan Swat showed that the role of Community Based Organizations (CBOs) in the rural community development of the district, played positive role towards the socioeconomic development. The main areas in which they played their role are education, health, trainings, and construction (Pakistan Women Report, 2008).

Entrepreneurship by CBOs all over the world is emerging today as an avenue for gainful employment, a means of helping women and men to assert themselves in the world of work, and a way of improving both their economic and social status (Kiraka, et al., 2013).

In a study done by Odindo (2009), it was found out that most CBOs lack capacity building programs that is, 94.2% of all the organizations interviewed in the study said that the major challenge in the implementation of their project activities was a lack of training and funds. 71.5% of all the organizations interviewed said that lack of equipment was also challenge in the implementation of their activities or projects with again 63.3% saying that there was the low level of training among the CBOs staffs (Odindo, 2009). It is very common to see external influences

expressed in CBOs especially if community leaders such as Chiefs, Assistant Chiefs or even sometimes, Church leaders have special interests. When something like a power struggle crops up, most women tend to withdraw and hence this weakens their power to influence decision making. In this case unpopular leaders find their way to become the decision-makers in CBOs (Zablon, 2011).

Majority of the CBOs in Africa comprise of a high number of women compared to men. This calls for further study exploring the relationship between women's participation in CBO's development activities and their educational attainment. As well as making CBOs more effective in development, bringing women to participate in CBOs is very important as it will make CBOs attractive to Aid agencies, who now as part of their conditionality 'require participation by the people at appropriate levels so that benefits can reach maximum number of persons' (Welsh & Butorin, 1990).

Most of the CBOs are affected by underdevelopment due to lack of capacity building include CBOs across the rural areas, CBOs operating independently without partners and hence cannot seek for support anywhere, CBO in rural and peri-urban areas since most of the partners which can support their projects are found in urban settings, women owned groups ventures in urban slums and informal settlements. Such groups are marginalized in away and also, they in most cases have poor network to the outside world. Self-help groups, youth groups, community health workers groups, these groups are used more by women than men apart from youth groups which is mostly dominated by young boys and is being run informally.

MATERIALS AND METHODS

This study utilized secondary data collected under Simavi ASK program in quasi experimental study, over the period of 3 years (2015-2017), Great Lakes University of Kisumu (GLUK) implemented a capacity building program. Quantitative data was extracted and used for the

analysis in this study. The analysis of this study was analytical measuring the association of capacity building on entrepreneurial activities in the CBOs. The primary study data was collected at the start of the program, in the mid program and at the end of the program with all data being quantitative.

Simavi ASK program

The Access, Knowledge and Services (ASK) programme and Get Up Speak Out (GUSO) were 5-years programme (2015-2017) funded by the Dutch Ministry of Foreign Affairs. The programmes aimed to enhance uptake of Sexual Reproductive Health (SRH) services among young people aged between 10-24 years, including underserved groups. The study was conducted in the western region of Kenya consisting of 9 counties including: Kisii, Migori, Homabay, Kisumu, Siaya, Kakamega, Busia, Bungoma and Trans- Nzoia Counties where poor youth SRHR outcomes were noted.

GLUK coordinated the organizing of the youths into larger CBOs at the sub-location levels and sensitized each Community Health Committee to establish a formal structure to incorporate youths into their functioning and activity implementation processes.

This study utilized data from western region of Kenya consisting of 5 counties which included; Busia, Kakamega, Kisumu, Siaya, and Homabay counties. The region has different types of community-based organization including church organization, women groups, youth groups, self-help groups, religious groups.

The population for this study comprised of CBOs which have been in partnership with GLUK, registered by the Ministry of Gender and Social Services in western region and have been operational for the last three-years. The table below indicates the total number of CBOs that are partnered with GLUK in each County and Sub County during the period under review.

Table 1: Total number of CBOs with partnership with GLUK per County and Sub County

County	Sub County	No of CBOs
Kisumu	Nyando	2
	Nyakach	17
	Muhoroni	13
Siaya	Rarieda	7
	Siaya	7
	Alego Usonga	3
Homabay	Kasipul	9
	Kabondo	12
Kakamega	Butere	14
Busia	Teso	6
Total		90

Purposive sampling was adopted to capture CBOs that were working with GLUK in various partnership sites in the five counties. The selection was done on the basis that those CBOs were:

- Capacity builds on various aspects of development by GLUK.
- Are registered by the ministry of genders and social work.

- Have been in partnership with GLUK for the period under review.

- Have consented to participate by completing the forms.

Using this criterion, full census of 41 CBOs qualified for the study which was full coverage for all CBOs that met the criterion.

Table 2: Number of CBOs that qualified for study per County and Sub County

Counties	Sub Counties	Qualified No.
Kisumu	Nyando	0
	Nyakach	5
	Muhoroni	8
Siaya	Rarieda	1
	Siaya	2
	Alego Usonga	1
Homabay	Kasipul	1
	Kabondo	9
	Rachuonyo	2
Kakamega	Butere	9
Busia	Teso	3
Total		41

The field data collection was done during field visits where the questionnaires were distributed to various CBOs that meet the criterion as stipulated in the sampling technique. The forms were self-administered and were handed over to the CBOs leaders who filled them together with the group members in one of their meetings. They were collected after a week after which they went under a thorough cleaning.

The data was reviewed further to check data quality, handling of blanks responses done, categorized, and arranged systematically for coding. After coding, the data was entered into software called Microsoft Excel for analysis. A description was made on the basis of frequency of capacity building activities that the CBOs went through and the results measured and reported in numbers. For objective two a description was made on the basis of frequency of entrepreneurial activities that the CBOs had undertaken. The results were measured and reported in numbers.

To measure the performance of CBOs, entrepreneurial activities was regressed against the types and level of capacity building activities that the CBO undertook i.e., Entrepreneurship, financial management, leadership and governance, business plan development, and marketing. The chi square was used to measure

the strength of association between CBO capacity building activities and entrepreneurial activities carried out by CBOs. The adopted approach of chi square to measure association is consistent with approach used in similar studies elsewhere such (Mwaura & Ngugi, 2014) in their study to test the relationship and how project management practices affect the performance of the CBOs projects.

RESULTS

Capacity Building Activities Conducted for CBOs Over Three-years Term

CBA's by Categories

A total of 30 capacity building activities were conducted for community based organizations in western region of Kenya over three-year term (2015-2017). The capacity building activities conducted can be broadly classified as follows; general community health trainings, income generating activities trainings, resource mobilization trainings, leadership and governance trainings, and management trainings. These categories have different components of training as described below.

General Community Health Trainings

In this category a total number of 6 health training were provided, including household data collection on health, HIV/AIDs management training, malaria management training, sanitation and hygiene, family planning training, and EMTC trainings. This type of capacity building was provided by health agencies within the communities including health facility staffs within the reach of these CBOs, Non-governmental organizations dealing with health within the communities, and GLUK.

Income Generating Activities Trainings

The category included 12 elements of training including Table Banking, Milk production, Agri-Nutrition, Poultry Keeping, Cereal Banking, Merry go Round, Fruit/Tree Management, Orange Fleshed Sweet, Potatoes, Agri-Business, Forestry, Livestock, and Kitchen Garden. These trainings were provided by non-governmental organization, government ministries, and GLUK.

Resources Mobilization Training

This category had 4 elements that some CBOs were trained on these include; business plan development training, marketing training, proposal development training, and networking training. These trainings were provided by non-governmental organization, government ministries, and GLUK.

Leadership and Governance Trainings

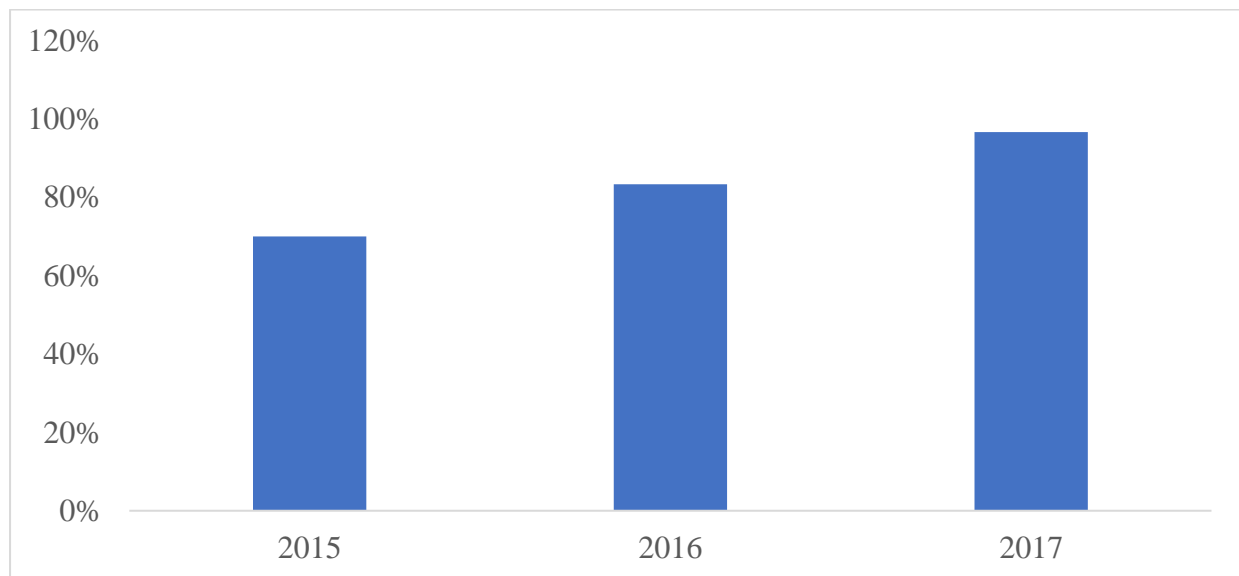
This category of the training had only 2 elements these included leadership and governance training.

Management Trainings

In this category a total number of 6 management training were provided these included; entrepreneurship management training, financial management, community management training, procurement training, project management training, and record keeping training. These trainings were provided by non-governmental organization, and GLUK.

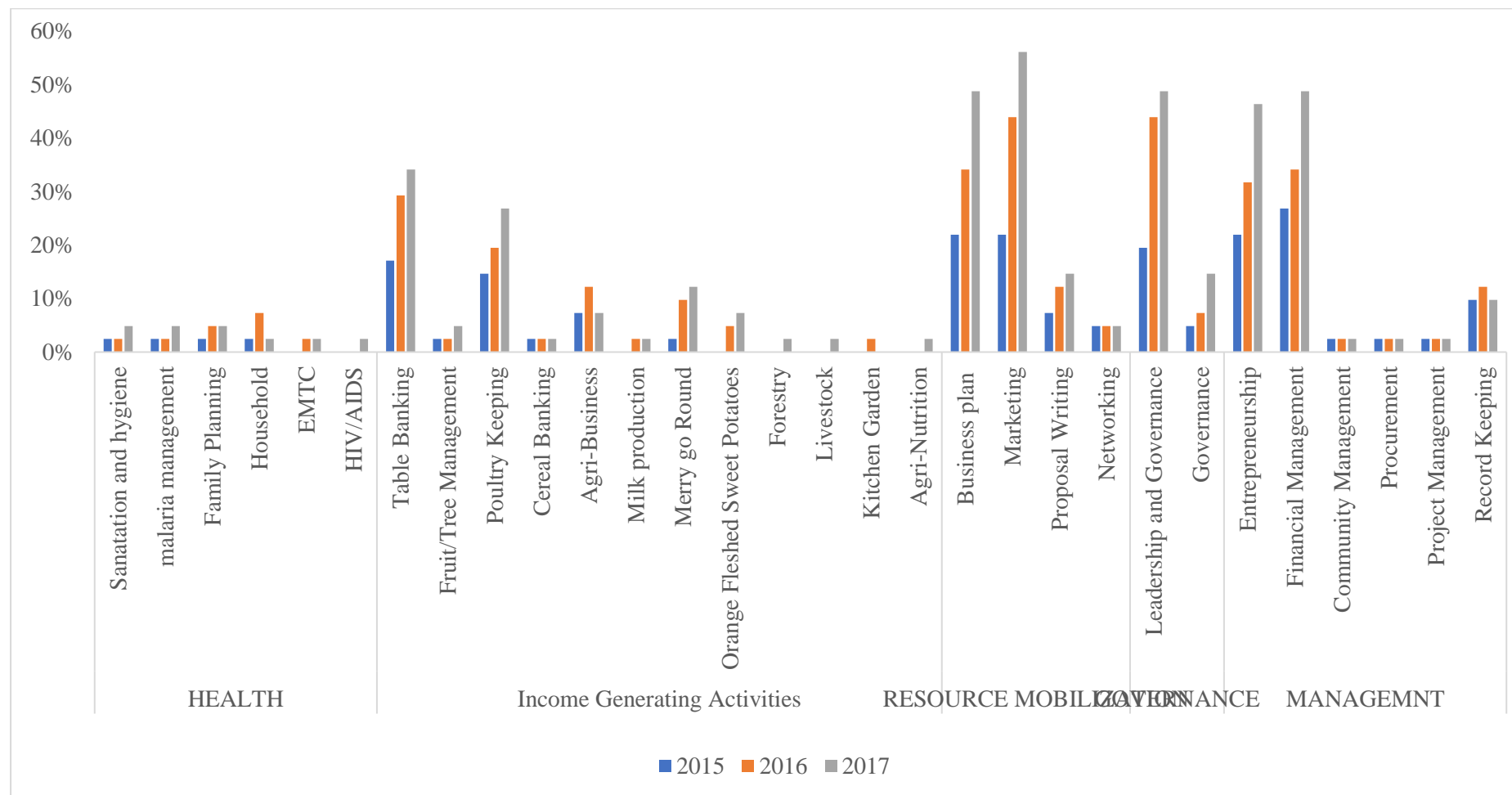
CBA's by Years

Figure 1: Capacity building level



The year 2017 recorded the highest number of capacity building at 97% of all possible trainings, followed by 2016 at 83% and the years 2015 recorded the lowest level of capacity building training at 70%.

Figure 2: Summary of capacity building activities performance by category per year



In 2017, both resource mobilization and management categories of trainings had each two elements as the main training these included; marketing (56%) and business plan (49%) for resource mobilization and financial management (49%) and entrepreneurship respectively. Whereas income generating activity had two elements as the main both elements were table banking (34%) and poultry keeping (29%). The other category that had significant element was governance with an element of leadership and governance at 49%.

In 2016, resource mobilization and management categories has also had each two elements as the main training these include marketing (44%) and business plan (34%), financial management (34%) and entrepreneurship (32%) respectively, whereas income generating activity also had two main elements including table banking (29%) and poultry keeping (20%).

In 2015, although there was low-capacity building activities, still resource mobilization and management categories of training both had two highest training elements including marketing and business plan (22%) each and financial management (27%) and entrepreneurship (22%) respectively. The other category that had a significant element was governance with leadership and governance at (20%).

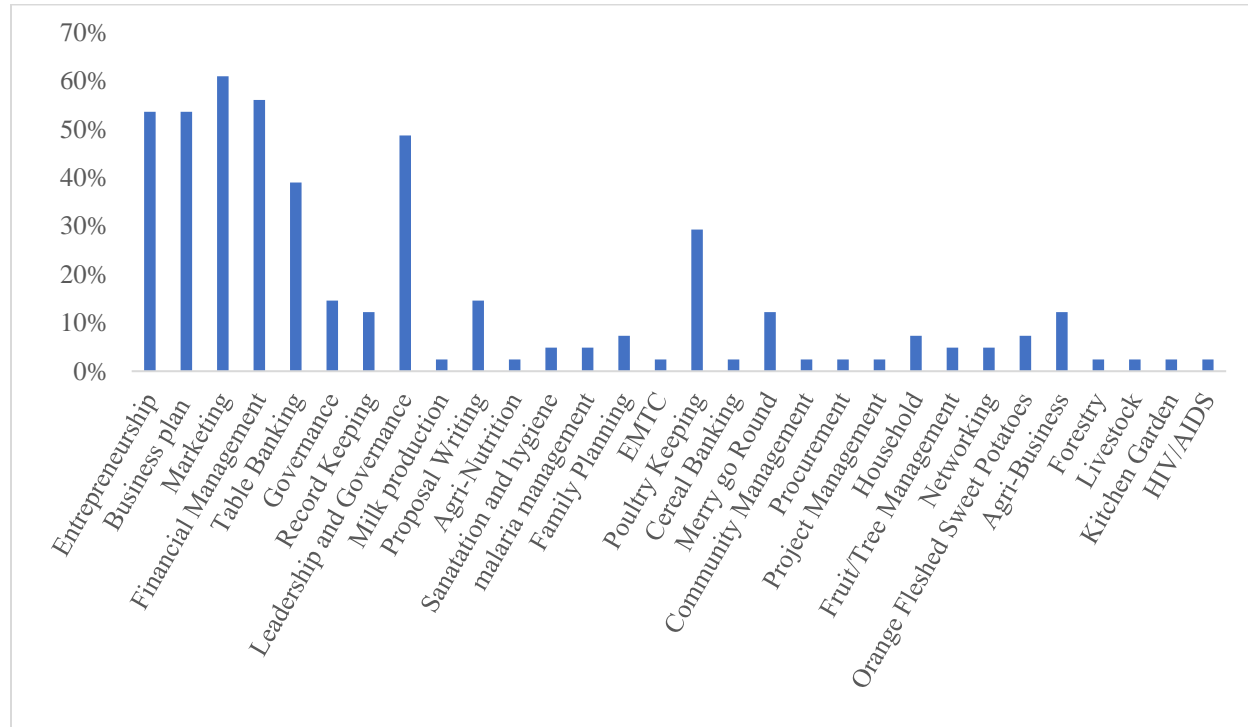
However, in 2017 there was no training completely on kitchen garden, which is similarly 2016 recorded in training in HIV/AIDs, forestry, livestock, and agri-nutrition and 2015 were EMTC, HIV/AIDs, milk production, orange fleshed sweet potatoes, forestry, livestock, kitchen garden and agri-nutrition.

The figure 2 above give a summary of capacity building activities by categories and their elements a cross the three-year term of 2015-2017.

CBA by CBOs

From *Figure 3* above most CBOs requested training elements from resource mobilization category with the mostly requested element for training including marketing (61%) and business plan (54%). This was followed by elements in the category of management including financial management (56%) and entrepreneurship (54%) and then the elements in the category of income generating activities including table banking (39%) and poultry keeping (29%) over other categories. Other Elements recorded minimal requisition; health - HIV/AIDs (2%), EMTC (2%) sanitation hygiene (5%) and malaria management (5%). The other category that had minimal request was Income generating activities – cereal banking (2%), milk production (2%), livestock (2%), kitchen garden (2%) and Agri-nutrition (2%).

Figure 3: Capacity building activity by CBOs



CBO BY CBA

Over the three-years term (2015-2017), generally the CBO that had received the highest number of capacity building attained 33% of the total training that was provided cross the three-years, the second ranked CBO followed closely at 30% and were then followed by four CBOs that each attained 27% of the total trainings provided across the three-years. The lowest CBO received 3% of the total capacity building activities and

there were seven CBOs that were at second last that attained only 7% of the total 9 capacity building activities over the three-year term. Majority of community-based organization received up to 13% of the total capacity building training across the three-year term. *Figure 4* below shows a summary of number of trainings received by CBOs.

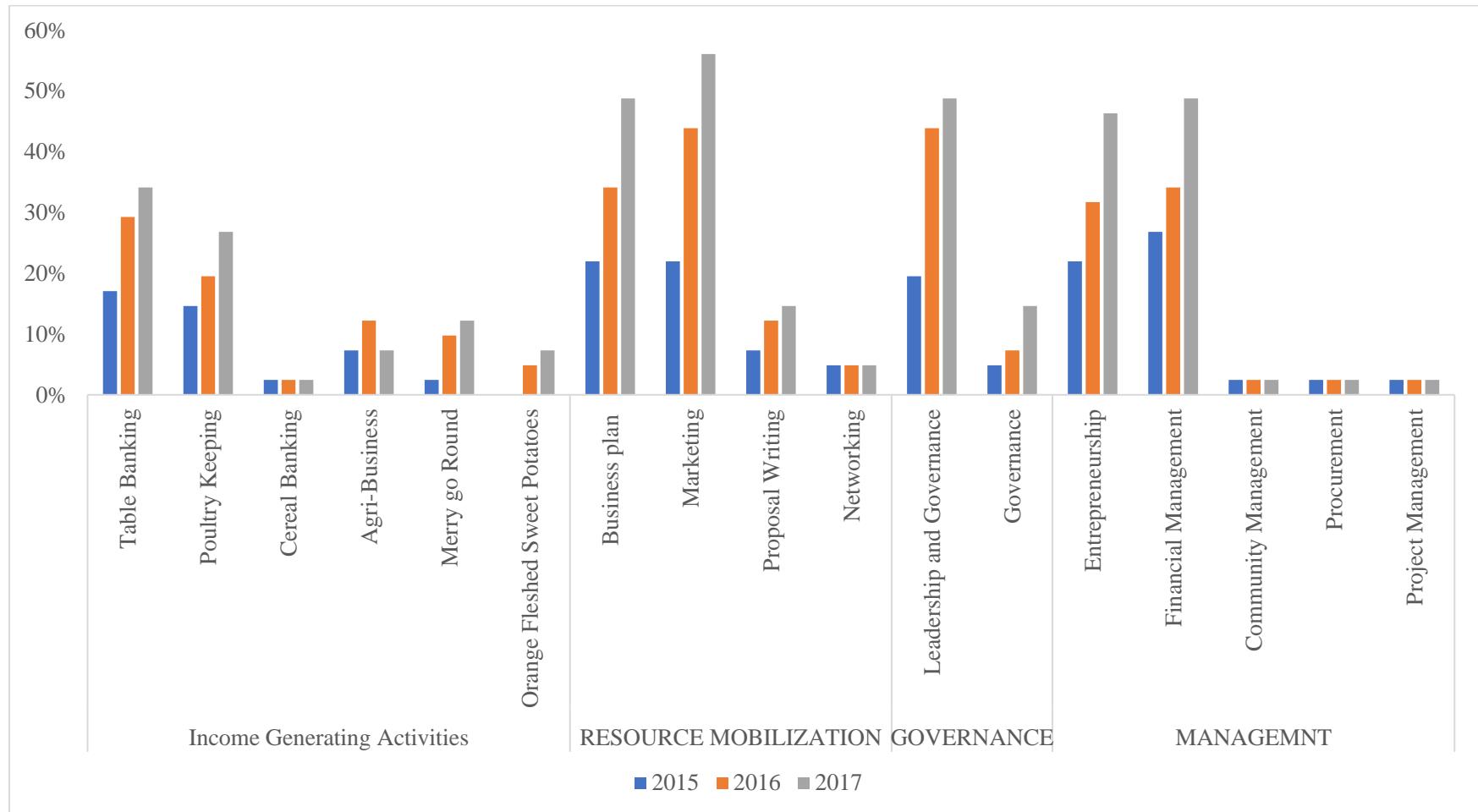
Table 3: summary of number of trainings received by CBO in percentage

Categories by % of training	No/% of CBOs
0-25%	35 (85%)
26-50%	6 (15%)
51-75%	0 (0%)
76-100%	0 (0%)

CBAs by CBO by Years

There was a progressive increase of trainings recorded under most of the elements (37%) by CBO over the period 2015 – 2017.

Figure 4: CBOs performance per year



For instance, *Figure 4* demonstrate progressive increment in the 11 number of elements over the three-year period, with element of marketing recording the highest increment between the base and end period followed by elements business plan, leadership and governance, financial management, entrepreneurship, table banking, poultry keeping, governance, merry go round, proposal writing, and orange fleshed sweet potatoes. However, 3 elements showed mixed performance this included with increase in the second year and decrease in the third year these include; household, agribusiness, and record keeping. There are other elements which had same performance across the year and they include; cereal banking, networking, community management, procurement, and project management.

In 2015 most CBOs had trainings on four main categories of capacity building activity these include: Income generating activities – table banking (17%), poultry keeping (15%), merry go round (2%) and orange fleshed sweet potatoes (0%); resource mobilization – business plan (22%), marketing (22%) and proposal writing (7%); governance – leadership and governance (20%), governance (5%); Management – entrepreneurship (22%), financial management (27%). In 2016 the

number of CBOs undertaking the same training elements increased as indicated: Income generating activities – table banking (29%), poultry keeping (20%) and merry go round (10%), orange fleshed sweet potatoes (5%), resource mobilization – business plan (34%), marketing (44%) and proposal writing (12%) governance – leadership and governance (44%), governance (7%) Management – entrepreneurship (32%), financial management (34%). While in 2017 number increased further showing that; Income generating activities – table banking (34%), poultry keeping (27%) and merry go round (12%), orange fleshed sweet potatoes (7%), resource mobilization – business plan (49%), marketing (56%) and proposal writing (15%) governance – leadership and governance (49%), governance (15%) Management – entrepreneurship (46%), financial management (49%)

Common Capacity Building Activities

After analysis 12 capacity building activities emerged to be the common training to the CBOs. These included entrepreneurship, business plan, marketing, financial management, table banking, governance, record keeping, leadership and governance, proposal writing, poultry keeping, merry go round and agribusiness.

Table 4: Capacity building activities performance

Performance	No. of CBOs	Percent
Good	4	10
Average	22	54
Poor	15	37

4 CBOs (10%) falls in the category of good performance, 22 CBOs (54%) were in the category average performance and 15 CBOs (37%) were ranked under poor performance over the three-year term as illustrated in *Table 4*.

Level of Entrepreneurial Activities Conducted in CBOs over Three-Year Term (2015 to 2017)

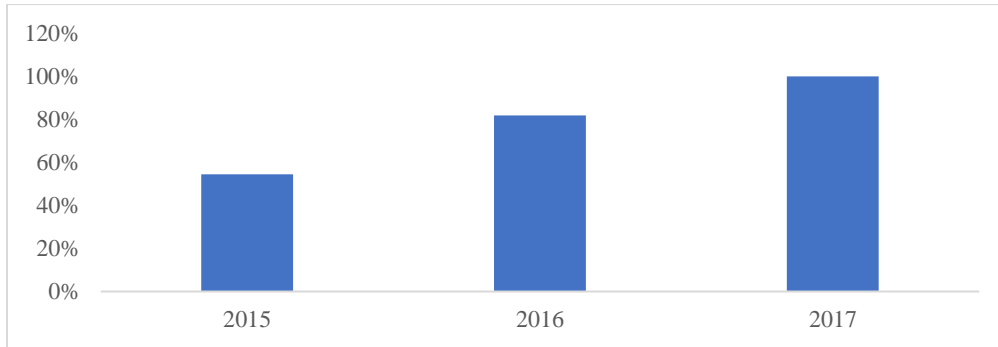
This objective illustrates the types of the entrepreneurial activities that the CBOs engage in across the three-year term, the number of entrepreneurial activities conducted by CBOs and the number of entrepreneurial activities carried out by CBOS per year.

Entrepreneurial Activities Conducted

A total of 11 entrepreneurial activities were conducted over the three-year term. These entrepreneurial activities were done by different CBOs in different years. These entrepreneurial

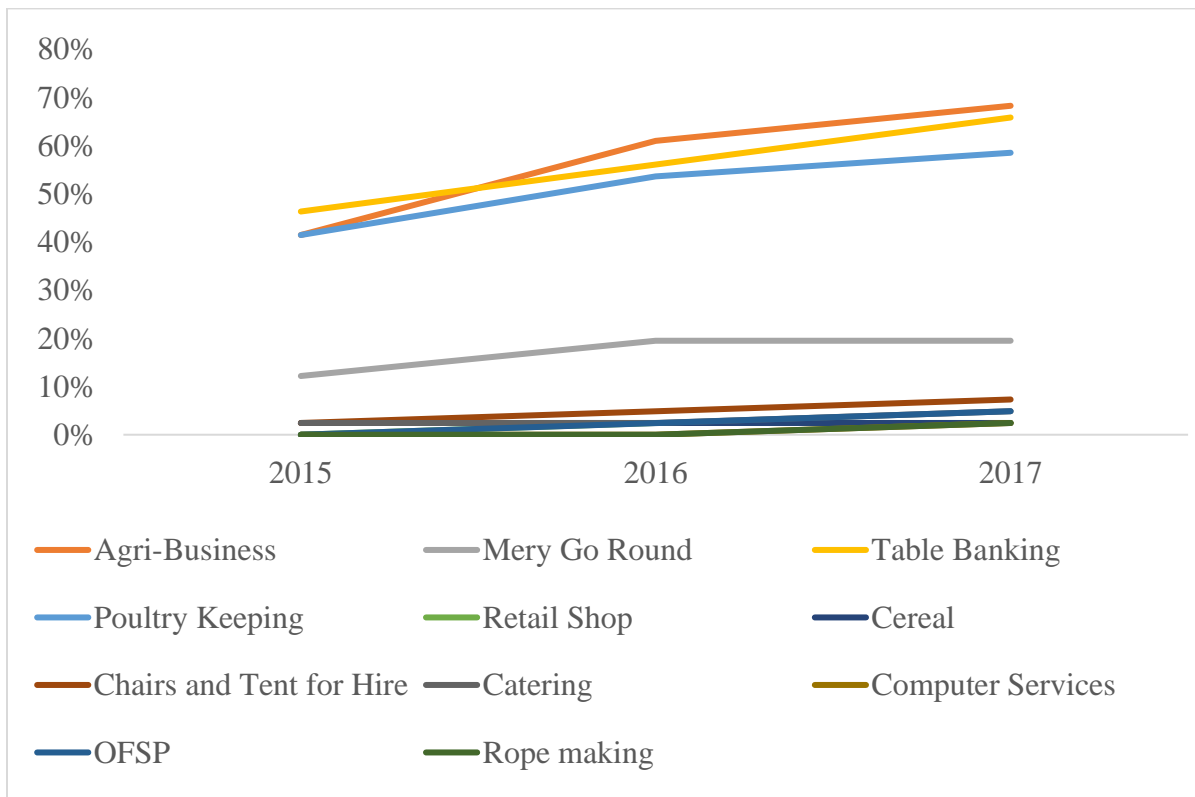
activities include: Agribusiness, merry go round, table banking, poultry keeping, retail shop, cereal banking, tent and chairs for hire, catering, computer services and Orange Fleshed Sweet Potatoes (OFSP).

Figure 5: Entrepreneurial activities by years



2017 recorded the highest number of entrepreneurial activities (100%) of the total ever conducted activities. This was followed by the year 2016 at 82% and 2015 recorded the least number of entrepreneurial activities conducted at 55%.

Figure 6: Entrepreneurial trends across the three-years



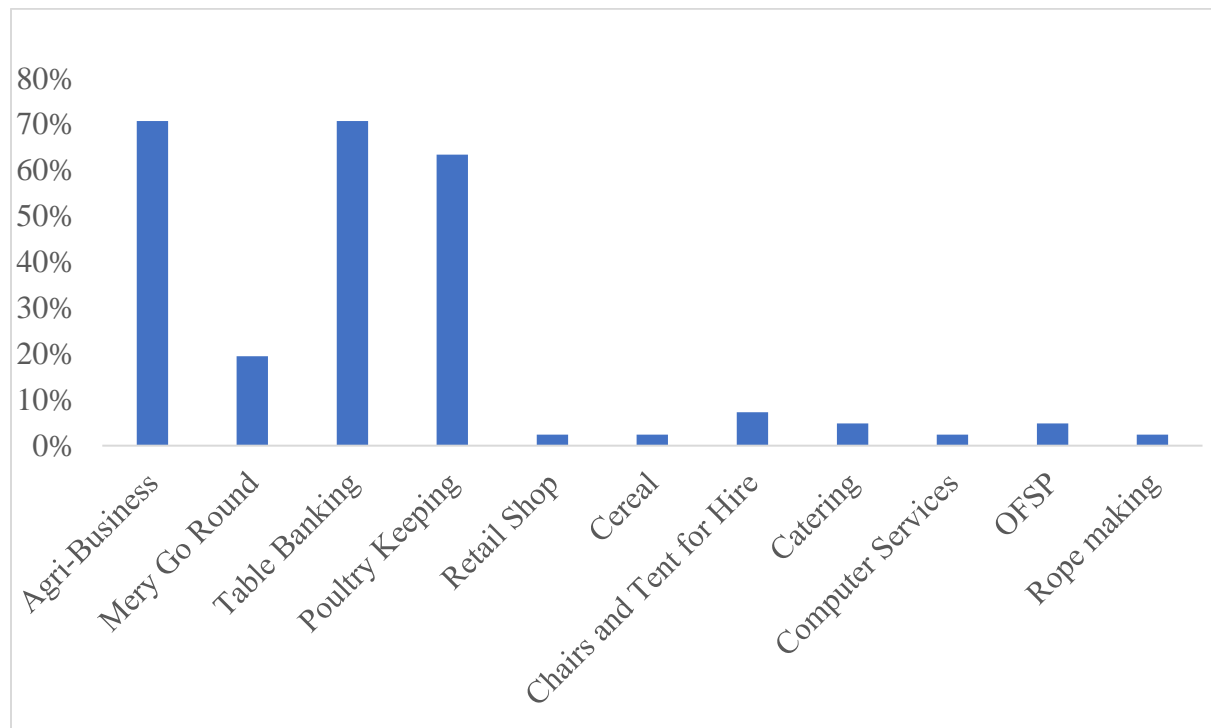
Over the years the entrepreneurial activities that seems to be common were three with over 40% while the rest recorded less than 20% across the three-years.

Except computer services all the examined entrepreneurial activities show improvement trends. However major improvement was noted in three; Agribusiness, Table Banking and poultry keeping, where Agribusiness picked significantly from year one to year three from 41% in 2015 to 68% in 2017,

followed by table banking at 46% in 2015 to 66% in 2017 and finally poultry keeping at 41% in 2015 to 59% in 2017 (see *Figure 7*). This were followed by merry go round although the performance remains below 20%. Other entrepreneurial activities showed marginal improvement over the three-year include chair and tent for hire, OFSP, rope making, catering and retail shop.

Entrepreneurial Activities by CBO

Figure 7: performance of entrepreneurial activities.



The most common entrepreneurial activities across the CBOs that were carried out include agribusiness and table banking both at 71%. The two entrepreneurial activities were followed by poultry keeping (63%). The other common entrepreneurial activity conducted was merry go round (20%). Other entrepreneurial activity recorded minimal performance including chairs/tents for hire (7%), catering (5%) and OFSP (5%). The activities that were least conducted were retail shop, cereal

banking, computer services and rope making all at 2%

CBO by level of Entrepreneurial Activities.

Across the three-year term the CBO that had conducted the highest number of entrepreneurial activities had 5(50%) of the total entrepreneurial activities conducted, this was followed by 6 CBOs with which all had conducted 40% of the total entrepreneurial activities. 8 CBOs attained 10% and were the CBOs that attained the least

entrepreneurial activities. Majority of CBOs had conducted up to 30% of the total number of entrepreneurial activities conducted across the

three-year term. Table 5 is a summary of CBOs performance in terms of the number of entrepreneurial activities that were conducted

Table 5: summary of the performance of CBOs in terms of the number of entrepreneurial activities conducted.

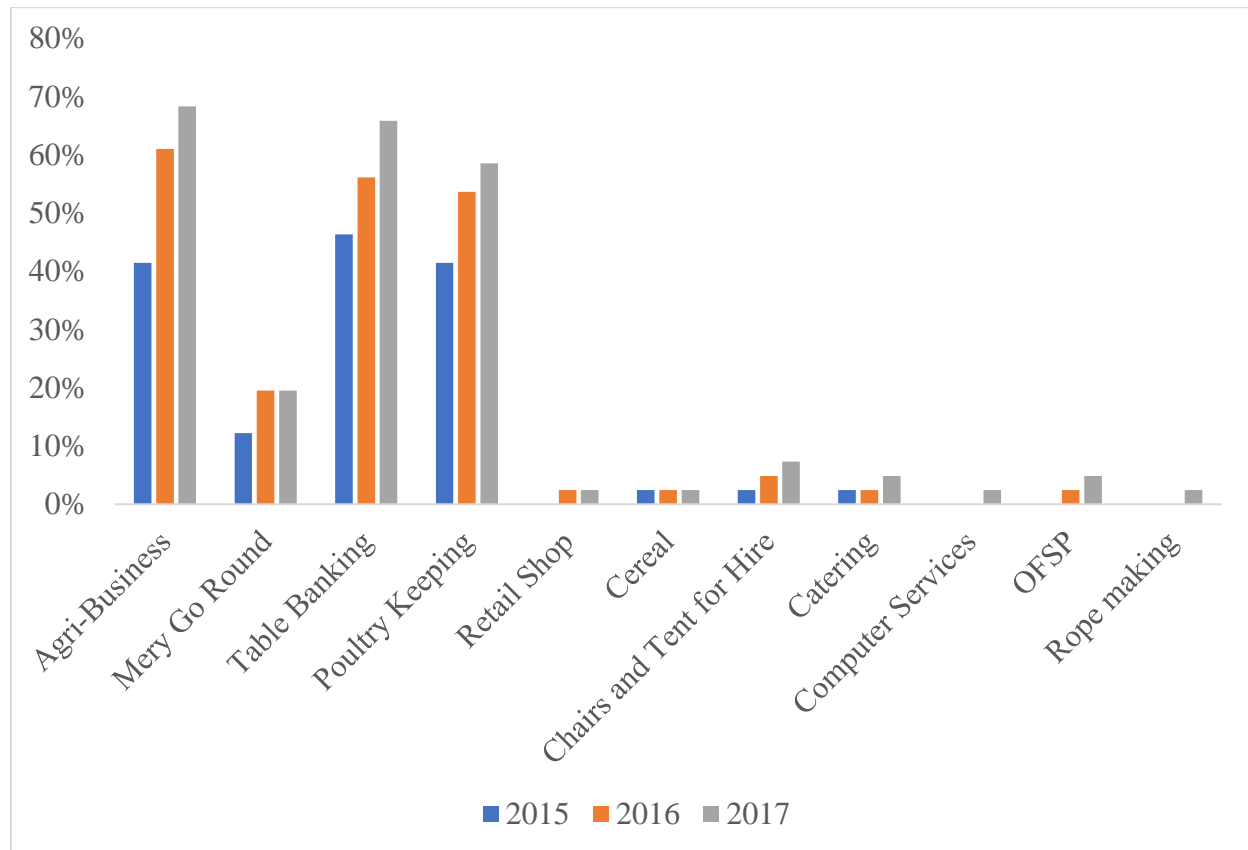
Categories by % of Entrepreneurial Activity (n=11)	No% of CBOs (n=41)
0-25%	20 (49%)
26-50%	21 (51%)

Entrepreneurial Activity by CBO by Year.

There was a progressive increase of number of entrepreneurial activities being undertaken by

CBOs from 2015 to 2017. Of the total entrepreneurial activities 50% had a progressive increment as demonstrated in the *Figure 8*.

Figure 8: entrepreneurial activities progress per year.



In 2015 the entrepreneurial activities that had increment had a base as follows: table banking (46%), agribusiness (41%), poultry keeping (41%),

tent and chair for hire (2%) and OFSP (0%). In 2016 the number of CBOs undertaking the same entrepreneurial activities increased as indicated;

table banking (56%), agribusiness (61%), poultry keeping (54%), tent and chair for hire (5%) and OFSP (2%). While in 2017 the numbers increased further showing that; table banking (66%), agribusiness (68%), poultry keeping (59%), tent and chair for hire (7%) and OFSP (5%) (Figure 8).

Over the three-years some entrepreneurial activities showed mixed performance with two showing increase in the second year and the performance remaining the same on the third year these included; merry go round and retail shop. Three other entrepreneurial activities had the same performance on the first two year and slight increase on the third

years including catering, computer services and rope making. Only one entrepreneurial activity recorded the same performance across the three-year, this was catering.

Common Entrepreneurial Activities

Overall, 4 entrepreneurial activities emerged as the most common business enterprises undertaken by CBOs over the period of three-year term. These include: Agribusiness, merry go round, table banking and poultry keeping. Figure 4.4 below illustrate the performance of CBOs with regards to the four common enterprises.

Table 6: Enterprise activities performance

Performance	No of CBOs	Proportion
High	19	46
Low	22	54

19 CBOs (46%) were in high performing category while 22 (54%) community-based organizations were classified under low performing CBOs in entrepreneurial activities carried out over three-years as illustrated in table 4.4.

The Relationship Between Capacity Building and Entrepreneurial Activities

This objective determines the relationship between capacity building that CBOs had received over three-year term 2015-2017 and the entrepreneurial activities that the same CBO undertook over the same years period.

In the analysis of the objectives one and two the CBO were categorized based on performance where objective one, common capacity building activities across the CBOs were identified and CBOs performance was shown based on them, the CBO were classified into categories of “good”, “average” and “poor” based on performance with respect to the number of trainings undertaken. On this basis 4 CBOs were categorized as “good”, 22 CBOs were categorized as “average” while 13 CBOs were

under the category of “poor” performance in capacity building activities over three-year term.

In objective two, firstly entrepreneurial activities were reclassified into common (enterprises undertaken by more than one CBOs) and non-common CBOs specific enterprise activities. 4 entrepreneurial activities were under classification of common while 6 entrepreneurial activities were under classification of non-common CBOs specific activities. Secondly the CBOs were classified based on level of performance in the common enterprises.

CBOs were further ranked based on the common entrepreneurial activities that were common across the CBOs, their performance was categorized as “high” and “low”. This ranking was further sub divided into “Upper high”, “lower high” and “upper low” and “lower low” performance.

Table 7: CBA_Level * EA_performance Cross tabulation

		Entrepreneurial Activities						TOTAL
		HIGH			LOW			
		Upper High	Lower High	Total	Upper Low	Lower Low	Total	
Capacity building activities	Good	0	3(75%)	3(75%)	1(25%)	0	1(25%)	4(100%)
	Average	2(9%)	8(36%)	10(45%)	6(27%)	6(27%)	12(55%)	22(100%)
	Poor	0	6(40%)	6(40%)	4(27%)	5(33%)	9(60%)	13(100%)
	TOTAL	2(4.9%)	17(41.5%)	19(46.4%)	11(26.8%)	11(26.8%)	22(53.6%)	41(100%)

Pearson chi² (6) = 4.2761 Pv = 0.639

Key

Number of entrepreneurial activities

Upper high – 4

Upper low – 3

Lower high – 2

Lower low – 1

Number of Capacity Building Activities

Good: 7 - 9

Average 4 – 6

Poor: 1 – 3

Pearson's chi² was conducted to test the association between Entrepreneurial activity performance and capacity building level at 95% confidence interval.

The p-value=0.639 > 0.05 hence there exists no statistical significance between Entrepreneurial activity level and Capacity building activity.

Table 8: Chi-square

CBA_Level	Robust					
	IRR	Std. Err.	z	P>z	[95% Conf.	Interval]
EA_performance	1.063298	0.04356	1.5	0.134	0.9812674	1.152186
Cons	1.912339	0.2514	4.93	0	1.47796	2.474385

A general linear regression model was applied to assess the association between entrepreneurial activity performance and capacity building level at 95% confidence interval. The results indicated that the coefficient was significantly different from zero. However, the coefficient on Entrepreneurial Activity level is not significantly different from zero thereby indicating that there is no significant association between Capacity building level and Entrepreneurial activity level. Despite the above statistical results, the graph from table 4.5 above shows a relationship exists between capacity

building activities and entrepreneurial activities level where capacity building activities improve a CBO's entrepreneurial activity level while lower capacity building activities lead to lower entrepreneurial activities by CBOS.

Out of a total of 41 CBOs, majority of the CBOs 22 were classified under “low” performance, in this classification both “upper low” and “lower low” performance recorded same number of CBOs 11. 19 CBOs were classified as “high” performing CBOs with “upper high” recording 2 CBOs and “lower high” recording 17 CBOs.

In table 7 above, of the total 4 CBOs categorized under “good” on training; a majority (3 (75%)) recorded a performance under “lower high”, followed by 1 (25%) under the “upper low” category of entrepreneurial activity performance.

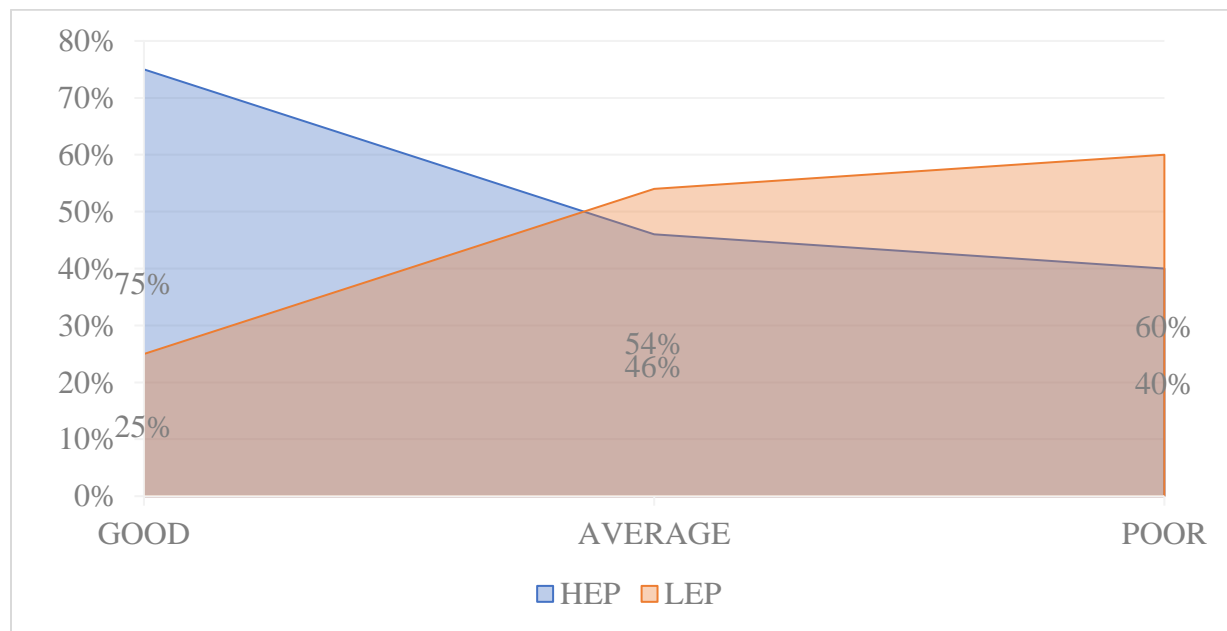
22 CBOs were in the category of “average” on training; a majority were under the category of “low” 12 (55%) with both “upper low” and “lower low” recording 6 (27%) each. This was followed by the category of “high” 10 (45%) where “lower high” recording 8 (36%) while “upper high” recorded 2 (9%) of the entrepreneurial activities performance.

Of the total 13 CBOs in the category of “poor” on training; a majority recorded a performance under “low” 9(60%) CBOs where 5 (33%) CBOs were under “lower low” category and 4 (27%) CBOs were under “upper low” performance. This was followed by the category of “high” 6 (40%) of

which all were recorded under the category of “lower high”.

3(75%) of the CBOs falls on the category of good performance in capacity building activities and high performance in entrepreneurial activities whereas 25% of the CBOs are in the category of good performance on capacity building activities but low performance in entrepreneurial activities. 45% of the CBOs had an average performance on capacity building activities but high performance on entrepreneurial activities while 55% which also had average performance of capacity building had low performance on entrepreneurial activities. The CBOs which had poor performance on capacity building activities but had performance on entrepreneurial activities were 40% while 60% of CBOs which had poor performance also had low performance on entrepreneurial activities.

Figure 9: Comparison of capacity building activities and entrepreneurial activities



These results show that to get a CBOs performance above average, the CBOs must attain a well categorized and good performance in capacity building activities performance. This is indicated in the figure 9 above where CBOs that had “good”

performance in capacity building activities had a performance of 75% in entrepreneurial activities while the CBOs who has “average” performance in capacity had 46% uptake of entrepreneurial activities and similarly the CBOs which had “poor”

performance in capacity building activities had 40% uptake of entrepreneurial activities.

DISCUSSION

This study has found out that over the three-years period community-based organization had engaged in capacity building activities termed as “common” by this study. These capacity building have been termed common simply because the capacity building activities were undertaken by majority of CBOs over the three-year period, they include: entrepreneurship, business plan, marketing, financial management, table banking, governance, record keeping, leadership and governance, proposal writing, poultry keeping, merry go round, and agribusiness. According to Kapucu and associates, board development, volunteer management, diversity and cultural awareness, management practices, public relations, effective grant writing, communication strategies were some of the capacity buildings done by CBOs (Kapucu et al., 2007).

Similarly, this study has also found out that there were entrepreneurial activities that this study termed as “common”, this is also because these enterprise activities were undertaken by most CBOs over the three-years period. The identified common enterprise activities include; Agribusiness, merry go round, table banking, and poultry keeping. Other studies have also got common activities being undertaken by CBOs, in a study done in Mwingi – Kenya the common enterprise activities that were identified included; goat project, crop farming, a greenhouse project, and a fruit tree nursery (Miriti, 2009). On the other hand, enterprise activities identified by another study as common included poultry keeping, horticulture, producing vegetables, planting, and selling seedlings, growing of cereals, operating tailoring, and beekeeping (Musimba et al., 2004; Njuki et al., 2013).

Increased capacity building enhances chances on CBOs to perform regarding number of innovative

enterprises conducted. The results of this study using three categories/level of trainings i.e. “good” (CBOs with 8 and above types of capacity building activities), “average” (4-6 types) and “poor” (below 4 types of capacity building activities), showed that CBOs within the category of “high” capacity building activities had almost double (75%) the chances of performing better on number of enterprise activities initiated and conducted as compared with those in the “average” and “poor” categories that had chance of only up to 46% and 40% respectively.

Likewise other studies elsewhere demonstrated the same effect. For instance, a study in Bangladesh found out that capacity-building program including; raising awareness on the importance of local natural resources, environment, legal rights, livelihoods, income generation skills, facilitating networking and institutional linkage development efforts leads to many innovative mechanisms by the community-based organizations while also contributing to social value creation and learning within the organization (Shahidullah & Haque, 2016). This implies that capacity building for CBOs is a necessary factor for effectiveness on growth and sustainability, as was also demonstrated by other studies elsewhere (Doherty & Mayer, 2003).

From the results, the minimum package that can be described for community-based organization in terms of their capacity building for the purpose of their functionality should be at least eight of the following capacity building activities. These should include; entrepreneurship, business plan, marketing, financial management, table banking, governance, record keeping, leadership and governance, poultry keeping, merry go round, and agribusiness. This study found out that these elements were key to CBOs uptake of the common entrepreneurial activities as identified in this study.

Whereas there is absence of statistically significant association between Capacity building level and Entrepreneurial activity level due to the low level of

CBO numbers that attained High Performance (HEP) on capacity building activities in comparison with CBOs with Low Performance (LEP), performance on enterprise activities was remarkably high (75%) among CBOs with high training activities compared with those ranked poor on training activities (25%).

Results of this study imply that provision of the minimum package of capacity building with at least 8 components of capacity building including: entrepreneurship, business plan, marketing, financial management, table banking, governance, record keeping, leadership and governance, poultry keeping, merry go round, and agribusiness to CBOs will go a long way in improving CBOs performance in their entrepreneurial activities within their communities which is necessary for promoting economic development within and to the entire community. Increased efforts in training CBOs by local partners is an effective strategy that will ensure that CBOs performance and sustainability is realized.

Although this study did not critically evaluate the curriculum that were used by the trainers. Therefore, there is need for further research on how to identify curriculum that suits and support the operations of CBOs in terms of their entrepreneurial activities. Similarly further research is also required to determine the fidelity of the capacity building activities and its effects to performance and to help develop understanding as to why CBOs were not keen on training activities.

CONCLUSION

The findings from this study brings out two new knowledge: firstly, that for community-based organization to perform better in its entrepreneurial activities there should be a minimum number of trainings that it should receive to strengthen its capacity in undertaking any type of enterprise activity. Secondly, the minimum number of capacity building components for a CBO to have

high performance in entrepreneurial activities should be at least eight and the eight capacity building activities should be chosen from the list of: entrepreneurship, business plan, marketing, financial management, table banking, governance, record keeping, leadership and governance, poultry keeping, merry go round and agribusiness.

Therefore, community-based organization can perform better in their entrepreneurial activities and be sustained for a longer period of time by its members when their skills and knowledge is improved and strengthen by the local partners which can provide such trainings. Therefore, this study points to a great potential for training activities to the growth and possibly sustainability of CBOs

Recommendation

It was noted that though capacity building was undertaken by CBO members, the training curricula were not well focused and standardized across the region. To solve this situation the county governments need to come up with policies to support CBOs as a strategy for economic transformation of their communities. CBOs should also lobby and partners with local NGOs and other like-minded organization to provide them with adequate capacity building elements for the purpose of their sustainability. Similarly, CBOs should plan and prioritize capacity building as key element to their enterprise growth hence should plan and budget for trainers who can develop their capacities on how to start, manage and operate the enterprise activities they undertake.

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